GUIDELINES
FOR THE
DEVELOPMENT OF SUSTAINABLE
COMMUNITY BASED TOURISM
IN
NAMIBIA

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PREFACE

This report was commissioned by the Namibia Community-based Tourism Association (NACOBTA) as a tool for the further development of community-based tourism in Namibia.

The report provides guidelines for the development of model campgrounds, handicraft centres and traditional villages developed and managed by local residents of rural areas. It also introduces the concept of Tourist Information and Development Centres (TIDC). TIDCs are service facilities that are strategically located along popular tourist routes that combine a range of tourist services and retail activities frequently used by tourists. The function of TIDCs is to entice travellers to interrupt their journey to consume the services offered at the TIDC and by that generating income for local residents.

The report has been written as a guideline for those responsible for the implementation of community-based tourism and for those developers with a scant knowledge of community-based tourism.

The models proposed in the report are designed, as far as possible, to be applicable to the subtropical Caprivi region and to the arid Kunene region.

An inspection of most existing CBT facilities in Namibia revealed that a need exists for guidance in designing CBT facilities. Many facilities had been inadequately designed resulting in poor quality facilities that were often inappropriate, of questionable quality and of little worth. Therefore this report has placed a heavier emphasis on development guidelines to facilitate the development of appropriate tourist facilities, and placed less of an emphasis on operational guidelines.

This report is not a comprehensive manual for the development and operation of community-based tourist facilities, but a guideline that will help in the "kick-starting" of community operated tourist facilities. This report is considered "open" and any constructive additions to the report are welcomed.

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April 1997
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CHAPTER ONE

INTRODUCTION TO COMMUNITY-BASED TOURISM
1. WHAT IS TOURISM

Tourism is the phenomenon of people travelling from their normal place of residence to other geographical locations for leisure or business. People travel for many different reasons, including leisure pursuits, business interests and educational reasons.

Tourism is both an economic activity and a leisure activity. It is a leisure activity for the tourist yet an economic activity to those who supply the tourist with facilities and services. The tourism industry therefore provides pleasure to tourists yet generates business for host populations. Tourism needs to satisfy both parties if it is to be successful as an industry. It is the aim of Nacota to facilitate the process of achieving tourism development so that it meets the needs of the tourist and the host population, while conforming to the principles of sustainable tourism development.

In the context of community-based tourism in Namibia, tourists will travel to locations of natural beauty and interest to experience natural, social and cultural environments that are different to their own. The overall experience needs to be interesting, informative, exciting and pleasurable. To capitalise on tourism, developers need to establish products that capture and packages such experiences for tourists.

2. TOURIST ATTRACTIONS

An area needs to have tourist attractions in order for tourism to take place. Tourists travel to experience a destination and attractions. Tourists do not travel to destinations in order to stay in great hotels. They stay in hotels to experience the destination and its attractions. Therefore, if an area has few or no tourist attractions, being successful as a tourist destination is unlikely.

Tourist attractions are relative to tourist markets. What might be attractive to one market may not be attractive to another. It is therefore critical that tourism planners identify tourist attractions that are appropriate to existing and potential tourist markets.

In community-based tourism, it is essential that attractions are identified relative to existing tourist markets and developed accordingly to the needs and demands of that particular market. The current Namibian tourist market is based on exploring the country’s vast natural beauty, viewing wildlife in natural conditions and experiencing indigenous cultures and traditions. It is on these activities that community-based tourism in Namibia must focus.

3. TOURIST SERVICES AND FACILITIES

Tourist services and facilities are provided to facilitate the tourists’ safe and comfortable travel. These facilities and services normally incorporate transport, accommodation, information and interpretation services.

Tourist services and facilities should be provided according to the needs and demands of tourist markets. The current tourist market in Namibia, based largely on eco and ethno-tourism, requires facilities and services that may successfully be provided by rural communities, such as overnight accommodation, field and culture guiding, traditional villages and craft markets. The provision of these services by host communities generates revenue for local residents by that stimulating the local economy.

Planning an appropriate mix of tourism products for community-based tourism is the recommended approach to developing tourism facilities in rural areas. The appropriate mix is
4. HOW DOES TOURISM BENEFIT RURAL COMMUNITIES

Tourism benefits rural communities in many different ways. The impact that tourism has on rural communities depends upon the nature and scale of tourism and the manner in which its development is facilitated and operations controlled. The impact of tourism is greater the larger the scale of development and more complex the products. However, ecotourism and ethno-tourism favour appropriate, small scale developments that often require considerably small sums of development capital. Such development is affordable, manageable and appropriate for community-based tourism, particularly in Namibia where ecotourism is a primary attraction for tourists.

The following benefits may be derived from the development of appropriate, small scale ecotourism products in rural areas:

- Creates employment for local people who operate and manage tourist facilities;
- Through the multiplier effect, distributes money into rural communities;
- Capacity building as it introduces new skills into the area;
- Provides infrastructure that is necessary to sustain a tourism plant also used by rural communities, such as roads and water supply.

5. COMMUNITY- BASED TOURISM IN NAMIBIA

Community-based tourism needs to operate within an existing tourism plant and infrastructure. CBT may functions when:

- rural communities control tourist attractions and tourist resources for which there is an existing demand;
- communal lands are next to tourist attractions and resources controlled by either the public or private sector, such as national parks;
- tourist transport routes pass through or close to communal or tribal lands.

As the tourist attractions are largely available in rural areas on Namibia, and the demand from current tourist markets exists, rural communities can provide a range of tourism services and facilities to visitors who come to an area. The development of these facilities can be as a community project or a joint venture with a private entrepreneur. There are positive and negative implications with both processes of development, one form may work better under certain circumstances and perform less favourably in others. Selecting the best system provided with the prevailing conditions and circumstances are necessary. However, through effective management and administration, community-based tourism can have a positive and uplifting effect on rural communities and be sustainable through time.

6. THE ROLE OF NACOBTA

The role of NACOBTA is to facilitate the development, operation and marketing of community-based tourism in communal areas in Namibia.
CHAPTER ONE

TOURISM

INFORMATION &

DEVELOPMENT CENTRES
1. INTRODUCTION

Tourism, and particularly ecotourism, is an economic activity that can contribute significantly to the development of rural economies. A characteristic of ecotourism is that it generates many small, independently owned, tourism businesses. Typically, these ecotourism businesses are found and operated in rural areas that have little potential for any other form of economic activity. Ecotourism can, therefore, contribute meaningfully to a rural economy by creating a range of employment opportunities. As a result, rural planners attempt to integrate tourism in the overall land use planning for the development of rural areas.

The Caprivi and Kunene regions have many undeveloped natural tourism resources that provide a wide range of ecotourism development opportunities. These opportunities could be realised through imaginative planning that could establish an interesting, diverse and sustainable ecotourism industry for the two regions.

The existing tourism plants of Caprivi and Kunene are largely dominated by privately owned tourist facilities. These facilities form the backbone of the regions' tourism plants. The most important natural resources that attract tourists, large protected wildlife areas, are controlled by the public sector. There are a small number of community-based tourism facilities that operate effectively in the regions, however, they are in the minority. Many CBT facilities are currently in the development phase, some of which are unlikely ever to be finished.

2. AIMS OF THE TIDC PROGRAMME

The aim of the TIDC development programme is to generate wealth for residents of rural areas from passing tourists. The means of generating such wealth is to entice tourists to stop at TIDCs and purchase a range of services and products produced by local residents of the area. The way to entice tourists to stop at TIDCs is to provide those services that tourists would regularly need on long distance car trips through Namibia. These services include road route and tourist information, refreshments, comfort and motor services, and a place to relax comfortably and safely.

Therefore, a TIDC can be defined as a strategically located tourist service facility providing a range of mutually supportive tourist related activities where information, products and services are sold to tourists by local, rural residents for profit.

3. OBJECTIVES OF TIDC PROGRAMME

The objectives of the TIDC project are:

✓ to provide a permanent, focal point that can be used for the promotion, development and growth of community-based tourism in rural areas of Namibia;

✓ provide an en-route attraction that will encourage tourists to break their journey by that giving local entrepreneurs the opportunity to sell locally produced products directly to travellers;

✓ to provide the basic infrastructure that is necessary for rural entrepreneurs to produce and sell a range of tourist related products;

✓ to provide a distribution mechanism for disseminating information to tourists regarding tourist attractions in the surrounding areas to keep tourists in the area.
longer so that they spend more money:

- to educate rural communities in areas with ecotourism development potential as to the positive and negative aspects of community-based tourism and the benefits that they might receive from becoming involved in community-based tourism;

- to provide permanent facilities and meeting places where community-based tourism issues can be discussed and elementary training courses can be offered by NACOBTA.

4. COMMUNITY-BASED TOURISM (CBT) AND TOURISM INFORMATION & DEVELOPMENT CENTRES (TIDCS)

The TIDC programme is a means of providing planned, physical structures or facilities for CBT in rural areas. It gives rural residents a permanent facility around which CBT activities can rotate. It is a tool through which organisations, such as NACOBTA, can communicate with rural people who are interested or active in CBT. It therefore provides the tool that fulfills the important function of marketing and communicating CBT to people in rural areas where communication services are poor.

A handicraft market needs to be situated close to a tourist route in order for it to be viable. An incentive needs to be given to tourists to break their journey to visit handicraft markets. Often there are many handicraft markets scattered along sections of tourist routes in Caprivi and Kunene, ranging in size and complexity, giving tourists a confusing choice of markets to visit.

The TIDC concept consolidates handicraft markets along tourist routes into a sizable market located at a TIDC and administered by a handicraft association or cooperative.

The concept of TIDCs is to provide a range of services that motoring tourists require. In other words, a TIDC is a “shopping centre” for tourist information, comfort and motor services, a market for CBT products and a place for weary tourists to rest safely and comfortably. These services provide the reason for tourists to break their journey and stop at a TIDC. Once the tourists have stopped at a TIDC, they then become potential customers who may purchase locally produced handicrafts.

Furthermore, the development of TIDCs provide the opportunity for rural communities to expand the range of tourist products and services they offer beyond traditional villages and handicraft markets.

5. GUIDELINES FOR THE DEVELOPMENT OF TIDCS

The following section examines the types, functions and possible locations of TIDCs in the Caprivi and Kunene regions.

5.1 TYPE AND SCALE OF TIDCS

TIDCs are designed as adaptable facilities to be applicable to a wide range of locations with differing site characteristics, user requirements and consumer markets. A single model of a TIDC would not be appropriate for all situations that require TIDCs. Consequently, a range of TIDCs, comprising three levels, has been established. The functions, requirements, scale and purpose of each level of TIDC vary and are designed to be up-gradable from one level to the next. Three levels of TIDC are applicable to the Namibian tourism plant:
5.1.1 HIGH-ORDER TIDCs

High-order TIDCs provide a range of specialised tourist services, facilities and products that require high volumes of tourist traffic. High-order TIDCs are developed at international gateways to a country, such as Windhoek. The function of a high-order TIDC is to provide tourist information, guidance, reservation services, car hire and an extensive range of other high-order services for the entire country.

The promotion and development of high-order TIDCs falls beyond the responsibility of NACOBTA and would be the function of the Namibian Tourism Board. However, being aware of the full range of TIDCs is important for readers.

5.1.2 MEDIUM-ORDER TIDCS

A medium-order TIDC provides a smaller range of tourist services and facilities. Medium-order TIDCs are located at regional tourism nodes and serve a defined tourism region. It is envisaged that a medium-order TIDC would be located at Katima Mulilo, Rundu and Otjo. An important function of medium-order TIDCs is to promote tourist attractions, facilities and services in its region, with particular emphasis being placed on CBT facilities.

Medium-order TIDCs form the focal point for development of CBT in the various tourism regions. They will provide a base from which NACOBTA, particularly its development officer, can operate. It could be the facility at which the development officer could be based for extended periods. Medium-order TIDCs also provide a meeting place for local people who are currently involved in CBT.

5.1.3 LOW-ORDER TIDCs

Low-order TIDCs are located at strategic points on popular tourist roads in rural areas. They provide detailed information regarding the local area to tourists by means of large interpretation displays, posters and signs. Low-order TIDCs would provide facilities:

- for local entrepreneurs to sell refreshments, handicrafts and tourist art to passing tourists;
- from which local tourist guides can offer their services. Tourist guides can either accompany tourists in the tourist's vehicles or transport them in safari vehicles or donkey-carts;
- flush toilet facilities for tourists. A fee would be charged for usage;
- cultural activities or entertainment, such as traditional dancing and lifestyle skills demonstrations. An area of the TIDC would be zoned for the future development of a traditional village.

Figure 1 depicts the layout of a model low-order TIDC.
5.2 FUNCTIONS OF TIDCs

TIDCs have many different functions and services described below.

5.2.1 INFORMATION FUNCTION

TIDCs display tourist information regarding tourist attractions, services and facilities in the surrounding area. This information would be of interest to:

- tourists;
- travellers that are passing through the areas who are encouraged to return to the area at a later stage;
- to inform residents as to the potential for CBT developments in the area.

Information is displayed as posters, display boards, exhibitions and interpretation signs.

5.2.2 EDUCATION FUNCTION

The education function of TIDCs is aimed at:

- tourists;
- residents of the host populations; and
- developers of community-based tourist attractions.

The education function differs according to the targeted audience.
EDUCATING THE TOURIST:

Tourists are informed of the value systems, traditions, history and culture of host communities. They are made aware of factors that are disturbing to host communities and how to avoid creating tensions between themselves and locals. Tourists are also made aware of the value of locally produced products and tourist art, so that production related prices can be charged and that local craftsmen are not exploited.

Tourists are informed of their role in promoting sustainable tourism in the area, which include:

- Choosing a tour operator that has a reputation of being ethical and environmentally responsible;
- Learning about and respecting the human and natural heritage of the host community, including the geography, history, customs and current local concerns;
- Travelling in a culturally and environmentally sensitive manner, refraining from inappropriate behaviour that negatively impacts on the host community or degrades the local natural environment;
- Refraining from purchasing and using those products, services and transportation that endanger the local ecology and culture;
- Practising minimal-impact travel and follow environmental regulations in natural and cultural heritage areas.

