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FOREWORD

The Minister of Environment & Tourism

It is my belief that tourism is everyone’s business. It is only through a collaborative approach and by working together that we will transform Namibia into the most competitive tourism destination in Africa.

This Strategy affords a valuable opportunity to the local tourism industry to present the Namibian tourism product to the regional and global decision makers and critical players. It will allow Namibia to be the African destination of choice for international tour operators, it will create broad awareness of Namibia, it will yield positive returns to the Namibian economy in terms of increased tourism bookings and arrivals, and downstream and direct economic impacts for all communities within Namibia. Finally, through positive tourism growth, this strategy contributes to the advancement of peace and improved diplomatic positioning of Brand Namibia as a stable, forward-looking, progressive country ready for investment.

The fourth National Development Plan (NDP-4) sees tourism as one of the key pillars of Namibian economic policy and requests the full and effective implementation of the National Tourism Growth and Development Strategy. It is clear: the potential benefits are substantial, and to fully access these benefits requires dedicated collaboration between all stakeholders. This Strategy is not only the responsibility of the Ministry of Environment and Tourism (MET) but also that of the entire government of Namibia.

Though the Strategy sits with MET, it further envisions public and private sector collaboration, of the kind the tourism sector excels at. While implementation of this strategy is driven by the private sector and parastatal organisations, the various Ministries are responsible for creating an enabling environment that facilitates low transaction costs for the private sector to generate revenue. The state ultimately benefits by receiving revenue from a tax which it then uses to pay salaries of civil servants and build roads, clinics, hospitals and schools, among others.

Sharing Namibia with the world is a process that requires careful and meaningful public and private partnerships. First, we build local products and great experiences, encouraging investment and working especially with formerly disadvantaged people. Second, we market Namibia to the world. Third, we welcome tourists to the country and deliver exceptional, unforgettable service and holidays. Finally, we ensure that we leverage the
most powerful marketing tool there is: word of mouth, and ensure that tourists come back a second time, tell their friends and share their experiences.

As we build the foundation for sustainable growth, we need to create a strong environment for investments into our sector. This strategy is to be implemented in tandem with the National Tourism Investment Strategy – these two Strategies support of each other. Investment is needed on a macro and micro level, and innovative new products need to be continuously developed to ensure a competitive destination.

When we market Namibia, we market the experience of Destination Namibia, for it is the promise of an unforgettable experience that draws people to the land of endless horizons. It is in the way we share the stories of our people and our places that capture the imagination of tourists worldwide.

When tourists arrive in Namibia, they expect the experience of Destination Namibia that they were promised through our marketing efforts. It is the customer care and service that makes the experience extraordinary and enduring. The Namibian tourism sector can only excel in customer service if all sectors make it an integral priority to provide extraordinary customer service. This requires that we develop the necessary skills and understanding of the tourism sector.

The spirit of partnership and Team Destination Namibia are the ingredients that will unlock the true realization that tourism is indeed everyone’s business and that we, as a team, need to act as a competitive unit to take tourism to the next realm.

This Strategy, which is the result of a collective, sector-wide consultation effort, places Namibia’s tourism firmly on a new and ambitious growth path for the future.

I recognize with gratitude the work and research that made this document possible. With strong policy foundations, I am convinced that tourism in this country will continue to move from strength to strength and provide visitors with exceptional and superior experiences, and ultimately create more employment opportunities and economic growth.

It is my hope that this Strategy will unlock the true potential of the Namibian tourism sector which we have not yet fully explored. This potential has the ability to impact the lives of all Namibians and generate jobs, empowerment and livelihood diversification. Tourism is everyone’s business.
SECTION 1: Executive Summary

INTRODUCTION
Tourism is everyone’s business. The overall goal of this Strategy is to ingrain this collaborative way of working deeply into our sector and to promote public and private sector cooperation to ensure sustainable growth of tourism for the benefit of all Namibians.

OBJECTIVES
Data shows that for every 13 tourists arriving in Namibia one job is created. Therefore, the main objective is to increase tourist arrivals to generate more employment for Namibians.

The secondary objectives of the Strategy are centered on transformational economic and social empowerment. This will be achieved through support programs for small and medium-sized businesses, the implementation of the concessions policy in favour of Black Economic Empowerment enterprises and their partners, tangible support for communal conservancies that have tourism potential and by increasing business opportunities for rural tourism enterprises throughout the country. Furthermore, this transformational agenda requires aggressive and efficient marketing and promotion, both in established and emerging markets.

With the successful completion of these objectives, the goal is to transform Namibia into the most competitive tourism destination in Africa. Not only does this strategy envision Namibia to be the country of choice for tourists and prospective tourism investors; it also envisions Namibia to be competitive in skills and training development, in the development of innovative, market-driven tourism products and in aggressive and efficient tourism marketing.

Ultimately the implementation of this strategy will result in a strengthened presence of Namibia in existing and new tourism markets, a more diversified and competitive tourism product with accessible domestic and cultural tourism products, enhanced institutional capacity for the management of the sector, private sector profitability, a positive investment climate and a tourism industry that benefits all Namibians.

THE DESIRED OUTCOMES
1. Namibia is the most competitive tourism destination in Africa.
2. The tourism industry must become the second most important contributor to the Namibian economy, both in terms of contributions to GDP as well as earnings in foreign revenue.

THE VISION FOR TOURISM
The vision for tourism is for a growing, vigorous and dynamic economic sector that brings social and economic benefits to all Namibians via the generation of jobs and incomes. It is for Namibia to be a role model in the conservation of biological diversity, environmental management and tourism development through innovation and partnerships. Finally, it is for tourism in Namibia to contribute meaningfully to rural development and overall economic growth via the sustainable use of natural and cultural resources.

METHODOLOGY
This strategy sets out to analyse the socio-economic challenges and opportunities currently facing the tourism industry in Namibia and develop ways and means to address these challenges. The strategy was prepared via consultation with the public, civil society, communal conservancies, the private sector and individual stakeholders via workshops, focus groups, desktop research, interviews and other means. A separate National Tourism
The concepts PDN, BEE, SME and SMME in this document will be used interchangeably to refer to Emerging tourism Entrepreneurs notwithstanding their various definitions and applicable treatment regimes as far as other government policies on empowerment are concerned.