EDUCATING THE HOST POPULATION

An important principle of sustainable tourism development is that tourism should provide tangible benefits for host communities of an area. As tourism is a community oriented industry and support from the host community plays a pivotal role in determining its success in an area. Therefore, the host population needs to be informed of their role in the planning and decision making process for tourism development in their area. Furthermore, local communities need to be enlightened of the consequences of tourism as they are often unaware of the benefits and constraints of tourism development, and are unable to evaluate the impact of tourism on their community and life styles critically. Only if tourism gives tangible benefits that the local community is satisfied, is tourism an appropriate land use option.

It should be the responsibility of NACOBTA to compile and implement an educational programme for host communities. This programme could include workshops. The erection of education / information displays, compilation and display of educational posters and the provision of literature. This education programme should take place at all medium-order and some selected low-order TIDCs.

A range of skills training courses could be offered to members of the host community at medium-order TIDCs. The range of skills that could be taught are dictated by the conditions in the local area, some of which are:

- local and regional tour and field guiding;
- starting and operating a tour company;
- design, manufacture and marketing of tourist art.
EDUCATING DEVELOPERS OF POTENTIAL TOURISM PRODUCTS

Business opportunities are created through ecotourism in rural areas for community-based tourism operators. In natural areas, the range of potential ecotourism products is extensive and requires varying amounts of capital investment to be realised.

The function of NACOBTA is to encourage rural entrepreneurs to develop CBT products. This function can be undertaken at TIDCs and entails providing the following:

- Detailed information on the regional tourism plant;
- Listing of potential tourist products that could be developed using various natural tourist resources;
- Documenting the methods to capitalise on development opportunities and overcoming constraints;
- List other organisations that can help with planning, funding, developing and managing of CBT products.

To this end, NACOBTA should establish an entrepreneurial support service to support the development and operation of small community-based tourist facilities and services.

5.2.3. PROMOTING TOURISM CULTURE FUNCTION

The support of the host community is important to the successful functioning of community-based tourism. Tourist resources of importance in the Caprivi and Kunene Regions are its history, customs and culture of its peoples. Effective interpretation of cultural attractions requires ongoing interaction with members of the host community. The attitude, friendliness, helpfulness and tourist product knowledge of host communities with whom tourists interact, contributes significantly to the overall success of community-based tourism.

It is the function of NACOBTA to promote a culture of tourism among the host population of the region, to encourage a positive and constructive attitude of local people to tourists. TIDCs may be used as centres for the implementation of such awareness programmes.

5.2.4 EMPLOYMENT CREATION FUNCTION

An objective of the TIDC programme is to stimulate economic activity by creating employment opportunities for rural people living along tourist routes.

The TIDC strategy is to attract tourists. Local entrepreneurs are thereby provided with a potential market to which they can sell products and services. TIDCs are the points of sale for services and products produced or sold by members of the host community to passing tourist traffic. It is assumed that the probability of selling products to tourists is greater the longer the period that tourists are retained at a TIDC. Therefore, TIDCs are to offer a wide and interesting range of services and facilities in order to encourage tourists to spend significant sums of money.
5.2.5 MANUFACTURING FUNCTION

The manufacturing process of tourist art and handicrafts is an attraction to tourists in its own right. Tourist art has greater authenticity, and therefore monetary value, if tourists can observe the manufacturing of artefacts. Typically, the manufacturing and retailing of tourist art take place simultaneously as artists manufacture the artefacts at the point of sale. Where possible, the manufacturing of tourist art at TIDCs should be encouraged.

It is envisaged that production of the following tourist art and handicraft could be undertaken at TIDCs:

✓ Basket weaving and beadwork;
✓ Wood and stone carving;
✓ Pottery;
✓ Rug and carpet weaving;
✓ Leather-work.

5.2.6 SERVICES FUNCTION

Low and medium-order TIDCs, if not located close to the existing services, should offer the following services:

- TOURIST COMFORT SERVICES

  Medium-order, and if feasible low-order, TIDCs should provide clean and hygienic toilet facilities. A fee may be levied for the use of such facilities.

- FOOD OUTLETS

  Provision should be made in the design of TIDCs for retail food outlets. The form of these outlets may vary in size and nature, from offering simple refreshments to traditional foods.

- MOTOR SERVICES

  Medium-order TIDCs should be developed close to existing filling stations. A tyre repair service could be offered at certain low-order TIDCs.

6. LOCATION OF TIDCs

The success of the TIDC programme will be determined by the strategic location of individual TIDCs. The following criteria will assist in determining appropriate locations for TIDCs:

6.1 PROXIMITY TO TOURIST ROUTES:

The success of TIDCs is dependent on receiving a sufficiently large flow of passing tourist traffic. The aim of the TIDC programme is to intercept tourist traffic in order to create a market for the retail services offered at the TIDC. Therefore, TIDCs need to be located in strategic positions on recognised and well-used tourist routes.
welcoming, pleasant ambience and attractive environment for tourists. Due to the
hot weather conditions common in both Caprivi and Kunene, shade cover should be
provided for produce stalls, tourists and their motor cars.

7.1 DESIGN GUIDELINES FOR LOW-ORDER TIDCs

Low-order TIDCs should include the following design criteria:

✓ Design should be simple, functional, appropriate and require minimal maintenance;

✓ Use locally produced or sourced materials, local labour and expertise for their
construction;

✓ The most prominent feature of a low-order TIDC should be the tourist information
map that displays information regarding tourist resources, facilities and services of
the area;

✓ Tourist education and information displays should be established close to tourist
map display;

✓ All displays should be durable, vandal proof, require minimal maintenance, be appealing
in design and constructed to high standards;

✓ All displays should exhibit NACOBTA’s logo;

✓ Information contained on displays should be accurate, current and reproduced
professionally;

✓ A range of stalls and stands should be constructed from which entrepreneurs may
sell their produce. Stalls may take the form of small enclosed structures of either a
permanent or movable construction. Stands may take the form of either tables or
demarcated areas on the ground where products may be exhibited. Exhibition areas
on the ground should be slightly elevated, well drained, and clearly demarcated;

✓ Small, lockable store rooms need to be provided where entrepreneurs may store their
wares safely overnight;

✓ Adequate provision should be made for the collection and removal of litter and refuse;

✓ Appropriate toilet facilities are to be provided for tenants of TIDCs;

✓ Drinking water should be provided on the site;

✓ The site should be well landscaped.

7.2 DESIGN GUIDELINES FOR MEDIUM-ORDER TIDCs.

A medium-order TIDC should conform to the architectural and landscape guidelines of low-
order TIDCs and also the following guidelines:

✓ A medium-order TIDC must include a Tourism Service Centre.

   A room in the centre should be dedicated to tourism education displays and where
tourism education lectures and workshops can be held. It should be designed so as to seat 30-40 people cinema style and facilitate audiovisual equipment normally used for lectures and presentations:

☑ Provide clean toilet facilities for use by tourists;

☑ Provision should be made in the layout for the future construction of a motor service station that may be developed by an oil company;

☑ Provision should be made for the development of a fast food restaurant / take-aways / traditional African restaurant. These facilities should be operated by an entrepreneur, a private company or restaurant franchise;

☑ Public telephones should be provided at medium-order TIDCs;

☑ Medium-order TIDCs should be purpose built structures or existing buildings with historical or cultural significance, in order to make a bold statement that tourism is a viable economic activity and that its development and promotion are being actively addressed by the regional tourism authority.

8. FACILITATING THE DEVELOPMENT OF TIDCs

It is the function and responsibility of NACOBTA to facilitate the planning, funding and development of low-order TIDCs. It is the function of the Ministry of Tourism to facilitate the planning and development of medium-order TIDCs.

It must be stressed that the development of TIDCs must form an integral component of the tourism development plans currently being drafted by PPIMU.

9. OPERATION AND MANAGEMENT OF TIDCs

Every low-order TIDC should have an elected management committee.

The management committee of a low-order TIDC would be responsible for the following functions and activities:

☑ To ensure the smooth functioning and maintenance of a TIDC;

☑ The collection of the nominal rentals that members of the TIDC association are charged for the use of the TIDC;

☑ Responsible for fund raising for further development projects;

☑ Represent the TIDC association at NACOBTA;

☑ Encourage training and organising training courses;

☑ Undertake the marketing of TIDCs.

10. RECOMMENDATIONS

TIDCs are a means of facilitating and organising community-based tourism development in rural areas. TIDCs create markets, assist entrepreneurs, formalise CBT physically and spatially and build institutional capacity.

It is the function and responsibility of NACOBTA to initiate and develop the TIDC programme for furthering the growth of CBT in Namibia. The success of the programme will be dependent upon
the strong and imaginative leadership of NACOBTA and its ability to raise development funds from foreign donor agencies. The TIDC programme can have, if correctly implemented, a significant and far-reaching effect on community-based tourism in Namibia.
CHAPTER TWO

ESTABLISHING AND OPERATING A HANDICRAFT MARKET
1. INTRODUCTION

Tourist art in Africa has its origins in the early nineteenth century colonial empires. Colonial administrations encouraged the production of ethnic art and indigenous utensils for ornamental and decorative purposes for the colonial inhabitants of the region. This process was taken further when such artifacts became the symbols of colonial power in Europe. These artifacts were exhibited, along with indigenous people from all Africa, at world trade shows that were held at regular intervals and were exceptionally popular in that period. Great competition resulted between the colonial powers to exhibit the greatest variety of exotic artifacts at these shows. As a result, colonial administrations were tasked with encouraging the production of art works for exhibition purposes at such shows.

However, many of these indigenous arts caught the interest of Africa’s early tourists. These tourists, the colonial public servant who was on leave or transit in the colonies, bought many such items of curiosity as mementos of their travels through the wild and untamed Africa. The purchasing of such products was the first step in the commercialisation of indigenous art in Africa.

With the collapse of the colonial empires after World War II, demand for such products was taken up by the rapidly growing number of tourists that were visiting Africa. Most tourists also wanted to take home a memento of their travels and, hence, a great demand for tourist art was born.

However, with the advent of mass air travel, a conflict in the demand requirements of tourists was created. Tourists wished to purchase tourist art that was interesting, authentic and easy to transport by air. Many indigenous art pieces were large and heavy. Because of market forces, products were miniaturised, manufactured from a substitute raw material that were lighter than the original indigenous material, or enlarged to be more attractive. Authenticity had become tempered by market forces and strongly influenced by tourist art distributors and dealers. Tourist art, due to its commercialisation, had become an economic activity in rural areas of developing Africa.

In southern Africa, subtropical regions provide a wider range of appropriate raw materials required to manufacture tourist art. Subtropical regions receive many tourists who have created a large demand for tourist art. As a result, tourist art production is more abundant in subtropical regions than in the semi-arid western regions. Therefore, tourist art industry in subtropical regions has grown significantly in the past two decades.

Tourist art in Namibia, as an economic activity, is still in its infancy compared with countries in central Africa. However, the tourist art and handicraft industry has shown significant growth with the increasing number of foreign tourists that have visited Namibia in the past five years.

The production of handicrafts, which form the most significant component of tourist art in Namibia, is extremely well documented in the report titled “A survey of natural resource-based craft production and marketing in Namibia” by M E Terry, F J Lee and K le Roux, which was undertaken for the LIFE programme. It is advisable that NACOBTA’s development officer become extremely well acquainted with this authoritative document, as it provides the foundation for the further planned development of handicraft markets in Namibia.
2. FUNCTIONS OF HANDICRAFT MARKETS

A handicraft market’s function is to be a point of sale for locally produced handicrafts that can be sold to passing tourists.

The handicraft market is the endpoint of the production process that includes collection of raw materials, production, quality control, transportation, storage, administration and retailing. Therefore, the sale of an artifact at a handicraft market is the final phase of the production - distribution - marketing process of producing tourist art.

3. LOCATION OF HANDICRAFT MARKETS

Location of a handicraft market is the single most important factor in the successful operation of a handicraft market. A handicraft market needs to be directly accessible to its tourist consumers, otherwise its viability is significantly reduced.

Handicraft markets can be located at the following places:

- At Tourist Information and Development Centres (TIDCs);
- Along tourist routes, such as the Trans-Caprivi Highway and the road leading to Etosha;
- At tourist destinations, such as Katima Mulilo;
- At tourist resorts, such as Fort Sesfontein and at entrance gates to National Parks;
- In distant urban areas, such as Windhoek and Cape Town.

Handicrafts can be produced either at the point of sale or in areas some distance away from the point of sale. The areas where handicrafts can be produced are determined by the viability of transporting the goods over the distance between the area where goods are produced and the point of sale of the goods. Producers in a village some distance away from a market can viably produce and sell the handicraft, since the cost of transporting the goods to the market does not increase the good’s price to a level above that which the market is prepared to pay. In such cases where goods need to be transported over a considerable distance, the size of the profit realised by producers of handicrafts, is generally diminished. It can be generally stated that profit is indirectly proportional to the distance that the goods need to be transported from the place of production to the point of sale.

Therefore, it needs to be restated that location of a handicraft market is the most important factor in determining its success. The volume of passing trade should be directly proportional to sales.

It is the function and responsibility of NACOBTA’s CBT development officer to assess and advise a community that wishes to develop a handicraft market, whether or not it can be undertaken viably. The situation needs to be avoided where false expectations are created as to the benefits that can be gained from being involved in CBT.

Handicraft markets can either be located in areas visited by tourists or in distant markets situated regionally and internationally. This document is concerned only with the development and operation of handicraft markets located along or close to tourist routes and tourist destinations.
4. GUIDELINES FOR THE DEVELOPMENT OF HANDICRAFT MARKETS

Guidelines are provided for the development of handicraft or tourist art markets as independent facilities that can be incorporated as components into Tourism Information and Development Centres (TIDCs). The guidelines focus on two issues, namely physical design criteria and the social organisation required to form a handicraft cooperative or association.