**THE TOURISM POLICY AIMS ARE...**

**...THROUGH 6 KEY OBJECTIVES...**

**...BY ACTING IN A FOCUSED WAY TO...**

<table>
<thead>
<tr>
<th>Sustainable economic growth &amp; to reduce income inequalities</th>
<th>Employment creation &amp; poverty reduction</th>
<th>Promotion of economic empowerment</th>
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<tr>
<td>Increase in tourist numbers</td>
<td>Increase in tourist spending &amp; length of stay</td>
<td>Increase participation &amp; capacity of PDNs 1</td>
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<tr>
<td>Improve geographic spread of tourists and benefits</td>
<td>Diversify markets &amp; improve seasonality patterns</td>
<td>Promote transformation</td>
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<tr>
<td>Understand the markets &amp; market destination</td>
<td>Promote investment &amp; partnerships</td>
<td>Facilitate human resource development in the tourism industry</td>
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<td>Facilitate the removal of barriers</td>
<td>Facilitate investment in infrastructure and superstructure</td>
<td>Provide timely &amp; credible market intelligence</td>
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1 The concepts PDN, BEE, SME and SMME in this document will be used interchangeably to refer to Emerging tourism Entrepreneurs notwithstanding their various definitions and applicable treatment regimes as far as other government policies on empowerment are concerned.

Investment Profile and Investment Strategy has been prepared in parallel with this National Sustainable Tourism Growth and Development Strategy.

**BACKGROUND**

Tourism is a critical pillar of the Namibian economy that generates jobs. In 2012, the World Travel and Tourism Council estimated the total contribution of travel and tourism to Namibia's Gross Domestic Product to be 20.5% and that 27% of all employment was generated through this sector. This is higher than in Kenya, Tanzania, Zimbabwe, Botswana or South Africa. This contribution to the economy has to be nurtured and expanded.

The diagram below shows the attitude and approach that we need to take as we rethink being competitive as a tourism destination.

**Table 1: Brief Overview of the Key Elements of the Growth Strategy**

**Table 2: Rethinking competitive approaches**
KEY STRATEGIC INTERVENTIONS
The following gives an overview of the principle strategic interventions required for the strategy

Organisational and Institutional Framework
- Strengthen capacity at Ministry of Environment and Tourism
- Create new bodies to support tourism development and institutional coordination
- Restructure the Namibia Tourism Board
- Engage deeply and systematically with all Government Ministries

Legislative Framework
- Improve legislative environment
- Maximise economic linkages

Awareness, Marketing and Promotion
- Establish a tourism market research program at the Namibia Tourism Board
- Develop a new marketing strategy for tourism in Namibia
- Increase cruise visits to Walvisbay and Lüderitz
- Strengthen Namibia as a MICE destination

Product and Regional Development
- Develop and leverage events as a core product offering
- Examine the feasibility of developing a culinary institute
- Ensure that conservation remains a key unique selling point for Namibia
- Promote film tourism
- Clarify rules and regulations around volunteer tourism
- Promote quality products throughout Namibia
- Conduct a market mapping of cultural tourism products
- Create tourism clusters
- Integrate NGOs and conservancies into the business information chain

Tourism Transformational Economics, Social Development and Empowerment Agency (TTESDEA) to establish a new community-based tourism reservation system
- Strengthen support for emerging tourism entrepreneurs
- Create, sustain and promote a positive tourism investment climate
- Ensure and promote tourism investment as a Government priority

Grading and Regulation
- Enhance grading and regulation within the tourism industry

Statistics
- Ensure collection of relevant statistics for tourism
- Ensure strong inter-agency communication
- Improve collection of tourist arrival statistics
- Strengthen the Statistic Unit in MET
- Ensure institutional collaboration with regard to tourism statistics

Human Resources
- Ensure that tourism opportunities are promoted through local awareness-raising programs
- Ensure qualified staff at NTB
- Create and maintain a well-trained tourism workforce
- Ensure that first impressions for tourists to Namibia are positive and memorable
- Reorient the university tourism programs

Economic Linkages
- Ensure strong economic linkages within the tourism sector

Destination Management
- Improve accessibility of Namibian destinations
- Create environmental awareness and provide environmental education
- Rehabilitate principal tourism sites
- Ensure that Namibia meets international health, safety, security and sanitation standards
- Ensure the protection and preservation of Namibia’s cultural heritage
- Ensure that Namibia’s industry is conserving energy and water wherever possible

Funding
- Ensure that MET receives adequate funding for tourism-related activities
- Establish a departure tax
IMPLEMENTATION
Successful implementation of these strategic interventions requires strong public-private coordination and widespread recognition that tourism is a business: one of the world’s most competitive.

The MET and in particularly the Directorate of Tourism and Gaming will lead the implementation of the Strategy and the proposed actions. MET will ensure that stakeholders as well as the public, private and civil society move forward to achieve a productive tourism sector. This requires all parties, government, tourism state-owned enterprises, the private sector, non-governmental organisations and development partners, to work together towards the same mutually beneficial goals.

The Directorate of Tourism and Gaming will be responsible for monitoring, evaluating and reporting on progress towards the national tourism development goals.

PERFORMANCE TARGETS TO BE ACHIEVED BY 2030

The quantitative targets that will indicate success are:

- For Namibia to be ranked the most competitive destination in Africa.
- For the tourism sector to be the largest contributor to Namibia’s GDP.
- An increased length of stay for tourists from 8 days to 22 days.
- An increase in daily tourist spend from NAD 1,200.00 to NAD 2,500.00.
- An increase in total tourist arrival growth of 7% per annum.
- An increase from 4% to 30% of the total number of beds of international standard in conservancies.
- An increase in tourist spread across Namibia by 50%.
- An increase in tourism generated exports by 20%.
- At least 500 000 new jobs to be created as a result of tourism, and of these at least 50% of skilled Namibians at management and professional levels.
- At least 250 emerging tourism entrepreneurs, who have graduated to the status of full members of established private sector tourism associations.
- For the tourism transformation charter to be fully implemented by the private tourism sector.
- All tourism operations subscribe to the Eco-Awards program to ensure that the impact on the environment is reduced and the sustainability of the sector is assured.
SECTION 2: The Context of The Strategy

2.1 INTRODUCTION AND RATIONALE
The primary objective of the National Sustainable Tourism Growth and Development Strategy (NSTGDS) is to achieve tourism growth that generates jobs for Namibians and to make Namibia the most competitive destination in Africa.

This growth must be generated by an increase in tourist arrivals. Available data suggests that one job is created for every 13 tourists who arrive in Namibia, one job is created. Secondary objectives of the Strategy are centred on transformational economic and social empowerment. This will be achieved through support programs for small and medium-sized tourism enterprises, the implementation of the Concessions Policy in favour of Black Economic Empowerment tourism enterprises and their partners (investors and business operators), tangible support for communal conservancies that have tourism potential and by increasing business opportunities for rural tourism enterprises.

Furthermore, the strategy envisions an enhanced institutional capacity for the management of the sector, private sector profitability and a positive investment climate.

This section presents the context for the entire strategy by examining the global and national environment of Namibian tourism.

2.2 GLOBAL IMPORTANCE OF TOURISM
Despite global recession, worldwide international tourist arrivals grew by 4% in 2012. This rise is expected to continue, with the United Nations World Tourism Organisation (UNWTO) forecasting 1.8 billion international tourist arrivals by 2030. Africa's market share of international arrivals is estimated to increase from 5% in 2010 to 7% in 2030.

The World Travel and Tourism Council foresees that Travel and Tourism can contribute a global doubling of jobs in the sector by 2022.

2.3 IMPORTANCE OF TOURISM IN NAMIBIA
Tourism is an important sector in Namibia. In fact, the World Travel and Tourism Council estimates that the total contribution of travel and tourism to Namibia's GDP was 20.5% in 2012. This contribution is higher than in Kenya, Tanzania or Zimbabwe and significantly higher than for Botswana or South Africa. Travel and tourism also generates employment for a significant number of Namibians. A total of 27% of all employment in Namibia is related to travel and tourism. Finally, the spending of tourism businesses and tourists generates tax income that in turn benefits every Namibian.

Tourism is one of the most competitive sectors worldwide. Namibia is competing for a share in the tourism market not only with its neighbours, but also with destinations all over the world.

UNWTO reference (World Economic Forum, 2013)
For example, in the mind of a German tourist Namibia may be competing with with Peru or Myanmar as well as South Africa. Marketing and promotion remains a critical activity in order to maintain competitiveness.

**HIGH RANKING FOR NAMIBIA IN WORLD ECONOMIC FORUM’S TRAVEL & TOURISM COMPETITIVENESS**

Namibia already rates relatively highly in the World Economic Forum’s Travel and Tourism Competitiveness index: in 2012 it ranked fifth among the countries in Sub-Saharan Africa, behind the Seychelles, Mauritius, South Africa and Cape Verde.

The World Economic Forum notes that:

“Namibia reaches 5th place in the regional rankings, coming in at 91st overall. The country benefits from its rich natural resources, with rich fauna and a pristine natural environment. Indeed, environmental sustainability is prioritized to some extent in the country (ranked 36th), which is critical given the importance of the quality of the environment for Namibia’s tourism. In addition, ground transport infrastructure is somewhat developed by regional standards (60th). In order to further develop the sector, a more conducive policy environment will be important. For example, despite efforts in recent years, it remains costly and time consuming to start a business. Health and hygiene is also not up to international standards (106th): the country has few doctors and insufficient access to improved sanitation and drinking water. More generally, improving the country’s human resources base (130th) through better education and training and more conducive labour laws will be critical. (World Economic Forum, 2013)”

**2.4 SEIZING THE OPPORTUNITY**

The opportunity exists for Namibia to grow its tourism arrivals and subsequently increase the number of jobs created by tourism. It requires taking full account of changes in customer expectations and in the ways that Namibian tourism products are sold in the global and domestic marketplace. In terms of employment the focus will remain on visitors from abroad, but the opportunities from domestic tourism will also grow as our economy expands. Domestic tourism further provides an opportunity to address the seasonal challenge of tourism in Namibia.

**2.5 OUR MARKETS**

Namibia is a long-haul destination for most of its major international source markets. Combined with the fact that it is a touring destination results in the average visitor staying for two weeks or longer. During their time in Namibia, tourists are more likely to travel around the country, often with cross-border travel to neighbouring countries. In comparison to “stay-put destinations,” such as a beach hotel on the Kenyan coast or in Zanzibar. This is a positive implication: tourists stay longer and the benefits of tourism are spread around the country.

Approximately 65% of Namibia’s tourist arrivals (totalling 1.37m in 2013) are from other African countries. 80% of non-African arrivals come from Europe and North America – primarily from Germany, the UK and the USA. These long-haul visitors form the core of Namibia’s tourism supply in terms of revenue generation and employment. They are the highest spending visitors and they stay for longer periods. There is a relatively high repeater rate from these markets. Repeat visitors encourage significant diversification and further development.

Long-haul travellers to Namibia continue to book their trips through the formal travel trade; in fact, two thirds of European arrivals to Namibia are booked through foreign tour companies.

For Namibia, South Korea emerged as a new market, followed by Brazil, China and India. Other potential emerging markets for Namibia include Eastern Europe and Scandinavia, India, Australia and New Zealand as well as Meetings, Incentives, Conferences and Exhibitions business from mainland Africa.

Challenges in developing new geographic markets have been illustrated by the experience of South Africa. China (including Hong Kong) represented just 1% of visitor arrivals in 2011, which means that South Africa attracted less than 0.5% of the
Chinese outbound market. Of Chinese leisure travellers to South Africa, less than 2% also visit Namibia. Unlike Europe, it is also a highly fragmented market, with over 18,000 travel agents operating across China.

The requirements of each market are different and merit special attention.

2.6 INDUSTRY TRENDS
This section highlights some important trends in travel and tourism that impact the growth of Namibia’s tourism sector.

- International growth in long-haul travel as well as an interest in more adventurous products in unusual locations favours Namibia.
- New environmental taxation and fluctuations in oil prices in source markets may encourage holidays to be taken closer to home.
- Globally, a growth of direct bookings via the web, leading to disintermediation in the supply chain.
- A greater level of influence of social media on purchasing decisions.
- A shift in originating markets as a rising middle class emerges, especially in the BRICS countries (Brazil, Russia, India, China and South Africa).
- For travellers from less mature markets, there is a desire to pack in maximum experiences in a minimum time, for example “10 countries in nine days,” which inevitably results in a short length of stay.
- The cruise market continues to be the fastest growing segment in tourism. However, while the overall trend continues to be upward, shifts in base locations and ports of call can still lead to declines at specific destinations. Further, with cruise lines promoting on board sales and their passengers limiting on land spends, the economic benefit to be derived from cruising can be extremely low at ports of call (as distinct from the home base).
- While those outside often regard the tourism industry as being highly profitable, in many cases margins are extremely low and subject to seasonality. Major tour operators in originating markets have either made substantial losses, been forced into mergers or have gone out of business altogether.