The following section reviews the steps that need to be taken to develop a handicraft market. It is this checklist that NACOBTA’s development officer needs to follow when assessing the development potential of a handicraft market.

STEP 1: IDENTIFY MARKETS FOR HANDICRAFT PRODUCTS

It is important initially to establish the following:

✓ if there is a market that will consume the handicrafts planned to be produced;
✓ if there is a market, what is the nature and extent and profile of the market;
✓ What type of handicrafts does the market require;
✓ The seasonality of demand from the targeted market;
✓ If a ready market does not exist, can one be created.
If a market cannot be created, then discontinue the project as it will not be viable and sustainable. However, the opportunity still exists that handicrafts can be produced and exported to a distant market, for instance in Windhoek.

STEP 2: EVALUATE COMPETITIVE MARKETS

Handicraft markets operate according to the principles of supply and demand. If the supply exceeds demand, prices and profits are reduced.

When evaluating competition, the following issues should be addressed:

- The number of competitive handicraft markets in the area - Count the number of handicraft markets that fall within a 30 km radius of the proposed market;
- The location of competitive handicraft markets;
- The size of competitive handicraft markets and producers cooperatives;
- The type, style, number and prices of handicrafts that competitors are producing;
- Where competitors obtain their raw materials, at what price and how is it transported;
- Where do competitors sell their handicraft products, to whom for what price and how are the goods transported, if they require transport?

Evaluating the above is necessary as handicraft markets operate in a free-market economy and, therefore, outperforming its competition is necessary for a successful market. The realistic evaluation of competition will not unnecessarily raise expectations in the community and provide a reasonable projection of the viability and sustainability of the handicraft market. For instance, there is no point in establishing five sizable handicraft markets next to each other along 15 km of tourist route. Tourists are most likely to stop at only one of the five possible markets. However, under such circumstances the following options exist for potential handicraft market developers:

- Do not develop a handicraft market;
- Work in partnership with an existing market;
- Attempt to establish a TIDC and form one large market at the TIDC;
- Establish an independent market knowing that it will have limited success.

The recommendation would be to form a TIDC and establish a large handicraft market at the TIDC.

STEP 3: ESTABLISH A HANDICRAFT PRODUCERS COOPERATIVE

Encourage the local community to establish a Handicraft Producers' Association. The function of the producers association is to:

- Facilitate the production of handicrafts;
- Liaise with NACOBTA and Rössing Foundation for support and advice;
Identify target markets;
Provide production guidelines;
Set production standards and implement quality control;
To facilitate the sustainable use of natural raw materials;
To facilitate the transport of raw materials to producers and products to markets;
To negotiate the best price for products;
Negotiate with middle men on the behalf of the producers association;
Maintain a bookkeeping system;
To ensure fairness and equitable distribution of income;
To represent local producers to external organisations such as Rössing Foundation, NACOBTA;
To act as a mediator to settle disputes among producers;
To facilitate product development;
To identify training needs and facilitate training workshops.

The association should draft a constitution and elect a committee and chairman and hold regular meetings.

It is NACOBTA’s role to encourage and facilitate the establishment of a producer’s committee. Additional technical assistance can be obtained from LIFE, IRDNC and Rössing Foundation regarding training courses that advise on drafting constitutions and institutional capacity building.

STEP 4: IDENTIFY LOCATION FOR HANDICRAFT MARKET

It is imperative that a good location is sought for the development of a handicraft market.

1. Along Tourist Routes

The following criteria should be considered when choosing a development site for a handicraft market along a main tourist route:

✓ Has to be on a road that is often travelled by tourists;
✓ Highly visible to traffic travelling in both directions along the road;
✓ A sufficient distance from the nearest village to ensure privacy to the villagers;
✓ The surrounding environment should be of a high quality;
✓ The site should have existing trees that provide sufficient shade for the market;
✓ The proposed site should be sufficiently distant from the road to allow tourists to park at least 3 metres from the shoulder of the road;
✓ Allow motorists to leave and rejoin the main road safely;
✓ Sites should be well drained so that large puddles of rainwater do not accumulate.

2. At Tourist Destinations

Besides the points listed in (1) above, the following criteria should also be considered when choosing a development site for a handicraft market at a tourist destination:

✓ Situated on a road that has frequent tourist traffic;
✓ Located close to one of the main tourist attractions at the tourist destination;
Located close to tourist accommodation;
Ensures the safety of tourists from petty crime.

Once an appropriate location has been identified for the handicraft market, obtaining permission to use the land is necessary.

STEP 5: OBTAIN NECESSARY PERMISSION

Before a Producers’ Association can construct a handicraft market, permission to develop on some particular site needs to be obtained.

The procedure of obtaining permission to develop a handicraft market requires that a “Permission to occupy” certificate (PTO) be obtained. Obtaining a PTO is a rather long and complicated procedure as it requires liaising with community leaders and government offices. Seeking advice from the community-based tourism Development Officer at PPMIU who has had much experience in dealing with PTO applications and community-based tourism development is advisable.

The basic procedure for obtaining a PTO is:

**Applicant Undertakes To:**

- Complete the official application form, obtained from The Ministry of Lands, Resettlement and Rehabilitation, Private Bag 133-43, Windhoek;
- Obtain comments of Traditional Authority and Regional Governor;
- Submit application form and required documents to Regional Control Officer (RCO).

**Regional Control Officer Undertakes To:**

- Check that all requirements are met regarding:
  - type of proposed business;
  - size of proposed developments;
  - location of a proposed development site;
  - comments of correct Traditional Authority and Regional Governor (with appropriate stamp if applicable);
- Physically inspects the proposed development site to ensure that size and location of the site correspond with that in the application;
- Endorses application, enters application into register and send all documents to Head Office, Subdivision Land Allocation.

**Subdivision Land Allocation (S-D LA) Undertakes To:**

- Enter receipt of application into register;
- Submit application to Ministerial PTO Committee.

**Ministerial PTO Committee (MPTOC)**
✓ Considers the application then:
   ➔ approves it;
   ➔ requests further information from other ministries/parties that may be affected;
   ➔ rejects it.

✓ Returns application to S-D LA with appropriate instructions.

Subdivision Land Allocation Undertakes To:

✓ If approved:
   ➔ advises RCO to request the applicant to make first payment of fees and on receipt of payment;
   ➔ prepares PTO Certificate for endorsement by MPTOC and signature of Permanent Secretary;
   ➔ sends Certificate to Applicant via RCO.

✓ OR obtains further information as requested and resubmits:

✓ OR if rejected, advises RCO to inform the applicant accordingly:

✓ Registers all steps taken.

Regional Control Officer Undertakes To:

✓ Once the applicant is in possession of his PTO certificate, the RCO will inspect the development at appropriate times to ensure that the conditions of the PTO and being adhered to:

✓ Keeps a record of all PTO’s issued in his region so the payment of annual fees can be controlled.

Once a PTO has been obtained, construction of the handicraft market can commence.

STEP 6: PLANNING & DESIGNING A HANDICRAFT MARKET

Planning and design guidelines will be reviewed for two forms of handicraft markets, namely roadside handicraft markets and handicraft markets located at tourist attractions and in towns or settlements. However, there are design guidelines that are common to both situations.

5. GUIDELINES FOR DESIGNING A HANDICRAFT MARKET

The following design guidelines should be considered when planning a handicraft market:

5.1 DRAINAGE

✓ Ensure that the site selected is slightly elevated. An elevated site will allow:

✓ Rainwater to drain away from the market so that it does not become muddy, slippery, unhealthy and unattractive.
5.2 PARKING

The market should be a safe distance from the road to allow ample and safe parking in front or next to the market. Providing parking space is preferable next to the market as it permits the market to be closer to the road and therefore more visible.

5.2.1 PARKING LOCATED IN FRONT OF MARKET

When parking is planned in front of a handicraft market (see Figure 2), the following should be remembered:

Market stalls should be set back a distance of 10 - 15 metres from the road to allow sufficient space for 10 -12 cars to be parked simultaneously in front of the market.

The parking area should be demarcated with stones or wooden posts to stop vehicles from being driven into the market area.

The parking area should be provided with good drainage in high rainfall areas to drain away excessive rainwater.
Parking areas in front of handicraft markets are unattractive for the following reasons:

- Market stalls are required to be set well away from the road to make room for the market. The further away market stalls are from the road the less visible they are to passing motorists;
- Large parking areas in front of markets are visually unattractive as they are large, often dusty or muddy open expanses. Parking areas require constant maintenance in order to avoid large puddles forming, particularly during high rainfall times in summer;
- Dust from traffic in the car park will be blown into stalls and exhibits during windy conditions.

5.2.2 PARKING AREAS LOCATED ON SIDES OF MARKETS

Planning parking areas on the side of handicraft markets is preferable (see Figure 3) for the following reasons:

- Two smaller car parking areas can be planned instead of one large area;
- Trees can be used to provide shade for motorcars without restricting the view of the market;
- The market can be located closer to the road making it more visible to passing motorists;
- This layout is visually more appealing as the area in front of a market can be landscaped and used for displays;
- Less disturbance is caused to the market from vehicles being parked in the car park as it can be screened from the market by trees and shrubs;
- Parking on the side of a market allows drivers to pass and view the market before turning into the parking area.
5.2.3 SHADE

☑ Utilise existing large trees to provide shade for market stalls, display areas and car parks;

☑ Start a tree planting programme. Plant new trees in areas where shade should be provided;

☑ Use trees and vegetation to screen the handicraft market from visually unattractive features, neighbouring villages or settlements;

☒ Ensure that large trees and shrubs do not restrict the view of the market from the road.

5.2.4 STALLS

Handicrafts are best displayed on:

☑ Shelves or in a display stand or stall. If a display stand or stall is not going to be built, a rough shelving system made from local wood and branches should be constructed. The system should consist of many shelves, with larger shelves on the bottom and smaller shelves on the top. Small items are displayed on the top shelves that are easier to view and are lighter. It is preferable that the shelves can be viewed from both sides of the system. It is preferable that the shelf system is provided with some sort of covering or roof to protect items from the sun.
Handicrafts that are simply displayed on the ground are unattractively displayed, get dusty and require the consumer to bend to pick up the art piece.

Stalls can be either small or large. Small stalls are less expensive and easier to construct and can be developed, owned and maintained by an individual. Large stalls or display areas (see Photograph 2) are more expensive to construct and normally require a capital development loan from an aid agency to construct. Large stalls, however, can display tourist art of many producers or villages and can also be used as a meeting place for the Producers Association.

Photograph 2

A large handicraft display stall located at a roadside handicraft market in Okahanja. Located next to it are a series of small, independent, open stalls. The large tree is being used to provide shade and the parking area in front of the stalls is dusty, not landscaped and unattractive.

Small display stalls can be imaginatively designed for cost-effective construction and practical use. An example or model of such a design is illustrated in ? The model illustrated has many positive features:

- Made from natural materials that may be gathered locally;
- Of simple design to be easily constructed from local materials and local labour;
- It has large shade flaps that provide goods and customers with shade and some protection from rain;
- It may be closed and secured at night thus deterring thieves. It is recommended that a night security officer guard the handicraft market at night.
Provides display space on shelves inside the stall for crafts ranging in size from large to small. Large items are displayed on the floor and wide bottom shelves, while small items are displayed on the top, narrower shelves.

Individual producers may be responsible for the construction, maintenance and staffing of one or several small display stalls.

Stalls are modular in design facilitating the construction of additional stalls when required. However, areas for future expansion of the market should be identified in the initial planning and layout phase of the market.

Handicraft and art works need to be displayed creatively to arouse the interest of customers. Not displaying too many items of one type but a wide range of items from which a customer may make a choice is preferable.

Current research reports on handicraft markets in Namibia indicate a lack of understanding by handicraft sellers in rural areas, as how to display their crafts creatively and effectively. It is suggested that NACOBTA develop and offer a training course on how to construct and decorate handicraft display stands.
Information about the handicraft producers should be displayed prominently in the market. A photograph or a short description of the village in which the products were made, provides a token of authenticity for the products and gives the customer more information about the producers.

Stalls should be decorated in either traditional ways or in bright colours to attract the attention of customers. It is likely that tourists will be attracted first to those stalls that look interesting.

5.2.5 LAYOUT OF HANDICRAFT MARKETS

The layout of handicraft markets can be either linear or concentrated.

LINEAR LAYOUT OF A HANDICRAFT MARKETS

A linear handicraft market layout is designed to place most stalls in line (see Figure 2).

The advantage of this layout is that all stalls are visible at a glance to the customer and that all stall holders should have the same probability of being visited.

A negative feature of a linear layout is that a customer might get overwhelmed with the magnitude of similar products on sale, and not visit a variety of stalls. A linear layout tends to extend the parking area in front of the market that may create a negative impact (see page 24).

CONCENTRATED LAYOUT OF A HANDICRAFT MARKET

The recommended layout for a handicraft market is the concentrate layout (see Figure 3), for the following reasons:

- The "concentrated" handicraft market can readily be assimilated into a Tourism Information & Development Centre (TIDC);
- It allows parking areas to be constructed on the sides of the market that is preferable;
- Through careful planning (or completely the lack of planning), the closely packed stalls of a concentrated handicraft market will develop the intrigue and atmosphere of a "flea-market" which are popular in large urban areas;
- The design is more appealing and interesting for customers as they will be curious to find out what is "around the corner".

5.2.6 FACILITIES AT A HANDICRAFT MARKET

Handicraft markets, if not at a TIDC, will require the following facilities:

- Toilet facilities for tenants and tourists;
✓ A water tap or water source;
✓ A lockable storeroom in which valuables may be stored. Many roadside craft markets in South Africa are using old shipping containers as storerooms. They provide good security and are relatively inexpensive;
✓ A shelter for a security guard / night security officer if one is to be employed;
✓ Tables and benches made from rough-cut wood placed under a shade tree at which tourists can sit and relax;
✓ An interpretation noticeboard that explains to tourists the history and purpose of the craft market and the tourist art;
✓ A place where producers can cook meals that is located in a service area out of sight yet close to the market;
✓ Refuse containers for use by tourists and handicraft producers. Refuse containers are required to be emptied and cleaned daily;
✓ A solid waste disposal site is to be identified and properly managed. The site needs to be sufficiently distant from the market and in a location where it will not pollute any water source. It requires a large deep hole to be dug into which the refuse is deposited. A thin layer of sand is spread on top of the refuse to contain bad odour and deter flies.

5.2.7 SIGNBOARDS AND ADVERTISING

Advertising signboards that inform tourists of the presence of a handicraft market are extremely important to the operating of handicraft markets.

If a signboard is placed within the road reserve (the strip of land that runs parallel to a road) permission needs to be obtained from the relevant authority (Directorate of Transportation, Infrastructure Maintenance and Construction or the Local Authority for municipal areas) and needs to conform to specified standards. These boho-brown and white signboards conform to international standards for road signs and display the internationally recognised symbol for craft markets.

If a signboard is placed outside the road reserve, permission from the landowner or local chief is required.

Signboards built along tourist roads need to be:
✓ Clearly painted or labelled (preferable to have the sign made by a qualified sign writer);
✓ The message needs to have less than 25 letters and needs to be read and comprehended within two seconds. Research has revealed that motorists travelling at 120 km/h have only two seconds to read a road sign from the time the writing becomes legible to the time they pass the sign.
✓ Ensure that the bottom of the sign is at least 2 metres above the ground;

✓ Ensure that the sign is not obscured by trees or other vegetation;

✓ Ensure that signage remains in good repair.

Road signs built along the side a tourist road should inform travellers of:

✓ Direction to the handicraft market;

✓ Distance to the handicraft market;

✓ The name of the handicraft market - in future travellers will call the handicraft market a landmark and route marker eg. "Turn left at the Mafekeng Bros Craft market";

✓ The location of the handicraft market;

The following road signs should be erected on the approach road to the handicraft market at the distances indicated:

![Road Signs](image)

### Figure 5
Examples of road signs that could be erected on roads approaching a handicraft market. Travellers are made aware that a craft market is approaching (1) then informed that its name is “Hoarib Craft Market” (2) which is a community operated craft market offering a specific range of goods (3) as well as facilities and services a traveller may need (4).

Information signs should inform tourists of:

✓ The products sold at the handicraft market;

✓ The reason that they should visit the handicraft market;

✓ The history of the Producers Association and handicraft market.
STEP 7: OBTAINING DEVELOPMENT FUNDS

The chairman of the Handicraft Producers' Association should approach NACOBTA for assistance and guidance in seeking development funds from donor agencies or NGO's.

It is NACOBTA's role to keep an inventory of development funding agencies and their specific requirements. NACOBTA should assist the Producers' Association by helping them to apply for development funding and act as a facilitator throughout the process of acquiring funds.

STEP 8: CONSTRUCTION OF HANDICRAFT MARKET

A project plan should be established for the construction of a handicraft market. Handicraft markets can be constructed in phases over a period. The project plan should set dates by which certain development phases should be completed, so that the project does not extend indefinitely and interest diminishes.

The pace of construction is determined largely by funding and development capital that the project receives, and therefore needs to be dealt with on an individual case basis.

However, the following guidelines will assist with the development and construction of a handicraft market.

5.2.8 LEADERSHIP/ MANAGEMENT

An individual needs to be tasked with the responsibility of being construction manager in charge of construction of the handicraft market. These individuals need to be remunerated and be accountable for this function.

The manager will ensure that the following activities are undertaken:

✓ Ensure that the correct facilities are built in the correct places according to the development plan and guidelines;

✓ Ensure that there are a constant supply and standard of required building materials;

✓ Organise and manage the labour force. Labour should be recruited from the local community and remunerated fairly for the work undertaken;

✓ Ensure and be accountable for funds so that they are used in a wise and appropriate manner;

✓ To provide regular reports on construction progress to funders and Producers Associations;

✓ To be accountable to the Producers Association.
5.2.9 BUILDING MATERIALS

✔ Building materials should be sourced locally;
✔ Building materials should be of an appropriate and acceptable quality;
✔ Transport of building materials to the construction site is usually an expensive and difficult task. The construction manager would be required to facilitate and, if necessary, pay for transportation from development funds;
✔ Building materials need to be stored in a safe and secure place as pilfering is a common problem on construction sites. If necessary, a night security officer should be employed.

5.2.10 LABOUR

✔ The labour force used for the construction should be recruited from the local community that initiated the development of the market;
✔ Individual labourers should be recruited according to skills required for particular tasks.
✔ Labourers can be remunerated on a per day or per task basis. The preferred system of remuneration is by task as:
  ✔ quality control can then be implemented (no pay if final product does not meet specified standards);
  ✔ it provides an incentive for the worker to complete the task;
  ✔ makes it easier to remain within the budget as spending can be preplanned.

✔ It is important that the labour force is aware and continually informed of the nature, quality and quantity of work to which it is to perform. A misinformed labour force can result in many problems that could hamper the development of a handicraft market.

✔ Upon completion of the project, an official opening of the market should be organised.

STEP 9: MANAGING A HANDICRAFT MARKET

Management of a handicraft market comprise two distinct functions, namely:

✔ managing the handicraft Producers' Association;
✔ managing the marketplace itself.

Training of communities to develop, operate and manage a handicraft Producers' Association is undertaken by Rössing Foundation. The background, constraints and opportunities for natural resource-based handicraft production are well documented in the authoritative report titled "A survey of natural resource-based craft production and marketing in Namibia" by Terry,
Lee and le Roux. It is therefore suggested that the reader consult this report for details on the production of handicrafts. The management of producers association is beyond the scope of this manual and it is advised that readers consult the Rössing Foundation for further information in this regard.

5.2.11 MANAGEMENT

It is imperative that an individual is appointed as manager of a handicraft market and remunerated for this function.

By appointing a manager, that person will be responsible for the maintenance and management of the handicraft market to ensure that it operates effectively and is attractive to tourists and other consumers. The manager will report to the Producers Association or the TIDC Management Committee.

The manager will ensure the following:

✔ The market area is swept or raked every day;

✔ All litter is collected, refuse containers emptied and refuse removed to the refuse pit;

✔ The refuse pit is correctly managed by spreading a thin layer of sand on top of refuse once it has been deposited in the pit;

✔ If toilets are provided for tourists, ensure that they are cleaned every day and that sufficient toilet paper is provided. A fee for the use of toilet facilities can only be levied if a quality service is provided. Ensure that a notice is placed in toilets explaining to tourists the reasons for charging a usage fee;

✔ If a picnic area is provided for tourists, ensure that tables are washed and cleaned every day, litter is collected and grass cut;

✔ That minor repairs are undertaken to stalls and other facilities when required. When major repairs are required, the management committee should be consulted;

✔ Supervise workers to ensure that the necessary work is undertaken according to prescribed schedules and standards;

✔ Facilitate transport when required;

✔ Ensure that all information and advertising signage are in good condition;

✔ That adequate, safe storage is provided;

✔ Ensure that security is maintained about the market and that a security guard / night security officer is on duty at night;

✔ That rentals are collected regularly and a set of books is accurately maintained;
5.2.12 ADMINISTRATION

The administration required to manage a handicraft market effectively is to ensure that:

✓ Rents get paid by producers using the handicraft market;
✓ Wages are paid;
✓ A complete and accurate record of all transactions are kept;
✓ An accurate and appropriate reporting system is in place.

5.2.13 MARKET RENTALS

Handicraft market needs to generate funds for:

✓ its continued functioning;
✓ maintenance; and
✓ repayment of loans.

Funds can be generated in several ways:

✓ Producers who exhibit art and craft pay a rental for the use of a stall. The rental may be paid in:
  - Cash;
  - As a percentage of their cash turnover;
  - As a donation of a certain number of handicraft items that may be sold and the resultant money is placed in the handicraft market’s maintenance fund.
✓ From tourists for the use of certain services, such as toilets;
✓ From tourists for the purchase of refreshments;
✓ From tourists who would pay to see certain entertainment, such as traditional dancing, folk stories and guided walks.

6. RECOMMENDATIONS

Handicraft markets should be developed as part of a Tourism Information and Development Centre (TIDC). Attention should be placed on markets, marketing and making the handicraft market attractive to visitors to encourage them to stop. The success of the market will largely depend on its location, the nature and quality of the handicraft products sold and its attractiveness to passing tourists. A strong and dynamic management committee is a key factor in the development and sustained operation of a community-based handicraft market.
CHAPTER THREE

ESTABLISHING AND OPERATING A TRADITIONAL VILLAGE
1. **INTRODUCTION**

The Caprivi and Kunene regions are rich in tradition, culture and history that may be developed into viable tourist products in the form of traditional villages. Ethno-tourism is becoming increasingly popular as a form of tourism and has the potential to bring limited economic opportunities to regions such as Kunene and Caprivi. The successful operation of an ethno-tourism industry is largely determined by the host population’s ability to interpret effectively and present their history and culture in a way that is interesting and entertaining to tourists. The development of traditional villages, preferably close to TIDCs, can play a leading role in interpreting the history and culture of local communities, and generating income and employment for many local people.

2. **FUNCTIONS OF TRADITIONAL VILLAGES**

A traditional village’s function is to educate and inform tourists and visitors as to the history, culture, traditions and heritage of the peoples of a particular area. However, the purpose of developing and operating a traditional village is to create employment and generate income for many local people. A further function of traditional villages is the promotion of traditional skills, crafts, culture and history among local people.

3. **LOCATION OF TRADITIONAL VILLAGES**

Location of a traditional village is the single most important factors in the successful operation of a traditional village. It needs to be directly accessible to its tourist consumers, otherwise its viability is significantly reduced.

Traditional villages can be located at the following places:

- At Tourist Information and Development Centres (TIDCs);
- At tourist destinations, such as Katima Mulilo;
- At tourist resorts and near entrance gates to National Parks;
- Along popular tourist routes.

A traditional village that is not directly and easily accessible to tourists is unlikely to be successful in terms of generating profit and hence income for the local community.

It is the function and responsibility of NACOBTA’s Development Officer to assess and advise a community about the feasibility and viability of developing a traditional village. An accurate assessment needs to be undertaken of the viability of establishing a village that needs to be clearly and effectively communicated to village elders, so that false expectations are not created as to the benefits that can be gained from being involved in CBT.

4. **GUIDELINES FOR THE DEVELOPMENT OF TRADITIONAL VILLAGES**

Guidelines are provided for the development of traditional villages as independent facilities that can be incorporated as components into Tourism Information and Development Centres (TIDCs).

The following section reviews the steps that need to be taken to develop a traditional village. It is this checklist that NACOBTA’s development officer needs to follow when assessing the
development potential of a traditional village.

STEP 1: IDENTIFY TOURIST MARKETS

Initially, establishing the following is important:

✔ that sufficient tourists will visit the traditional village at a chosen location;
✔ the nature, extent and profile of the expected tourist market;
✔ The seasonality of the tourist flows.

STEP 2: EVALUATE COMPETITIVE MARKETS

Traditional villages need to operate within a free market economy and according to the principles of supply and demand. If too many traditional villages are developed and the supply of traditional villages exceeds demand expressed for visiting them by tourists, visitor numbers to a particular village will be reduced and profits diminished.

Identifying competition by establishing the following is important, therefore:

✔ The number of competitive traditional villages in the region;
✔ The location of competitive traditional villages;
✔ The size, nature and cultural value of competitive traditional villages.

Evaluation of competition will allow traditional villages to be planned in such a manner that compliment, and not necessarily compete, with other existing traditional villages in the region.

STEP 3: ESTABLISH A COMMITTEE FOR THE DEVELOPMENT OF A TRADITIONAL VILLAGE

Encourage the local community to establish a committee that initiates and facilitates the planning and development of the traditional village.

This committee should draft a constitution, elect a chairman and should have regular meetings.

It is NACOBTA’s role to assist in the establishment and functioning of these committees. Additional technical assistance can be obtained from LIFE and IRDNC on training regarding institutional capacity building.

STEP 4: IDENTIFY LOCATION FOR TRADITIONAL VILLAGE

It is imperative that a good location is sought for a prospective traditional village. It is suggested that traditional villages be situated either along busy tourist routes or close to other tourist attractions.

1 ALONG TOURIST ROUTES

The following criteria should be considered when choosing a development site for a traditional village along a main tourist route:
Has to be on a road that is often travelled by tourists;
- Highly visible to traffic travelling in both directions along the road;
- The surrounding environment should be of a high quality;
- Provide safe access to motorists.

2 AT TOURIST DESTINATIONS

Besides the points listed in (1) above, the following criteria should also be considered when choosing a development site for a traditional village at a tourist destination:

- Situated on a road that has frequent tourist traffic;
- Located close to one of the main tourist attractions at the tourist destination;
- Located close to tourist accommodation;
- Tourists' safety and security are to be ensured.

Once an appropriate location has been identified for the traditional village, obtaining permission to use the land is necessary.

STEP 5: OBTAIN NECESSARY PERMISSION

Permission needs to be obtained to develop a traditional village prior to its construction.

The procedure of obtaining permission to develop a traditional village requires that a "Permission to occupy" certificate (PTO) be obtained. Obtaining a PTO is a rather long and complicated procedure as it requires liaising with community leaders and government offices. Seeking advice from the community-based tourism Development officer at PFMIU who has had much experience in dealing with PTO applications and community-based tourism development is advisable.