In the context of Southern Africa there are specific challenges geographically that Namibia must also consider:

- National protectionism affects air access and connectivity around Southern Africa.
- Cross-border trading restrictions exist and negatively affect travel and tourism operators who sell multi-country itineraries.
- Visa restrictions for long-haul international visitors such as from China and India, including transit visas for tourists en route to Namibia.
- Low service levels in comparison to competing global destinations, are specific challenges geographically that access to affordable training. This includes limited command of foreign languages.

SLOW PROGRESS IN LIBERALIZATION OF ACCESS TO AIR SERVICES

Progress in the implementation of the 1999 Yamoussoukro Decision, aimed at liberalization of African air services, has been the smallest in Southern Africa. The region has not benefited from the level of competition and competitive airfares that applies to other areas of the world, for example between Europe and Asian tourist destinations. Competition between airlines elsewhere has transformed the tourism fortunes of a considerable number of destinations while others lacking competitive airfares have lost out.
2.7 IMPLICATIONS OF A SMALL MARKET

Namibia is a relatively small tourism market in global terms. It has a limited number of accommodation establishments with more than 20 rooms. In addition, there is only a relatively small number of inbound operators in Namibia. The majority of these inbound operators have evolved by working with the German-speaking market, although there is a small number who deal with the language-specific markets of France and Italy.

The combination of the above has resulted in a monopsony (limited number of buyers) situation where a handful of inbound operators have developed a relatively strong market presence.

It is common for inbound operators to play a crucial role in the tourism value-chain of touring destinations. This is in terms of providing a one-stop service to the source market outbound operator, especially in terms of payments to all hotels, guest-houses and activities. Moreover they also provide their overseas principals with key product information. Another crucial role played by the inbound companies is buying on behalf of their outbound operators. In general, the larger the inbound operator, the better discounted rates they can extract from accommodation, transport and activity providers.

One of the key aims of Namibia’s tourism strategy is to attract incremental investment. One of the ways of affecting this is to get regionally based inbound companies to invest in Namibia. By doing so, Namibia will be sold more effectively to their overseas operators in all the source markets they deal with. The current monopsony situation precludes would-be investors from investing in Namibia. They are not able to get the required pricing from accommodation establishments in particular, and the threat of losing the established Namibian inbound business is ever present. This applies to South African, as well as to Kenyan and Tanzanian based inbound operators.

It is imperative that Namibia continues to attract new investors. New inbound operators bring new product knowledge as well as new source markets. The current monopsony situation has also done little in terms of addressing seasonality.

This monopsony has evolved naturally from market forces. However, it should be explored to ascertain to what extent this is acting to slow the competitiveness of Namibian tourism growth.

2.8 THE GUIDING PRINCIPLES

The following key concepts and principles are central to the ongoing development and implementation of the Tourism Growth and Development Strategy, which is developed as per the call by the NDP 4. This Strategy has a ten-year frame from 2016 to 2026, working towards Vision 2030.

Team Destination Namibia

The MET will spearhead “Team Destination Namibia,” a proactive working group comprised of, public and private sector representatives who commit to working together to further a productive tourism sector.

Private sector driven implementation

In line with NDP 4 the focus of the growth strategy is on generating revenue for the state. Therefore it is necessary to create an enabling environment within which the private sector can flourish and thus create revenue, while Government’s role is to facilitate and regulate this wealth creation. This wealth translates into more roads, clinics, schools and funds available for economic growth and development. Investors, developers and other tourism private sector segments according to standards established through public and private sector coordination and partnerships, must therefore implement this Strategy.

Whole of Government Approach

Tourism is everyone’s business. A sectorial approach to tourism will not ensure that Namibia fully reaps its potential from tourism and thus will forego a full return on investment from the tourism sector as a country. Tourism development requires the involvement of all parts of the Namibian government, from the traditional authorities to the local authorities and the national government. We refer to this as a “Whole of Government Approach” (WGA).

This approach provides the necessary infrastructure, training, public safety and support services. This approach means that the Namibian government must actively use formal and/or informal networks across the different agencies/departments/ministries within the government to coordinate the design and implementation of the range of interventions that the government’s agencies will be making in order to increase the effectiveness in achieving tourism growth and development in the interest of economic growth.
Culture of hospitality and excellent customer care
The success of this strategy will rest on the tourist experience and the customer care that goes with that experience. It is therefore imperative that all sectors relevant to the tourism sector, both public and private, cultivate and embrace a culture of efficient and excellent customer service delivery.

Focus on “Priority Markets” that yield the highest return on tourism investment
It is imperative that a tourism development and marketing approach to increase tourist arrivals be based on the principles of “priority markets”. This means Namibia must target those market segments which are in line with our competitive and comparative advantages and which are easiest to reach and convince to visit Namibia or invest in it. It is imperative that these markets also yield high revenues and higher spending per visitor. Therefore Namibia’s marketing strategy must be focused on serving these high priority markets first and then branching out to wider markets.

It is important that NTB through sound market research and intelligence select, target or enter such markets/market segments based on criteria, such as in country spent and arrival figures amongst others.

Focus on sustainability (Environmental, Social and Economic Sustainability)
Sustainability and environmental protection are enshrined in the Namibian Constitution (Article 5) and this strategy will be implemented with the utmost respect to these commitments. All tourism development must be socially, environmentally and economically sustainable, and sustain or enhance the culture, heritage, geographical character and well-being of all Namibians.
SECTION 3: Diagnostic Assessment

3.1 OPPORTUNITY FOR GROWTH
Since independence, Namibia has come a long way in its product development, marketing and policymaking. In the second section we discussed the clear opportunity for growth in the Namibian tourism sector. The task now is to ensure that the opportunity for future growth is tackled vigorously to make Namibia the most competitive tourism destination in Africa.