The basic procedure for obtaining a PTO is:

APPLICANT UNDERTAKES TO:

- Complete the official application form, obtained from The Ministry of Lands, Resettlement and Rehabilitation, Private Bag 13343, Windhoek.
- Obtain comments of Traditional Authority and Regional Governor;
- Submit application form and required documents to Regional Control Officer (RCO).

REGIONAL CONTROL OFFICER UNDERTAKES TO:

- Check that all requirements are met regarding:
  - type of proposed business;
  - size of proposed developments;
  - location of a proposed development site;
  - comments of correct Traditional Authority and Regional Governor (with appropriate stamp if applicable).
✓ Physically inspects the proposed development site to ensure that size and location of the site correspond with that in the application.

✓ Endorses application, enters application into register and send all documents to Head Office, Subdivision Land Allocation.

SUBDIVISION: LAND ALLOCATION (S-LA) UNDERTAKES TO:

✓ Enter receipt of application into register;
✓ Submit application to Ministerial PTO Committee.

MINISTERIAL PTO COMMITTEE (MPTOC)

✓ Considers the application then:
  - approves it;
  - requests further information from other ministries / parties that may be affected;
  - rejects it.

✓ Returns application to S-LA with appropriate instructions.

SUBDIVISION: LAND ALLOCATION UNDERTAKES TO:

✓ If approved:
  - advises RCO to request the applicant to make first payment of fees and on receipt of payment;
  - prepares PTO Certificate for endorsement by MPTOC and signature of Permanent Secretary;
  - sends Certificate to Applicant via RCO.

✓ OR obtains further information as requested and resubmits;
✓ OR if rejected, advises RCO to inform the applicant accordingly;
✓ Registers all steps taken.

REGIONAL CONTROL OFFICER UNDERTAKES TO:

✓ Once the applicant is in possession of his PTO certificate, the RCO will inspect the development at appropriate times to ensure that the conditions of the PTO and being adhered to;

✓ Keeps a record of all PTO’s issued in his region so the payment of annual fee can be controlled.

Once a PTO has been obtained, construction of the traditional village can commence.
STEP 6: PLANNING & DESIGNING A TRADITIONAL VILLAGE

GUIDELINES FOR DESIGNING A TRADITIONAL VILLAGE

The following design guidelines should be considered when planning a traditional village:

DRAINAGE

Effective drainage is required in high rainfall areas. The following points need to be considered:

✓ Ensure that the site selected is slightly elevated. An elevated site will allow rainwater to drain away from the village so that it does not become muddy, slippery, unhealthy and unattractive.

✓ Construct small drainage channels around structures to drain rainwater away from the village.

✓ Ensure that the car park is well drained.

PARKING

✓ Provide sufficient space to ensure ample and safe parking in front or on the sides of the village.

✓ Utilise existing large trees to provide shade for motor cars parked in the parking area.

✓ A tree planting programme should be initiated where new trees are planted in areas where shade should be provided.

✓ Use trees and vegetation to screen the traditional village from visually unattractive features, neighbouring villages and settlements.

LAYOUT OF TRADITIONAL VILLAGES

Local traditions, architectural styles and designs, and construction methods should be adhered to in the designing of a traditional village. Village elders and historians should be consulted in the design of structures and the layout of the village.

The design of the village should adhere to the following guidelines:

✓ A historical time period should be selected according to which the village will be designed. The style and design of the structures, implements and traditions should all be in keeping with those of that time period.

✓ As far as possible, traditional building materials and methods should be used.

✓ Traditional layouts of villages for that particular area for the selected historical time period should be used.

FACILITIES, SERVICES AND ACTIVITIES AT A TRADITIONAL VILLAGE
Facilities, services and activities provided at traditional villages should entertain, inform and educate the tourist. They should depart from the village feeling that they have enjoyed a meaningful and entertaining experience.

Activities that include and exclude participation by the tourist should be provided. Participation by tourists in activities may be considered exciting to some, yet threatening to others. Therefore, a range of diverse activities should be planned.

Tours of the village should only be conducted by well trained and informative guides. Compulsory conducted tour force tourists to utilise the services of provided guides, creates employment and ensures that tourists obtain interactive and correct information about the history and traditions of the village. A variety of tours, comprising different lengths of time, should be offered as some tourists will be prepared to stay longer at the village while others may be prepared to spend a short period of time at the village.

Provision should also be made for conducting large tour groups.

Nacoba should market traditional villages to tour operators, particularly adventure and overland tour operators that include culture experiences as an element of their itinerary.

Tours should be conducted in English. Guides should be well trained and have good product knowledge and communication skills. Nacoba should provide training courses for guides.

An appropriate entrance fee should be charged for entrance to the village. This fee should include all activities and tours. A receipt should be issued to tourists upon payment.

SIGNBOARDS AND ADVERTISING

Advertising and information signboards are important advertising tools of a traditional village, particularly those informing tourists of their presence.

If a signboard is placed within the road reserve (the strip of land that runs parallel to a road) permission needs to be obtained from the relevant authority (Directorate of Transportation, Infrastructure Maintenance and Construction or the Local Authority for municipal areas) to erect a road sign that needs to conform to specific standards. These signboards conform to international standards for road signs, have internationally recognised symbols for traditional villages and have an ochre-brown background and white lettering.

If a signboard is placed outside the road reserve, permission from the landowner or local chief is required.

Signboards erected along tourist roads need to be:

- Clearly painted or labelled (preferable to have the sign made by a qualified sign writer);
- The message needs to have less than 25 letters and be read and comprehended within two seconds. Motorists travelling at 120 km/h only have two seconds to read a road sign from the time the writing becomes
legible to the time they pass the sign.

✓ Ensure that the bottom of the sign is at least 2 metres above the ground;

✓ Ensure that the sign is not obscured by trees or other vegetation;
✓ Maintained - repaint if necessary.

Road signs erected along the side of a tourist road should inform travellers of:

✓ Direction to the traditional village;
✓ Distance to the traditional village;
✓ The name of the traditional village;
✓ The location of the traditional village.

STEP 7: OBTAINING DEVELOPMENT FUNDS

The chairman of the Tradition Village's Development Committee should approach NACOBTA for assistance and guidance in seeking development funds from donor agencies or NGO's.

It is NACOBTA's role to keep an inventory of development funding agencies and their specific requirements for development projects. NACOBTA should assist the Development Committees apply for development funding and act as a facilitator throughout the process.

STEP 8: CONSTRUCTION OF TRADITIONAL VILLAGES

A project plan should be established for the construction of a traditional village. Traditional villages can be constructed in phases over a period of time. However, it is important that the essential phases are undertaken first. The project plan should set dates by which certain development phases should be completed, so that the project does not extend indefinitely and interest in the project diminishes.

However, the following guidelines will assist with the development of a traditional village.

LEADERSHIP/ MANAGEMENT

An individual needs to be tasked with the responsibility of being construction manager in charge of the construction of the traditional village for which that person is remunerated and held accountable.

The manager will ensure that the following activities are undertaken:

✓ Ensure that the correct facilities are built in the correct places according to the development plan and guidelines;

✓ Ensure that there is a constant supply of the necessary building materials of an acceptable standard for construction;

✓ Organise and manage the labour force that needs to be recruited from
the local community and ensure that labour is remunerated fairly for the labour undertaken;

✓ Ensure that capital development funds are used in a wise and appropriate manner and is accountable for the spending of such funds;

✓ To provide regular reports on construction progress to funders and NACOTA;

✓ To be accountable to the Development Committee.

BUILDING MATERIALS

✓ Building materials should be sourced locally;

✓ Building materials should be of an appropriate and acceptable quality;

✓ Transport of building materials to the construction site will be the biggest constraint to development of a traditional village. The construction manager would be required to facilitate and, if necessary, pay for transportation from development funds.

LABOUR

✓ The labour force used for the construction of a traditional village should be recruited from the local community that has initiated the development of the village;

✓ Individual labourers should be recruited according to their traditional construction skills;

✓ Labourers can be remunerated on a per day or per task basis. The preferred system of remuneration is by task as:

- quality control can then be carried out (no pay if final product does not meet specified standards);
- it provides an incentive for the worker to complete the task;
- makes it easier to remain within the budget as spending can be preplanned.

✓ It is important that the labour force is aware and continually informed of the nature, quality and quantity of work that they are expected to undertake. A misinformed labour force can result in a range of possible problems that could hamper the development of a traditional village.

✓ Upon completion of the project, an official opening of the traditional village should be held to which the media should be invited.

STEP 9: MANAGING A TRADITIONAL VILLAGE

MANAGEMENT

The strategic management of a traditional village needs to be undertaken by a
management committee that consists of several respected community members who are knowledgeable about the traditions and cultures of that community.

On an operational level, it is imperative that an individual is appointed and remunerated as the manager of the traditional village.

By appointing a manager, that person will be responsible for the maintenance and management of the traditional village. The manager is to ensure that it operates effectively, remains attractive to tourists and fulfills its educational and cultural functions. The manager will report directly to the Traditional Village's Management Committee.

The manager will ensure the following:

- The village is swept daily and kept in a neat and presentable manner;
- That all displays, structures and artefacts are maintained in good order;
- Supervise guides and train guides;
- Manage staff;
- That minor repairs are undertaken to facilities when required. When major repairs are required, consult the management committee;
- The supervision of workers to ensure that the necessary work is undertaken according to prescribed standards;
- Facilitate transport when it is required;
- Ensure that all information and advertising signs are in good condition;
- Ensure that security is maintained about the village;
- That entrance fees are collected regularly and a set of books is maintained;
- Make regular reports to the Management Committee;

ADMINISTRATION

The administration required in managing a traditional village is to ensure that:

- The management committee ensures that specified proportion of profit generated by the traditional village gets paid to community;
- Wages are paid;
- A complete and accurate record of all transactions are kept;
- An accurate and appropriate reporting system is in place.
5. CONCLUSION

Traditional villages should be developed as part of a Tourism Information and Development Centre (TIDC). Attention should be placed on the location of the traditional village and advertising to passing tourist traffic. A wide range of activities and exhibits are required to make a traditional village interesting and exciting for a tourist. All attempts should be made to ensure that the design of the village is historically, traditionally and culturally correct. Village guides are to be informative and well trained with good communication skills to entertain and inform tourists. A strong and dynamic management committee is a key factor in the development and sustained operation of a community-based traditional village.
CHAPTER FOUR

ESTABLISHING AND OPERATING A CBT CAMPGROUND
1. INTRODUCTION

Community-based campgrounds, if planned and managed effectively, can be a viable and sustainable source of income for rural communities in Namibia.

The principles and processes of developing and operating a community-based campground is reviewed in detail in this chapter.

2. TERMINOLOGY

To be able functionally to comprehend this section, defining some terminology is necessary as it is applied to this section.

✓ A campground comprises several campsites on which campers erect tents and / or caravans.

✓ The campground provides a range of visitor facilities such as ablution facilities, a bar that serves a range of alcoholic and non-alcoholic refreshments, a reception centre, interpretation material, etc.

✓ Ablution facilities in CBT campgrounds normally include showers, washbasins, toilets, water taps, cooking utensil washing facilities.

✓ A campground has a main access road that usually comprises several circular loop roads. Campsites are reached by motor vehicle via the campsite access tracks from the main, circular loop road.

✓ Interpretation signs are those signs that are usually located in well used communal areas that provide information of an educational nature explaining the surrounding natural environment or social / cultural phenomena that will be informative and of interest to visitors.

✓ Water reticulation system means all the necessary pumps, pipes, taps, valves, tanks, etc. required to deliver water from its source to the camper consumer.

✓ Pressure head means a water storage system (dam or water tank) that is sufficiently well elevated above an ablation facility to provide, due to gravity, sufficient water pressure to permit water to run sufficiently quickly from taps and showers.

3. PLANNING PRINCIPLES FOR CBT CAMPGROUNDS

When planning a CBT campground it is necessary to remember the following planning principles and considerations:

✓ Plan a CBT campground according to the needs of the visitors or tourists who will be using the campground;

✓ Plan a CBT campground to be functionally linked (eg by well-marked footpaths with interpretation material) to the tourist attraction that is attracting visitors to the local area;

✓ Plan a CBT campground to be environmentally sensitive so that it does not degrade the
surrounding environment. The natural beauty and attractive natural environments, such as those often surrounding a rural campground, are usually one of the most important factors that attract tourists to Namibia in the first instance. Therefore plan a CBT campground to enhance the natural environment and to promote its sustainable use;

- Plan a CBT campground to maximise the use of local materials and labour, therefore reducing capital development costs and providing employment and income generation to local people;

- Plan a CBT campground so that it is financially sustainable, that is, that the campground runs at a profit. If the campground does not run at a financial profit there will not be any money that may be given to the local community for community upliftment. If the community does not benefit financially from the campground, it is likely that community members will resent the use of their land for the leisure purposes of foreigners, and thus not support the campground. A campground that does not have the support of the local community is not sustainable through time.

- Design a CBT campground so that it has a unique and distinctive character. Unique features are remembered by tourists who will describe the campground as exciting and interesting to friends and relatives and recommend that they visit it. Remember that the best marketing is by hearsay or referrals by people who have already visited the campground. Furthermore, campgrounds with unique characteristics tend to be featured in the marketing and publicity material of tour operators and the Ministry of Environment and Tourism. Such free marketing will encourage visitors to visit a CBT campground, and assist in making it financially sustainable.

4. THE NATURAL ENVIRONMENT SURROUNDING A CBT CAMPGROUND

Most tourists visiting Namibia are ecotourists who wish to experience the wonders of Namibia’s natural beauty and its vast and varied environments. It is therefore a necessity to plan a CBT campground so it enhances the ecotourists’ enjoyment of the natural environment.

Two important planning considerations for achieving the above, is where the campground is situated and how it is orientated relative to its surrounding environment and local tourist attractions.