This section provides a diagnostic assessment of the key activity areas related to tourism development in Namibia and identifies the challenges and opportunities that this Strategy later addresses in detail.

3.2 PROMOTION AND MARKETING
Great tourism products and experiences to be had are worthless if no one knows about them, which means that countries must excel at destination marketing to remain competitive. The Ministry of Environment and Tourism (MET) has the responsibility to promote and market Namibia’s tourism sector.

The Namibia Tourism Board, a parastatal that answers to the MET, was established in 2001 to take the lead in tourism marketing and promotion. An NTB Strategy was adopted in 2003 with the focus both on the primary source markets (leisure market from South Africa, German-speaking Europe, the United Kingdom and air arrivals from Angola) and the secondary markets. For the last decade the NTB has approached different markets with different strategies.

Despite these challenges the NTB has continued to follow an effective joint marketing strategy with the travel trade in European markets. This strategy gives a sound return on investment in terms of business generated for Namibian suppliers.

Business in the United Kingdom has been negatively affected by the withdrawal of direct air services to Windhoek in 2009. This has led to a rise of small group bookings and tailor-made tours, with travelers willing to accept an indirect flight.

Arrivals from South Africa have increased following a more focused strategy in promoting Namibia. The task going forward in Namibia in Botswana and South Africa is to increase arrivals and the market share in order to increase media exposure as well as direct engagement with the consumer.

Namibia Tourism Board has gone into China, UAE and North America in recent years. The North American market has shown substantial growth as a result of this concerted and focused investment, whereas the Chinese market is developing slowly. Other challenges faced by promotion and marketing are transit visa issues in South Africa, immigration rules as well as delays in work permit issuance and other bureaucratic delays.

The market in Namibia remains a business-to-business market, with most tourists booking their holiday through an outbound international operator who in turn relies on inbound operators or destination management companies to be their “eyes and ears” in the destination. The operators prefer to sell package tours instead of individual products. While always interested in “sellable” new products, overseas operators will defer to their inbound operator partners to decide whether or not to include these products in packages. It is therefore imperative that the first port of call should be an active engagement with Namibia destination management companies. To this end, the Namibia Tourism Board needs to foster close and ongoing contact with this segment of the market and be in a position to craft deals and product exposure.

3.3 PRODUCT QUALITY
It is essential that all tourism service providers endeavour to deliver quality products and services that guarantee a superior Namibia experience for tourists. In order to deliver this into the future, the tourism product in Namibia needs to be innovated and renewed, especially on the classic quadrangle tour: Windhoek, Etosha, Swakopmund and Sossusvlei. This itinerary is standard for new visitors, but not so attractive for repeat tourists, a market which this strategy attempts to grow.
This can extend to evaluation of a product that can be developed around national heritage in regional areas. This may appeal to the regional self-drive market that has propensity to travel more widely than long-haul visitors. The proposed strategies below can be adopted to freshen up and reinvent the tourism product in Namibia.

NWR

The private sector needs to maintain good standards and quality assurance of their products and service offerings. Of particular concern to MET, is Namibia Wildlife Resorts, a parastatal organisation.

NWR Strategy must be aligned with the National Sustainable Tourism Growth and Development Strategy. The state-owned company’s growth strategy needs to be aligned with the overall growth strategy for tourism. The company is facing financial challenges and requires support from MET to achieve financial viability by addressing institutional matters, human resources, corporate governance and corporate reorganisation to assure that form fits function and responds to current business realities. NWR needs to operate according to best business practice, to offer a high-level of service delivery and improved maintenance of properties. Also needed is a clear and focused marketing and sales strategy, which focuses on bringing in more clients in shoulder seasons and low seasons, as NWR faces a major seasonality problem.

The annual payment made to Namibia Wildlife Resorts from the MET budget should start to decrease as NWR becomes more financially viable and independent, as NWR is a profit-making company with a highly competitive product.

3.4 COMMUNITY BENEFITS

Namibia is much admired internationally for its efforts in linking tourism with conservation and in the efforts to ensure that rural communities benefit from tourism.

Tourism in the conservancies of Namibia is a dynamic and fast growing sub-sector of the national tourism industry. The beautiful attractions and abundance of wildlife found in some of the conservancies are generating growing interest within the part of the private sector to invest in conservancies.

Conservancies benefit thousands of rural communities through employment, cash income, social projects and in-kind benefits. This is part of the Community-based Natural Resources Management program, which has become a major development program in the country.

However, not all conservancies are financially sustainable because all of them are targeting different activities. In addition, the conservancies are at different stages of development. But whatever the case may be, ventures must be informed and supported by genuine market demand.

THE COMMUNAL CONSERVANCY
TOURISM SECTOR: NAMIBIA’S COMPETITIVE ADVANTAGE

Namibia’s conservation success stories stand out in sharp contrast to most African countries where wildlife populations and habitats are rapidly declining. Namibia is a global leader in facilitating private sector tourism partnerships with communities who have established communal conservancies. There are 82 registered communal conservancies in Namibia, covering over 19% of the country’s surface area and directly benefitting over 250,000 rural Namibians.

Good for the community…
Within the Communal Conservancy Tourism Sector, there are over 40 formal joint-venture (JV) lodges and campsites that work in collaboration with their host communities. Together the JVs in the communal conservancies represent more than 1,400 bed nights, over 1,000+ full-time jobs and over 2,500 seasonal positions. Not only are communities benefiting in ways previously unimaginable, but also the national tourism product is being redefined in more equitable and sustainable ways.

Good for the wildlife…
Of the 82 registered communal conservancies, 35 are immediately adjacent to national parks or in key corridors between protected areas. Consequently, the wildlife-friendly land-uses adjacent to and between parks are enhancing the viability of Namibia’s protected area network. The recovery of prey species, combined with an increased tolerance by the community, facilitates the recovery of high-level predators on a landscape level in northwestern Namibia.

In contrast with other destinations in the region, Namibia is translocating an endangered species, the black rhino, OUT of National Parks TO communal conservancy areas.

Good for Namibia…
All of the above is contributing to what may well be “the greatest African wildlife recovery story ever told,”

…. and Namibia is telling that story.