5. LOCATION OF A CBT CAMPGROUND

5.1 Location Criteria for a CBT Campground

A good location for a CBT campground is one that has all or some following characteristics:

- Many interesting natural tourist attractions, such as waterfalls, river or canyon views, interesting trees or vegetation, etc.;

- A surrounding environment that is of good quality that has not been duly disturbed by human settlement.

- A location that is some distance from local villages or settlements. It is preferable that the campgrounds are screened from sight from neighbouring villages by some buffer
trees or dense vegetation. In arid regions, if possible, it is best to place a CBT
campground completely out of sight of neighbouring villages.

✓ A location that has a view of local tourist attractions.
✓ An elevated location that affords good vistas and panoramic views;
✓ A location that has good road access from the main tourist routes;
✓ Where possible locate a CBT campground near a body of water (lake, river, swamp) as
water is always an attractive feature to ecotourists;
✓ A location that has good year-round water supply all year.

5.2 Orientation of Campground

✓ Orienting CBT campgrounds is advisable so that it has a view.
✓ Locating a CBT campground in the immediate proximity of a tourist attraction is not
necessary (eg, Bushman paintings) which will negatively affect on the attraction. The
CBT campground can be some distance away (within 2-3 km) from the attraction
(paintings) but preferably within sight of the area in which the painting can be found.
✓ When a CBT campground is located near a large water body, orient the campground to
reduce the glare of the late afternoon sun reflecting off the water body.

5.3 Proximity to Local Tourist Attractions

When a CBT campground is located near a tourist attraction, ensure that visitors have
good access to the attraction. Good access may include well-marked footpaths with
informative interpretation material alongside the path, guiding service offered by local
tourist guides, good vehicular access, etc.

It must never be forgotten that tourists go on holiday to visit and experience tourist
attractions, and not simply to stay in hotels and campgrounds. Therefore ensure that
CBT campgrounds are functionally linked to surrounding tourist attractions.

5.4 Roads to a Campground

The ease of vehicular access to a CBT campground can determine the type and size of
its tourist market. Access to a campground via a good quality dirt road will not require
the use of an all-terrain, 4x4 vehicle. Therefore, a campground with good quality road
access can probably attract a much larger range and number of visitors, thus allowing
it to be more profitable.

The location chosen for the development of a CBT campground should take into
consideration vehicular access. Ease of vehicular access can result in greater visitor
usage whereas restricted vehicular access can result in images of remoteness and
exclusiveness. Therefore access, markets and campground location should be carefully
considered to select the mix that best results in sustainable and profitable use of the
campground.

In the situation where vehicular access is restricted to all-terrain vehicles, the
campground should be specifically planned for the needs of this market. However, it
should be investigated whether or not the Department of Roads have any future plans to upgrade the access road to the campground for use by 2x4 vehicles.

Access roads to CBT campgrounds should be clearly signposted as to the direction and distance to the campground. Similarly, signposts should notify visitors of any imminent dangers that they should be aware of while travelling along an access road to a campground.

In wet areas, road drains or furrows should be constructed along access roads to drain excess water from the road after heavy rain storms. These road drains should be maintained and serviced by the local community. It is unlikely that the roads department could undertake such measures regularly, as the access road to a CBT campground is probably not considered one of their priorities.

The first impression of a CBT campground is an important and lasting impression that is often formulated while travelling along its access road. Therefore, everything should be done to help create a positive and welcoming approach to a campground.

5.5 Roads inside a CBT Campground

Roads inside a campground should be designed to ensure that traffic moves slowly and safely.

The distance that campers are required to travel from the entrance of the campground to their campsite should be reduced and traffic should be kept to a minimum.

The design of a loop road system results in the safest and least traffic flow in campgrounds as traffic on the loop road is limited to the number of campsite on that particular loop-road.

All internal roads in a campground should have speed inhibitors or speed bumps to ensure that traffic moves slowly and to enhance the safety of campers and children.

Internal roads of a campground should be hardened, particularly in high rainfall areas and very sandy conditions.

Directional and information signs should be discreetly placed along internal roads directing campers to their campsites/facilities and warning them of any hazards.

“No-entry” signs should be erected on roads and tracks on which the public are not permitted to drive.

6. Planning the Layout of a CBT Campground

6.1 The Need to Establish a Formal Plan

Establishing a layout plan for a CBT campground is one of the most important stages in developing a campground. Once facilities have been constructed, and with hindsight may be considered that to be in the incorrect locations or of an inappropriate size, rectifying the situation is extremely difficult. In practice, very seldom do structures get demolished because they are inappropriate or incorrectly located. Therefore, it is important to plan a campground for the current market situation and for future expansion and diversification. Although future developments may be planned, it does not necessarily mean that they will be
developed. However, if at a future date they are developed, they will be in the correct location. Furthermore, the campground's infrastructure can be planned to facilitate easy modified to include the additional requirements of new developments.

6.2 Planning the Phased Development of a CBT Campground

The development of a community-based campground should be undertaken in a series of development phases. It is important the final extent and design be visualised before the development of the initial phase. Forward planning of a campground facilitates the correct placement of facilities and infrastructure.

The following figures illustrate the planning process for a community-based campground from its initial zonation plan to its final phase when fixed tourist accommodation is constructed.

![Diagram showing the phased development of a CBT Campground]

**Figure 6** LOCATION PLAN: The location plan places the community-based campground in spatial perspective relative to other land uses. A buffer area around the campground is identified in order to provide the neighbouring population and campers privacy.
Figure 7  ZONATION PLAN: The zonation plan zones the development area into recreational and service zones. Areas for the future development of recreational activities and services are also zoned to ensure that infrastructure is correctly located.
Figure 8 PHASE ONE: Eleven campsites are planned on a loop road for individual tourists and a group campsite for “overlanders”, each with its own ablution facility. A service zone is identified and an entrance gate is constructed. The internal road system is laid out.
Figure 9  PHASE TWO: An additional group campsite is added to the campground which utilises the existing “group” ablution facility, which had been planned to accommodate two group camps. A bar and boma area has been constructed to take advantage of the socialising habits of group tourists who spend considerable money on drinks. A reception office and information/interpretation boards have been erected.
Figure 10  PHASE THREE: An additional eleven campsites are developed for individual tourists with its own ablution facility. A day visitor recreation area, with an ablution facility, has been established for use by passing tourists. A path connects the day visitor area to the bar / boma area.
PHASE FOUR: An additional loop of 11 campsites are developed and the campground has reached its maximum capacity for campsites. The campground should be operating at its maximum efficiency making its greatest profits.
Figure 12  PHASE FIVE: The newest individual campsites are upgraded to a luxury tented camp with safari tents and eco-units. A swimming pool is constructed in front of the bar area. The campground has now become a formal accommodation facility.

6.3 Resource-based Approach to Designing a CBT Campground

Due to Namibia's hot and harsh climatic conditions, a resource-based approach to planning a CBT campground would be appropriate. Such an approach would require that the planner undertake the following steps (refer to):

STEP 1: Identify the outer bounds of the area that the proposed campground may occupy;

STEP 2: Establish if there is a view of a major and/or minor natural tourist attraction, such as a river, a canyon, a waterfall, a mountain or panoramic view. If there is a view of such an attraction, plan to provide views of the attraction from proposed communal areas (bar, braai area, etc.) and from as many campsites as possible;

STEP 3: Identify mature trees that may afford quality shade to campers;

STEP 4: Ensure that there are flat areas under or near the tree on which tents (3m x 3m) may be pitched;

STEP 5: Plan an access track for motor vehicles to the campsites from the circular, main access road;

STEP 6: Plan to clear bush and shrubs from an area of 60 - 70 square metres around the main shade tree.
STEP 7: Identify the locations of campsite facilities such as fireplaces, water taps, tables, sign posts, etc.

STEP 8: Repeat steps 3 to 7 for as many campsites required in the campground.

STEP 9: Identify locations for communal facilities such as ablution facilities, reception, bar, viewing decks/areas, service areas. Note that:

✓ Communal recreation areas should be afforded a view of some natural attraction;

✓ Ablution facilities should be located in the centre of the road loops thus providing easy access to facilities from campsites;

✓ Reception facilities should be close to the entrance of the campground;

✓ Service areas required for the operation and management of the campground and staff accommodation should be screened from view of the campground.

STEP 10: Plan a series of circular, loop roads that provide vehicular access to all campsites. Plan a series of footpaths that link most facilities to each other and campsites.

7. PLANNING CAMPSITES IN CBT CAMPGROUNDS

Planning the size and type of facilities provided at CBT campsites is largely determined by user characteristics of the market at which the campground is targeted, and the ability of the developer or community to afford such facilities.

7.1 Types of Campers

Tourists choose camping as a form of holiday experience and accommodation for a range of reasons. Common reasons that tourists state for camping include:

✓ Inexpensive form of accommodation particularly for families and backpackers;

✓ Offers a nature experience as camping is considered "close to nature";

✓ Permits freedom of movement or travel as campgrounds often do not require advanced reservations;

✓ Often considered to "non-commercialised" form of accommodation

Campers who would use CBT campgrounds can be categorised into the following groups:

✓ independent travellers such as families and backpackers. These independent travellers tend to travel in their own or hired motor vehicles;

✓ tour groups such as overlanding and safari groups;

✓ special interest groups such as bird-watching clubs, hikers, etc.

Each of the above groups would have a specific set of user requirements for a campground. The user requirements for each group could be generalised as listed in the following sections.
7.1.1 User Requirements of Independent Travellers

Independent travellers could be classified as:

(i) Regional tourists from Namibia, South Africa and Zimbabwe who would be travelling in their own vehicle, often four-wheel drive vehicles. These tourists could be travelling as:

- a family with several children often during the school holidays;
- an or more couples who are coming to explore the more remote and exciting natural environments of Namibia;
- young budget travellers who are wishing to visit many well known and out-of-the-way places. They tend to travel in well used vehicles and have limited spending power. Therefore, they are concerned about costs of accommodation and are attracted by the inexpensive tariffs charged by CBT campgrounds and have a desire to do something positive towards local communities.

(ii) Self-drive non-Southern African, foreign tourists who would hire a car and drive to places that are often recommended in foreign travel guides. These tourists, who tend to explore "off-the-beaten-track" places would often be travelling with minimal camping equipment or travelling in a hired, fully-equipped safari camper-van.

Independent travellers would prefer to have:

- a campsite that offers a large degree of privacy;
✓ a clear, level campsite of 60 - 80 square metres to accommodate up to four tents, a vehicle and possibly a trailer;

✓ an ablution facility close to the campsite that offers hot showers, flush toilets and handbasins;

✓ as they can transport a significant quantity of food cooking equipment, the preparation and eating of meals are an integral and enjoyable component of the entire leisure experience. The provision of a water tap, fireplace (with the supply of firewood), tables and benches at a campsite would be appreciated by this group of travellers;

✓ access to a swimming pool in summer.

7.1.2 User Requirements of Adventure and Safari Tour Groups

Adventure and safari tour groups generally comprise visitors who are foreign to Southern Africa. They are largely travelling for the adventure of experiencing African cultures and wildlife.

The tourists of this category who would probably use a CBT campground would probably be:

✓ young adventure travellers on an “overland” adventure safari, a budget ecotour safari or an “ethno” tour;

✓ tour companies promoting “non-commercialised” tourism to foreign visitors wishing experience the “real” Africa. This group will accept whatever situation and camping facilities as part of their desired leisure experience.

The above tour groups would require:

✓ a large camping site or area that is separate from other tourists and other tour groups. These tour groups are well known for making lots of loud noise to the small hour of the morning;

✓ sufficient space to pitch 10 to twelve, two-man tents and park a large overlanding truck;

✓ a large communal fire place;

✓ tables on which to prepare meals (most tour companies provide their own tables but generally they are insufficient);

✓ water tap;

✓ an ablution facility near the group campsite;

✓ a washing facility with hot water for the washing of cooking and eating equipment.
7.2 Shade

It is very important that shade is provided for campers due to Namibia’s hot climate and intense sunlight. Shade should be provided for areas in which camper’s tents are erected, communal areas where campers undertake leisure activities and in motor vehicle parking areas.

Shade can be provided by means of natural cover or erected shelters.

7.2.1 Trees and Other Natural Cover:

When planning a campsite, using existing trees to provide shade for campsite is preferable. Trees provide the best quality shade, form part of the natural environment, are visually pleasing, require small capital investment and little maintenance.

When planning the layout of a campground, planning individual campsites around well-established shade trees are best, and then plan the overall layout and road circulation routes of the campground. By undertaking the campground planning in this order, providing quality campsites with well-established shade trees is easier.

As part of the process of education visitors as to the natural environment in which they are holidaying, it is necessary to providing interpretation notice boards placed near or attached to trees. These interpretation notice boards inform visitors as to the tree’s name (scientific and common names), its uses to the local population and any other information that may be of interest to the visitor. Furthermore, additional information should be provided in a prominent place why visitors should help with the maintenance of the shade trees, which may include the following reasons why visitors should:

- **not make fires under trees as they burn the tree’s canopy;**
- **not attach gas lanterns to trees as they leave burn marks and damage trees;**
- **not drive nails or tent pegs into trees as they damage trees and leave unsightly marks;**
- **not disturb the root system of trees that may impede the growth and health of trees;**
- **not pour hot liquids on or near trees as it also will result in damage to trees and may kill a tree;**
- **not break branches from the tree for firewood.**

- **in arid areas, visitors should pour waste water that is cold and not hot, near shade trees to water and nourish them:**

If insufficient trees exist in a campsite, a tree planting programme should be started. It is preferable that trees are planted which are indigenous to the local area, are hardy and provide good quality shade during the hottest periods of the year. Contacting the local office of the Department of Forestry that will help in
planning and setting up a tree planting programme is advisable.

7.2.2 Shade Shelters

In situations where there are insufficient trees to provide adequate natural shade, shade shelters should be erected to provide the required shade for campers.