3.5 TOURISM TRANSFORMATION ECONOMICS, SOCIAL DEVELOPMENT AND EMPOWERMENT
The Namibia Tourism Board has introduced a Black Economic Empowerment Program centred on the three pillars of:

<table>
<thead>
<tr>
<th>TABLE 4: NAMIBIA’S COMMUNAL CONSERVANCY SECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLOBAL RECOGNITION FOR THE COMMUNAL CONSERVANCY PROGRAM</td>
</tr>
<tr>
<td>Namibia has received significant global recognition for its Communal Conservancy Program, including:</td>
</tr>
</tbody>
</table>

| 2012: The Markhor Award for Outstanding Conservation Performance was awarded to the Namibia Ministry of Environment and Tourism |
| 2010: The communal conservancy Sector was a finalist in the World Travel and Tourism Council’s “Tourism For Tomorrow” Awards in the Community Benefit category |
| 2011: The Platinum Award of the National Geographic Traveller Magazine was awarded to the communal conservancy tourism sector |

20          National Sustainable Tourism Growth & Development Strategy
• Training and mentoring of historically disadvantaged Namibians;
• Sponsoring of previously disadvantaged Namibians to attend foreign trade fairs through a Marketing Support Program;
• Ensuring internships for previously disadvantaged Namibians that can serve as exposure, especially for students.

These initiatives have had positive impacts but without careful management and training, they can fail to produce the desired results. For example, taking immature Black Economic Empowerment product to international trade shows, whilst noble in its intention, has had negative consequences, as the product was not market-ready, and young entrepreneurs are disappointed at the results, especially after making a significant investment. Therefore going forward, there is a need to assess what the most effective market entry point for these businesses is.

3.6 ACCESS TO NAMIBIA

Namibia is becoming increasingly distinctive among developing country tourism destinations by having its own independent international airline. Increasingly smaller carriers have closed, as with Air Zimbabwe, or have entered into agreements with larger airlines, as has been the case with Air Mauritius, which has incurred large losses and cut back on routes as a consequence. In contrast, under its present business plan, Air Namibia, is expanding its operations with the opening of routes to Accra, Gaborone, Harare, Lusaka and Ondjiva.

Air Namibia is thus a crucial enabler to tourism growth to Namibia. It is vital that there is a close relationship between the MET and the Ministry of Works and Transport in aligning Air Namibia with national tourism development goals within the constraints of working to achieve profitability.

A further issue is that Namibia has very limited public surface transport for either domestic or foreign visitors.

It is important that the transport master plan for Namibia takes into account the needs of the tourism sector in terms of road access, air access, rail and port and other supporting infrastructure.

3.7 AWARENESS

Although tourism is identified at a national level as a priority sector in terms of job creation, there is a relatively low awareness of tourism amongst the Namibian population. There are two key challenges related to national awareness. First, young Namibians are not interested in working in the sector. It emerged from the Namibia Tourism Human Resources Strategy that there was a low image of the tourism industry among school leavers. Secondly, there is no local culture of taking vacations; in fact most Namibians do not take “leisure” holidays as such. In their vacation time they “go up North” to their villages. There is a need to raise awareness of the preferences of international visitors, since the culture does not exist locally.

The Ministry of Environment and Tourism, together with Team Destination Namibia, must work together to increase awareness of tourism in Namibia. This will result in a wider appreciation of the contribution tourism makes to the economy and job creation with the associated welcoming attitude to tourists will encourage young people to enter the industry as well as serve to enhance service standards within the industry. It will also provide communities with a better understanding of the way that that the tourism industry operates and the requirements for a successful business.
3.8 THE INSTITUTIONAL ENVIRONMENT

Namibia is one of a small number of countries where the environment and tourism are combined in one Ministry. This is an explicit indication of the linkage in Namibia between conservation and tourism. There is nonetheless a perception that some personnel within the Ministry, particularly those in the field of conservation, resent tourism. They see it as ‘damage’ to ‘their’ parks and ‘their wildlife’ and ‘their’ conservation and preservation efforts. Indeed, while the contribution of tourism to conservation revenues is very significant, overuse during the peak seasons of certain national parks can cause a level of permanent degradation of iconic tourism locations if conservation guidelines are not fastidiously followed by visitors, private sector operators, Namibia Wildlife Resorts and Parks officials using these areas. In fact, Namibia’s parks offer a place for educating Namibians and visitors alike on the fundamentals of conservation and wildlife preservation.

Visitor management can enable sharing nature’s wonders and still conserve natural assets. The parks’ carrying capacities must link with tourism investment and development strategies and related action plans.

There is a role for the MET to enable expansion of park capacities in a sustainable manner that benefits all Namibians and celebrates the country’s environmental and cultural richness. The MET in its leadership role can serve as an independent arbiter in conflicts and miscommunications in conservancies or with communities or within the sector.

3.9 INFRASTRUCTURE AND UTILITIES

While the tourism infrastructure of Namibia is a relative strength compared to many competing destinations, the requirements for tourism need to be reflected in the planning of those agencies directly responsible for its provision, with the MET vigorously representing the interests of the sector.

3.10 PROFITABILITY

In order for tourism in Namibia to grow it is vital that tourism businesses are not just profitable, but sufficiently profitable to encourage new investment to take place. Among the requirements for that are:

- Minimisation of rules and regulations and transparency in their application. This benefits small businesses providing incomes to the poor just as much – or even more – than larger enterprises;
- Consistency of approach throughout government;
- Security of operation including in relation to conservancies, security that makes it easier to secure initial finance as well as working capital;
- Facilitation and support on the part of public sector agencies that encourage product innovation.

Greater awareness of the characteristics of the international and domestic tourism business will assist to achieve these goals. In the end, tourism requires continuous and genuine trust and collaboration between the public and private sectors to achieve a competitive sector.
SECTION 4: The Vision for Tourism

4.1 THE VISION
The vision for tourism in Namibia is for a growing, vigorous and dynamic economic sector that brings social, ecological and economic benefits to all Namibians, notably through the generation of jobs and incomes. Tourism in Namibia will contribute to rural development and economic growth via the sustainable use of natural resources. Furthermore, Namibia will be a role model in the conservation of biological diversity, environmental management and tourism development.

4.2 STRATEGIC OBJECTIVES
For this vision to be achieved, all tourism stakeholders must recognize that tourism is a business and they must work together to continuously ensure destination competitiveness. Namibia must consistently offer an outstanding experience for tourists by providing skills training and workforce development, by attracting investors and by encouraging the development of more innovative tourism products and aggressive and effective tourism marketing.