Shade shelters should be made from natural, local materials and constructed and erected by local labour. Materials often used in shade shelters include thatching grass, reeds, and thin tree branches. Shade shelters should be designed to be aesthetically (visually) appealing, environmentally sensitive, and of simple design for ease of construction by local, unskilled labour using simple tools.

An attempt should be made to maintain the capital development costs of shade shelters to a minimum as campgrounds often require many such shelters.

7.3 Privacy in a CBT Campground

Camping is an outdoor activity that affords little privacy. However, most campers will strive to obtain a degree of privacy with which they will feel comfortable. Through careful planning or a campground and campsite, greater degrees of privacy will be afforded to campers.

7.3.1 Visual Privacy

Visual privacy can be enhanced through design by placing a buffer or barrier of vegetation between campsites. In theory, it is effective to make buffer areas 8 - 10 metres wide. In highly vegetated areas, campsites can be cut into existing vegetation and thus increasing significantly campsite privacy. In arid regions, trees and shrubs can be planted between campsites and watered by waste water from the showers. The utilising of rock formations in arid regions can further enhance campsite privacy. Visual barriers also act as windbreaks thus reducing the unpleasantness of camping in strong winds.

7.3.2 Audio Privacy

One of the biggest mistakes that is often made in campground design is that campsites are placed too close to each other, thus affording little audio privacy. A canvas or nylon tent offers little resistance to noise and most sounds made from within a tent can be heard from some distance away. Similarly, the converse is true. Nothing is worse than laying in your tent at night listening to the person in a neighbouring tent snore loudly and incessantly, or worse still, to lay frustrated in your tent and listen to your neighbours amorous and passionate romantic overtures.

When planning campsites try to enhance audio privacy by ensuring a distance of 8 - 10 metres between campsites (see Figure 14). Attempt to fill buffer zones with large rocks and vegetation.
Figure 14
An 8-10 metre buffer of trees and vegetation provides an effective screen between (1) campsites and (2) loop road giving adequate privacy to each campsite.

7.4 Drainage

Campsites should be at a slight slope to allow adequate drainage, particularly in high rainfall areas.

Each campsite should have a stormwater drainage system that leads the stormwater away from the lowest point of the campsite into the surrounding bush. A stormwater drainage system usually comprises shallow furrows that lead down the slope with a series of branch channels leading away into the surrounding bush (see Figure 15).
8. ABLUTION FACILITIES

8.1 Toilets

8.1.1 Introduction

Clean toilet facilities, which are serviced regularly, are considered by most tourists as one of the most important criteria for an enjoyable holiday experience. However, the development of toilet facilities is often constrained by inadequate supplies of water and limited financial resources. Therefore, considerable thought and planning needs to go into the correct type, location and design of toilet facilities.

The first step in planning toilet facilities is to establish the availability of water that may be used to service toilets at a reasonable cost. The second step is to select that toilet system that is appropriate to the user market.

- Flush toilets

Flush toilets are considered the most preferred system by tourists (see Photograph 3). However, positive and negative aspects of flush toilet systems are:

- Positive features of flush toilets systems:
  - Most tourists are familiar with flush toilets;
  - Most hygienic form of toilet system:
✓ Environmentally friendly.
✓ Require little maintenance once constructed.

- Negative features of flush toilet systems:

  ✗ Costly to construct as they require a septic tank with French drains or a conservancy tank that would require periodic draining and cleaning.

  ✗ Requires an adequate supply of water with sufficient water pressure continually to fill toilet systems. It must be remembered that flush toilets will not work without a water supply. Therefore, if there is a possibility of water supply being interrupted to flush toilets, an alternative toilet system needs to be provided for guests.

  ✗ Would require that most materials used in the toilet system, except the conservancy tank, would have to be sourced from outside the local community, and therefore would most likely require external funding from an aid organization.

  ✗ Flush toilets systems work on a gravity system that drains sewage into its septic or conservancy tanks. Therefore, the septic / conservancy tank needs to be downhill from the toilet or toilets. Many tourist developments place their tourist facilities on the top of an incline or hill to afford views of its local tourist attraction features or features. In such cases, putting the septic / conservancy tanks in front of the tourist facility to obtain the necessary gradient required for drainage of sewage may be necessary. In such cases the tank needed to be strategically and constructed sensitively to reduce visual impact while still allowing possible vehicular access to the tank.
Chemical toilets

Chemical toilets may be used in those areas where using flush toilets or pit-latrines is unsuitable (see Photograph 4). Chemical toilets are normally used where the market demands more than a pit-latrine and there is either a severe shortage of water or the water supply is unreliable.

Chemical toilets are expensive to purchase and to operate. Chemicals, which are expensive, need to be added to the toilet daily and sewage needs to be emptied from each toilet daily.

Chemical toilets should be considered if necessary for a community-based...
campground. Photograph shows a chemical toilet used at the up-market Damaraland Camp in Kunene.

Photograph 4

A chemical toilet provided at the luxury Damaraland Tented Camp in Kunene. Chemicals and water are placed into separate containers which are pumped into the toilet by using the knobs on the rear of the toilet. The waste is removed from the collection chamber at the bottom of the toilet.

- Pit Latrines or "long-drops"

Pit latrines are the least expensive toilets to construct and operate. They require that a hole be dug in the ground and a "toilet box" placed on top of the hole (see Photograph 5).

The walls of the hole are often supported by means of sandbags or bricks. The bottom of the hole is filled with crushed rock to allow liquids to drain into the ground.
Lime is required to be sprinkled into the pit on a daily basis.

Pit latrines are disliked by tourists and should be used only when essential or when providing an image of a "rough African camp".

Photograph 5

A neatly constructed pit-latrine or "long-drop" at the Ogongo Community Campground. The campground is built in a very rocky area where the construction of a septic tank for flush toilets would have been very difficult.

8.2 Wash Basins

It is desirable that each ablation facility has at least one wash basin. The purpose of the wash basin is for visitors to fill it with preferably warm water with which to wash their hands and face. Men will use the wash basin in which to shave.
A wash basin may take many forms (see Photograph 6), such as (a) a conventional fully-plumbed basin with hot and cold running water that would be expected in up-market camps (see Photograph 7), or (b) a simple plastic or enamel basin set on a stand that may be filled directly from a tap placed above it or from a tap linked to the shower, which may be expected in rustic camps. Waste water from the wash basin in the latter form may be disposed down the drain provided in the shower. Visitors should be encouraged NOT to dispose waste water into the toilet as it will drain into the septic tank thus unnecessarily filling it. By disposing waste water down the shower drain the waste water flows into the French drain provided for the shower.

Placing the following is necessary close to the wash basin:

- a small mirror above or close to the wash basin;
- a small shelf conveniently placed close to the wash basin on which visitors may place their toiletries while abluting.

Photograph 6

A wash basin with hot and cold water set in a stone wall and surrounded with a well constructed reed screen at the Twyelfontein Campground in Kunene.
8.3 Showers

The design of shower facilities needs to be practical and efficient, providing hot and cold water and sufficient space for visitors to get undressed and dried.

It is preferable that the shower is screened with the use of locally sourced raw materials providing a rustic, “African bush atmosphere” (see Photograph 13). The design of the shower facility should ensure that the shower receives sufficient ventilation, otherwise the shower will become mouldy and unattractive. Showers will only require roofing in high rainfall areas, otherwise they may be left open. Showers need to be provided with the following:

☑ hooks to hang towel and clothes;
☑ a soap dish;
9. Communal Facilities

9.1 Bar / Pub

Community-based campgrounds tend to make more money from the sale of refreshments and alcoholic beverages to campers than they make from camping fees. Therefore, one of the first tourist facilities a community-based campground should think of establishing is a camper's bar.

The bar should be situated in a location that offers a view of an attraction or of spectacular scenery. The bar should consist of a bar-counter around which people can sit, some rough chairs and tables and a fireplace. The success of a bar area is largely determined by the ambiance and atmosphere created through creative design and decorating.

A bar is expensive to establish as it requires a considerable capital outlay to purchase a deep freeze, glasses and beverages. However, it creates many other opportunities for the generation of income. It becomes the area where campers will congregate in the evenings that provide an opportunity to offer traditional dancing, folk story telling, traditional meals and other communal activities. These community-based campground catering for overlanding groups will use this area extensively and profitably.

10. TOURIST SERVICES

10.1 Signage

Strategically placed signs providing information about campsites and directions to a campsite are extremely important. These signs, which need to be bright and clearly written, help in marketing a campsite and directing visitors to a campsite.

There are three different forms of signage for campsites:

10.1.1 Directional Signs

Directional road signs are used to direct tourists to a campsite from the main tourist roads in the surrounding area.

- Types of Directional Signs

There are two different standards of road signs, namely:

(i) those erected by the campsite management and

(ii) those erected by the Directorate Transport Infrastructure Maintenance and Construction.

These signs are the ochre-brown information signs with the tent symbol.
for campsite that conform to international road signage standards and are erected upon request by the National Roads Board. It should be the function of NACOBTA to apply on behalf of the campsite management committee to the relevant government department for the erection of such signs. It should also be the function of NACOBTA to establish a fund that would pay for the erection of such signs (see Figure 16).

![Diagram of road signs]

Figure 16 A range of road signs that inform tourists of an approaching community-based campground and which directions to take to reach it.

11. PLANNING AN INFRASTRUCTURE FOR A CBT CAMPGROUND

When a community decides that becoming involved in community-based tourism would be profitable for it and develop a campground, there is a range of physical planning considerations that need to be considered before making the final decision to develop a campground. Upon evaluating such considerations, it may be the best option not to develop a campsite as it does not have the required resources or location to be sustainable and financially viable. In such cases exploring other aspects of the tourism industry or possible other landuses for their communal land that may be wise for the community, in the long term, be sustainable and viable.

The role of NACOBTA’s Development Officer is assessing the following considerations with the developers of a CBT campground and provide an assessment and a range of recommendations to facilitate the development of the campground. If, in the opinion of NACOBTA’s Development Officer, the proposed campground project has met the required considerations for the development of a sustainable campground, the project should move into the next stage, detailed development planning and the obtaining of Permission to Occupy (PTO) certificate.
The following factors need to be considered before developing a detailed development plan for a CBT campground:

11.1 Water

The provision of water is one of the most important considerations when planning a CBT campground. The availability of potable water determines the extent or size and the grade or sophistication to which a campground can be developed. A limited supply of water may restrict the development of a campground to provide only a few campsites with a communal ablution facility offering pit-latrines and bucket showers. Conversely, an abundance of water will not restrict the scale and grade of development of a CBT campground, however, other factors may.

Therefore, the development and design of CBT campgrounds in the Kunene and Caprivi regions will differ significantly due to vastly different climatic conditions and availability of water.

11.1.1 Sources of Water for a CBT Campground

Water may be obtained from one or more of the following sources of water:

- rivers;
- dam;
- springs;
- wells;
- boreholes.

Assessing the volume of water that can be supplied to a campground annually is important. Furthermore, assessing is necessary if there will be sufficient water supply for consumption by campers during the dry season. If the supply of water from the main water source is questionable during the dry season, extracting water may be necessary from more than one source or plan to store water from the rainy season. Having an adequate supply of water for the sustainable functioning of a campground is imperative.
11.2 Water quality

Water purity will determine whether it needs to be treated before it's piping to ablution facilities.

In the situation where water is of high quality, it may be piped to a pressure head or directly to ablution facilities. In the situation where water quality is poor, it will need to be treated before it being piped to ablution facilities. The methods and practices of water purification are many and are dependent upon many criteria and considerations. Seeking professional advice on this issue from their local representative of the Directorate of Rural Water Supply of the Department of Water Affairs would be wise for CBT campground developers.
In situations where water quality is so poor that it may not be safe for human consumption, purified water should be placed in dispensing containers at each ablution facility for consumption by campers. Placing clear notices at strategic locations warning visitors of the dangers of drinking unpurified tap water would also be necessary. However, such a disadvantage may be capitalised upon by a campground manager by selling spring or purified bottled water at the campground’s shop.

11.2 Planning a water reticulation system

Many campgrounds are plagued by water reticulation systems that are inefficient and ineffective. The most common reasons for such problems are that the system was not correctly planned and constructed. Furthermore, due to limited budgets and poor management the water reticulation system is not well maintained. Therefore, considerable effort should be placed on planning and constructing an appropriate water reticulation system that facilitates ease of management and maintenance.

11.2.1 Components of a Water Reticulation System

A water reticulation system consists of several components (see Photograph 8). These components are:

- the water source;
- water pump;
- water purification plant;
- pressure head;
- water pipes that connect the above components;
- taps and valves that control the flow of water through the system.

Water is pumped (see Photograph 8) from the water source (1) which may be a well / borehole or river by a petrol / diesel or electric water pump (2) via a water purification system (3) into an elevated, enclosed water tank that acts as a pressure head for the reticulation system. Water is stored in the elevated water tank until it is required at the ablution facilities when a camper opens a water tap. Water is then fed by gravity through the water pipes to the tap in the ablution facility. In order for the water reticulation system to operate effectively, keeping the elevated water tank full always to provide sufficient water at peak consumption periods is important. To fill the elevated water tank, the water pump needs to be operated. An efficient manager of a CBT campground would ensure that the water tank is full for the peak consumption periods that are normally in the late afternoons / early evenings and mornings.
Figure 17  Water is pumped from a water source (1) by a petrol or electric water pump (2) through a water purification system (3) to an elevated water tank which acts as the pressure head (4) before it is gravity fed to ablution facilities (5).

11.2.2 Water Pressure

If water is drawn from a source that is at a lower elevation than the campground, it would need to be pumped from its source to a pressure head. Pressure heads may take the form of a water tower placed close to the campground or a small dam on high ground above the campground (see Photograph 8).

To provide water pressure for the reticulation system, a CBT campground manager must ensure that the pressure head water tank is kept sufficiently full to provide the required water pressure. If the water tank becomes empty, there will not be any water or water pressure in the reticulation system and the campground will be without water. If a campground runs out of water, it tends to frustrate campers resulting in a negative holiday experience for them. Furthermore, experience has shown that in such circumstances, even when the water pump has been started to pump water to the pressure head water tank, consumption by campers tends to exceed inflow into the pressure head water tank. Therefore, a CBT campground manager should always plan to ensure that there is sufficient water in the pressure head water tank to ensure that there will be sufficient water for peak periods. It is therefore a wise practice to run the water pump during peak consumption periods to ensure that the pressure head water tank remains full always.
11.2.3 Water Pipes and Taps

- Water Pipes

Most developers of CBT campgrounds will use black PVC plastic piping for water reticulation as it is one of the cheapest forms of water piping. This type of piping can be easily installed by unskilled labour using few specialised tools.

Two possible problems may occur with plastic water piping, namely:

- X: if exposed for extended periods to harsh sunlight it becomes brittle and cracks. Therefore it best to bury pipes approximately 25 - 30 centimetres under the ground.
- X: if joints connecting the plastic pipes are not installed and clamped correctly, they tend to leak. Using a good sealer when joining pipes and clamping firmly is advisable. When burying plastic pipes underground, using a system of markers that show both the position of the pipe and its joints are advisable.

The point where plastic pipes are joined to other services such as showers, taps and toilets, can look extremely untidy and unsightly. Care should therefore be taken installing pipes in such a manner to reduce unsightliness preferably by means of screening and placing joins outside ablution structures.

- Water Taps

There is a wide range of water taps at varying prices available for on the market. Selecting an appropriate type of tap for its function is important. For example, a tap for a wash basin is different from a “self-stopping” tap that would be used on a campsite. Furthermore, the quality and price of taps vary considerably.

A guideline for the purchase of taps is to obtain the correct type of tap constrained by the budget. Purchasing secondhand taps could significantly reduce the capital expenditure spent on water taps. As far as possible, avoid using industrial/agricultural taps in places that would be used by tourists. Using the same type of tap for similar functions throughout the campground is preferable.

11.2.4 Hot Water

Hot water showers should be provided for campers in a CBT campground. Hot water can also be provided at washbasins and at facilities for washing cooking equipment.

Water can be heated by means of electricity, gas, wood or diesel fires or solar energy (see Figure 18). The most appropriate means of heating water in a CBT campground is by lighting a wood fire under a barrel of water, commonly known as a “donkey,” water heater (see Figure 17, Photograph 10). This means is preferable as it requires minimal capital investment, can be easily constructed and maintained by local unskilled labour, is labour intensive therefore creates employment. In arid regions where there may be a shortage of wood, a solar water heater may be used (see Photograph 11). However, solar heaters are expensive to purchase and spare parts may have to be imported from Windhoek.
Figure 18  Cold water (1) is piped to the water heater (2) where it is heated by fire or solar energy before being piped (3) to ablution facilities (4).
Photograph 9

A diesel burning water heater. Diesel is fed from a fuel tank to the heater which, when ignited, heats the water in the water tank above.
A wood burning water heater or "donkey" water heater constructed at the Twyfelfontein Campground. Water is fed from the pressure head (behind the raised screen of branches) into the water tank situated above a wood burning fire, where the water is heated.
A solar water heater. Water circulates in thin pipes behind the glass screen which is heated by the sun before being stored in the tank at the top.

11.2.5 Water Drainage

Standalone water taps are generally placed on campsites in campgrounds for use by campers. With frequent use, a pool of waste water and mud will accumulate under the tap. Therefore, constructing a soak-away under such taps is necessary so the water may drain easily and quickly into the ground (see Photograph 12). Sometimes campers will wash their cooking utensils under the taps provided on the campsite. The use of these taps to wash greasy cooking utensils will result in a large, unhygienically deposit of waste fats and food wastes under the tap that will create a health hazard. Ensure that there is a facility where campers can wash their cooking and eating utensils, such as a sink with hot water that drains into a septic tank (see Photograph 12).
Without a french-drain, waste water accumulates in an unhealthy, muddy puddle.

A french-drain, made from crushed rock, allows wastewater to percolate quickly into the ground.

Figure 19 The digging of french drains under taps in campgrounds will allow water to percolate quickly into the ground and not form muddy puddles under the tap.

Photograph 12
Hot water which is heated by the solar water heater flows to a dish-washing facility where campers can wash greasy cooking equipment.

11.2.6 Conserving Water
Planning of campgrounds in the arid areas of the Kunene region should embrace as many water conservation measures as possible. Where possible, attempts should be made to recycle water. For example, sometimes it maybe possible to use wastewater from showers to water shade trees and grassed areas.

Innovative planning and management are required to maximise the conservation of water in such areas.

11.2.7 Ablution Facilities

The design of ablution facilities should be appropriate to the market that will use the campground and affordable to the developers. The skilful use of locally obtained natural materials can result in very aesthetically pleasing and functional ablution facilities that create a “bush” atmosphere (see Photograph 13).

Building a brick and mortar ablution facility with a pitched roof is not necessary, in most community-based campgrounds. These types of facilities are expensive to build and costly to maintain. Furthermore, they do not provide an appropriate atmosphere and, frequently, do not satisfy campers.
Photograph 13

Simple natural materials have been used for this shower at the Purros community-based campground. The builder has used a small tree trunk as a support for the reed walls and for the shower rose. The floor is made of local stone and cement. The shower facility, which is always kept immaculately clean, creates an exciting “bush” atmosphere where one can shower and watch elephants walk past at the same time.

11.2.8 Lighting

The following facilities and communal areas should have some form of lighting at night:

☑ ablution facilities;
☑ paths leading ablution facilities and communal areas;
☑ communal areas.

If electrical power is not available, paraffin lanterns (see Photograph 14 &
Photograph 15 should be placed or hung at strategic places on paths in the campground and in the ablution facilities. Paraffin lanterns require regular maintenance, and many spare lanterns should be kept for emergencies.

Photograph 14

A paraffin lantern is lit and placed on a campsite table at night for cameras in a campground near Rundu.
11.2.9 Solid waste management

- Refuse containers should be placed on each campsite and near the washing facility for cooking equipment. Refuse containers are required to be emptied and cleaned daily.

- A solid waste disposal site is to be identified and properly managed. The site needs to be sufficiently distant from the campground and in a location where it will not pollute any water source. It requires a large deep hole to be dug into which the refuse is deposited. A thin layer of sand is spread on top of the refuse to contain bad odors and keep flies at away from the refuse pit. A new refuse pit is dug in near the existing pit once it is full.

12. OPERATING AND MANAGING A CAMPGROUND

12.1 Marketing

Marketing is one of the most important functions of operating a community-based campground. If tourists do not know of the campground, they will not visit it. Therefore, every attempt should be made to market a community-based campground.

12.1.1 NACOBTA

NACOBTA should be approached to help community-based campground managers with marketing plans for their campground.
NACOBTA can network with other organisations that are undertaking tourism marketing, such as MET, Tour Operators Association of Namibia and DEA, to include community-based campgrounds into their marketing programmes.

12.1.2 International Travel Guides

NACOBTA should send international travel guides information about community-based campgrounds in Namibia, requesting that they are included in future editions of the guide. Most foreign tourists interviewed at community-based campgrounds had read about the campground in travel guides such as the Lonely Planet.

12.1.3 Met’s Tourist Brochures and Pamphlets

NACOBTA should ensure that community-based campgrounds are listed in the tourist information brochures and pamphlets published by MET. This information needs to be supplied annually and is distributed through its information offices and international travel agents.

12.1.4 Travel Journalists

NACOBTA should establish a programme where international and local travel journalists are taken on an educational tour of community-based campgrounds. Travel journalists from South Africa and Germany, in particular, would be encouraged to write articles about community-based campgrounds in the popular press.

12.1.5 Advertising Boards

As discussed under the section on signage (see page 72), advertising and information signs need to be erected at strategic places. These places include:

- Campgrounds where tourists would camp the previous night
- Popular tourist attractions in the area; and
- Along the main tourist roads of the area.

The advertising boards need to inform the tourist:

- Where the campground is situated
- How to get there
- Why they must visit it and what they lose for not having visited it
- Inform local people of the campsite as often tourists will ask locals for directions to a campground.

12.2 Reservations

A reservation’s book may be kept for those visitors who would wish to make an advanced reservation.

An appropriate reservations book for a small campground would be a diary used solely for reservations. Write the reservation in the diary in pencil recording the following:
✓ the first and surname of the visitor;
✓ a contactable address;
✓ telephone number;
✓ number of people or visitors;
✓ the dates on which they intend visiting, written as such:

12 DECEMBER 97 (the day on which they arrive)

IN: Beinbrecht, Tina; 2 adults + 4 children, Campsite #9
OUT: 17 December 97
✓ where possible, obtain a 10 percent deposit.

12.3 Check-in

12.3.1 At An Attended Campground

When tourists arrive at a community-based campground, they might be met by a receptionist. It is this person’s function to welcome the tourists and inform them about the facilities and services at a campground. The receptionist should endeavour to undertake the following:

✓ Welcome the guest and ask them from where they have travelled, how was their journey, had they seen anything exciting, had they visited a particular tourist attraction, etc.
✓ Let visitors fill out the visitor’s book;
✓ Ask how many visitors there are in their group and how many nights they will stay at the campground;
✓ Calculate the total camping fees, collect the money and issue a receipt;
✓ A standard duplicate page receipt book (with carbon paper) should be used;
✓ Inform the visitors of all the services and facilities offered at the campground. For instance, if guided walks to a view site are available, this is the time to tell such walks to the visitors and take their booking and money;
✓ Inform the visitors about the community-based campground and the reasons why it is important to the local community;
✓ Escort the visitors to their campsite and show them where the facilities are found;
✓ Inform them of any security problems that might occur at night, if any;
✓ Thank them for their visit and request that they visit again.

12.3.2 At an Unattended Campground

Ensure that there is a large sign with welcoming information that tells the tourist the following:

✓ Where the campsites are located. A large map of the campground on which the individual campsites labelled helps tourists find their campsite without having unnecessarily to drive around the campground;
✓ State what is charged as camping fees and that they will be collected at sunset;
12.4 Security

If a community-based campground is situated in a populated area where theft may be a problem, a security guard or guards need to be employed to patrol the campground and protect campers’ possessions. Depending on individual situations, patrols may need to take place during the day and night. In such cases where high security is warranted, ensure that a guard is placed on the entrance gate.

However, ensuring that the surrounding community supports the community-based campground is best. Encourage local people not to tolerate thieves in their midst, as their activities will harm the local tourism trade that have a direct and negative impact on the income generation potential of the campground.

12.5 Servicing Tourist Facilities

The following servicing needs to be undertaken on a daily basis in a community-based campground:

- Undertake an inspection of the entire campground every morning and investigate if any late arrivals arrived after dark. Inspect for damages or anything unusual;
- Clean all ablution facilities:
  - scrub showers, toilets and wash basins;
  - clean mirrors;
  - sweep ablutions;
  - ensure that there is spare toilet paper in toilets. Fold the end of toilet paper into a V-shape;
  - ensure that there will be hot water when required;
  - clean fire place under “donkey” water heater and restock with wood.
- Collect litter and empty refuse bins;
- Clean fire place and replace firewood if required;
- Rake dead leaves and grass from camp sites. Ensure that grass gets cut regularly on camp sites;
- Sweep, rake and clean area around reception and communal areas;
- Ensure that every morning that the books are finalised from the previous day;
- Supervise staff;
- Check stocks and compile a shopping list of essential items that need to be purchased or collected.
12.6 Maintenance of Facilities

Maintenance in a community-based campground is an ongoing process. The supervisor of the campground must make a thorough inspection of the campground regularly at least once a week. During this inspection a list should be compiled of the maintenance requirements that are necessary. This maintenance tasks should then be prioritised and a work scheme established.

A regular maintenance scheme should be drafted and adhered. Particular attention should be paid to ablution facilities, water heaters and the water reticulation system.
1. NACOBTA PROJECTS

The following projects should be commissioned by NACOBTA in the near future.

1.1 Signage fund project

NACOBTA should be responsible for applying to the Department of Roads for the erection of directional road signs to community based tourism facilities.

1.2 Training programmes for CBT

Training programmes should be run for those wishing to enter and those wishing to improve their management skills in particular sectors of the CBT tourism industry.

The following training courses should be offered:

1.2.1 How to develop and manage a CBT campsite
1.2.2 How to develop and manage a Traditional Village
1.2.3 How to develop a handicraft market and handicraft producers cooperative
1.2.4 How to develop and manage a tourist information centre
1.2.5 Learning to become a CBT tourist guide and tour operator
A BIT ABOUT THE AUTHOR...

- The founder of Robford Tourism College is Robert William Hice. He was born in 1969, attended Westerford High School and later graduated in 1982 from UCT with a B.Sc (Hons) degree in tourism geography. He has since been involved in the tourism industries in the following capacities:

- He was a lecturer in the School of Management at the Cape Technikon where he specialised in Travel Practice and Management which is a major subject in the National Diploma in Travel and Tourism;

- Tourism researcher into various facets of the tourism industry, including extensive market research. This research was undertaken for the Natal Parks Board, the Bophuthatswana Tourism Council, SATOUR, Cape Town City Council and for various town and regional planning consultancies as a specialist sub-consultant;

- Senior Tourism Development Officer for SATOUR responsible for coordinating and facilitating tourism development in KwaZulu Natal;

- Research Officer for the Bophuthatswana Tourism Council;

- Tourism Planning Officer for the Natal Parks Board where he was responsible for planning a wide range of ecotourist facilities in NPB game and nature reserves, especially in Maputaland, Zululand and the Drakensberg mountains;

- As a private Tourism Planning Consultant he undertakes feasibility studies for tourist development projects and assisted with the drafting of regional tourism development plans, and community-based tourism developments;

- As a Specialist Tourist Guide registered with SATOUR, he has taken well over a hundred special interest tours in South Africa and neighbouring countries.