Specific strategic objectives under the overall Vision are for:

- The strengthened presence of Namibia in existing and new tourism markets and/or niche markets;
- A more diversified and competitive tourism product with vibrant and accessible domestic and cultural tourism products;
- The sustainable growth of the tourism sector that is reflected in sound physical planning and business-enabling policies for the sector;
- A further increase in tourism’s contribution to the national economy and to local economies;
- An entrenched culture of welcoming visitors among Namibians;
- Consistent private sector profitability and a positive investment climate.

In delivering against these objectives the MET will spearhead “Team Destination Namibia” whereby all parties - public and private - move forward together to achieve a productive tourism sector.

4.3 KEY FOCUS AREAS
To achieve the overall vision and the specific objectives listed above, this Strategy focuses on the follow key areas:

a. A National Tourism Competitiveness Advisory Council within government that is designed to drive the industry forward so that it takes full advantage of the employment opportunities while maintaining the national reputation for conservation and sustainability;

b. Coherence in tourism policy, governance and regulation;
c. Improved marketing and promotion strategies;
d. A regional approach to product development;
e. Tourism growth in communal areas;
f. Transformational economic and social development;
g. An enhanced statistical and research base;
h. A strident drive for human resource development to benefit Namibians.

An action program to tackle each of these focus areas is presented in the next section.
SECTION 5: Action Plan

5.1 ORGANISATIONAL AND INSTITUTIONAL ENVIRONMENT
This section details the organisational and Institutional environment and makes recommendations for strengthening it.

ROLE OF THE MINISTRY OF ENVIRONMENT & TOURISM

The lead entity for tourism development is the Ministry of Environment and Tourism (MET). Therefore MET will take a lead role in the delivery of this Strategy to the benefit of the Namibian people. In so doing, MET’s management committee needs to examine whether the structure and budgeting of the Ministry fits the priority placed on tourism and its role in economic development.

MET will need to coordinate closely with other Ministries, especially on the issues of policies, regulations and laws being drafted that affect travel, tourism and the hospitality industry. This is to ensure that a favourable business-enabling environment is created across all sectors of Government.

MET will pursue its role in supervising the state-owned enterprises that fall under the ministry in accordance with the Performance Agreements stipulated under the State-owned Enterprise Act. This includes the Namibia Tourism Board and Namibia Wildlife Resorts. All the state-owned enterprises under MET (NWR, NTB, Windhoek Country Club Resort and Zambezi Waterfront Tourism Park) are answerable to the ‘Line Minister’ through their delegated representatives.

MET will be an independent arbiter in conflicts and communications mishaps in conservancies in so far as it relates to tourism development or with rural communities, especially as regards to joint venture operations between the private sector and communal conservancies.

With regard to this strategy, MET will be responsible for monitoring and evaluating the implementation.

STRATEGIC INTERVENTION 1: STRENGTHENING CAPACITY AT MET

Currently, the overwhelming focus within the Ministry is on the environment. With expanded responsibilities in the field of tourism, the MET has to be adequately staffed, and the staff must be properly trained to take on tourism-related responsibilities. The following are specific recommendations to ensure a strong and capable Ministry.

Key Actions:

- Develop a capacity building program for the MET that includes training in the value of responsible tourism in state protected areas.
- Implement an internship and staff exchange program (national and international). It could be tailored under the bilateral cooperation agreements.
- Capacity building training programs for emerging tourism entrepreneurs should be the responsibility of MET.
STRATEGIC INTERVENTION 2: CREATION OF NEW BODIES TO SUPPORT TOURISM DEVELOPMENT AND INSTITUTIONAL COORDINATION

This strategy recommends the creation of three new bodies to ensure effective communication among all tourism stakeholders:

- An Inter-Ministerial Committee on Tourism Development
- A National Tourism Competitiveness Advisory Council
- Regional Tourism Forums

The diagram below provides a graphic outline of the institutional arrangements:

Key Actions:

- **Inter-Ministerial Committee on Tourism Development (IMCTD):** The IMCTD will be established where the MET meets with identified stakeholder ministries on a quarterly basis on tourism-related policy, informational and operational issues and barriers to tourism growth and development. This is to avoid stakeholder ministries acting in isolation, unaware of the impact of their regulations on tourism revenues, development, marketing and employment and also to foster their benefiting from tourism. Members of the committee will include the Ministry of Land Reform, the Ministry of Home Affairs and Immigration, the Ministry of Works and Transport, the Ministry of Industrialisation, Trade and SME Development as well as the Ministry of Urban and Rural Development.

- **National Tourism Competitiveness Advisory Council (NTCAC):** The NTCAC will be chaired and convened by MET. The council will link the public and private sectors and act as an interface between government, the tourism industry, non-governmental agencies and conservancies. The NTCAC will trouble-shoot the effects of the overall regulatory climate on the profitability and viability of tourism in Namibia, with the MET working to resolve these via the Inter-Ministerial Committee. The NTCAC should be set up similar to other official ‘councils’ that exist nationally. It should be a gazetted body with a budget provided via the MET. The Directorate of Tourism should provide secretarial services to the NTCAC. The NTCAC should have more private sector members than governmental ones. Private sector members should be informed tourism professionals in varying subsectors (accommodation, safari operator, hunting, booking agents, car hire, air transport, tourism-related enterprise), with one seat for a black economic empowerment/small business tourism operator (as defined by the Ministry of Industrialisation, Trade and SME Development). The Emerging tourism Entrepreneurs Association (ETEA) should also be represented on the NTCAC. One function will be to hold an annual national tourism summit, co-funded and co-chaired by the private sector. This type of council is provided for in the National Tourism Policy of 2008 and the Namibia Tourism Board’s Strategic Plan.

- **Regional Tourism Forums:** These forums will be established across the country to see to it that tourism development and growth in rural areas is promoted to ensure the geographic spread of the benefits of tourism. They will be established in line with the procedures and practices of Regional...
Councils. They will be the platform to address tourism development issues in the regions and will be linked to the NTCAC. Provision should be made for representation of regional forums on the NTCAC as appropriate and relevant.

**STRATEGIC INTERVENTION 3: RESTRUCTURE THE NAMIBIA TOURISM BOARD**

In line with international best practices, the Namibia Tourism Board will be restructured to ensure that its sole function is on destination marketing and promotion, with a properly resourced research function. Its regulatory, grading and training functions will either be returned to the Directorate of Tourism and Gaming or reside within a separate dedicated agency.

The NTB has a relatively common challenge internationally, which is to attract qualified and experienced personnel against a background of skill scarcity and public sector salary constraints. Best practice internationally points to a healthy cross fertilisation of tourist board people with private sector experience and vice versa. The NTB needs to develop a strategy for addressing this issue and ensure that the staff understands the sector and the needs of the industry both nationally, regionally and internationally. To assist with this, training should be undertaken by the Namibia Training Authority (NTA), with representation on skills committees by the NTB and the private sector.

The NTB should improve its connectivity with the industry and with local communities. This can be done via the National Tourism Competitiveness Advisory Council or alternatively via the Tourism Board’s existing standing committees or format.

The NTB board must be comprised of both public, civil society and private tourism sector representatives. The composition of these boards should be guided by the SOEs Act.

Namibia Tourism Board representation on the Namibia Airports Company and Air Namibia Boards is required since these two institutions play a crucial role in national tourism growth and development.

Market data is critical to determine where the NTB’s resources should best be directed. Without this data, the NTB is guessing as to which marketing opportunities are the most strategic for tourism development. Marketing internationally is expensive and not cost-effective if market segments have not been researched. It is therefore important that market data/market intelligence must inform prioritisation of markets to be entered for new marketing opportunities. It must also be the basis of government strategy engagement in bilateral agreements on tourism.
As for meetings between the public and private sector, advisory committees are already provided for in the structures and Act of the Namibia Tourism Board. These advisory committees (Standards, Marketing and Human Resources) are a vehicle for including the private sector in tourism policy planning and implementation. The National Tourism Competitiveness Council can replace these meetings as appropriate and relevant. Alternatively the meetings should be improved and consistently continued instead of the irregular and ineffective schedule as has been the case. The Directorate of Tourism should attend sessions of these meetings to regularly interact with the private sector in this forum. The Namibia Tourism Board should establish “in-market” advisory committees comprised of a representative spread of operators together with representation of companies and airlines.

Key Actions:

- In line with international best practice, the Namibia Tourism Board will be restructured to ensure that its sole function is destination marketing and promotion. There are two options for placing the regulatory, grading and training functions.
  - They can be returned to the MET: This has the advantage of providing additional strength to the Directorate of Tourism and Gaming.
  - They can be transferred to a separate dedicated agency: this option is in line with countries such as Mauritius which has a Tourism Authority that is responsible for implementation of regulatory aspects while the Tourism Promotion Authority is dedicated to marketing and promotion.
- Another option is that self-regulation can be done by the private sector to reduce the regulatory burden; and requisite consumer protection provisions for travelling must be incorporated in national consumer protection laws. MET should liaise with the Law Reform Commission on the best possible way to legislate (in terms of consumer protection for the tourism sector.
- The above options should be carefully analysed by means of a feasibility study to establish which option is the most viable taking into account the current realities of NTB, MET and the tourism industry.
- Review the NTB business plan and strategy to be in line with the NSTGDS
- Rename the NTB
- Ensure that the NTB increases connectivity, coordination, communication and synergies with the industry and local communities including the communal conservancy sector and individuals.
- Ensure adequate private sector representation on the NTB Board.
- NTB to regularly distribute key facts and figures, which articulate the economic, community and environmental benefits of tourism.

STRATEGIC INTERVENTION 4: ENGAGE DEEPLY AND SYSTEMATICALLY WITH ALL GOVERNMENT MINISTRIES

One of the principle guidelines of the strategy is ‘the whole of government’ approach and a deep believe that tourism is everyone’s business. Tourism cuts across sectors and therefore all ministries will have to play their role if this Strategy is to grow and develop Namibia tourism as the most competitive tourism destination in Africa. Below follows a short description of the ministries whose activities have a significant impact on the growth and development of tourism in Namibia, notwithstanding the fact that all other ministries are equally important as outlined in Annex 1.

The Ministry of Home Affairs and Immigration is a key player in tourism. Immigration officials are the custodians of first and last impressions of Namibia. They need to be champions of the “Welcome to Namibia Initiative”. Training to this end as part of the tourism awareness program is vital.

The Ministry needs to support this effort as well as to speed up the processing of work permits for specialists. The MET should have a seat on the Home Affairs committee reviewing work permits and visas. The computerisation of the various border entry points is crucial to allow for smooth and efficient and cost-effective production of annual tourist arrival statistics.
The proliferation of mining licenses in National Parks is a barrier to tourism growth and development. The MET must work closer with the Ministry of Mines and Energy and enforce its Environmental Management Act.

The Ministry of Industrialization, Trade and SME Development should include both the MET and the Namibia Tourism Board in their local and international fairs, and vice-versa. The Investment Centre in particular should it take the tourism private sector into consideration.

Safety and security of tourists coming to Namibia is of utmost importance and the presence of tourism police in high tourism areas should be encouraged as far as possible. Close collaboration with the Ministry of Safety and Security is required for this.

Namibian diplomats serve an important role as representatives of Namibia abroad and there is thus a need for close collaboration between the MET, NTB, NWR, the private sector tourism associations and the Ministry of International Relations and Cooperation.

**TABLE 2: LIST OF RELEVANT LEGISLATION PERTINENT TO THE TOURISM SECTOR**

The following is a list of existing legislation that impacts the tourism sector and that are housed under MET:

<table>
<thead>
<tr>
<th>Act/Policy/Ordinance</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Investment Funds Act (2001)</td>
<td>2001</td>
</tr>
<tr>
<td>Pollution Control and Waste Management Bill (pending)</td>
<td>1994</td>
</tr>
<tr>
<td>Protected areas and Wildlife Management Bill (pending)</td>
<td>2011</td>
</tr>
<tr>
<td>Immigration Control Act and Departure from Namibia Act of 1993</td>
<td>1993</td>
</tr>
<tr>
<td>Foreign Investment Act (1993)</td>
<td>1993</td>
</tr>
<tr>
<td>National CBNRM Policy 2013</td>
<td>2013</td>
</tr>
<tr>
<td>National Policy on Protected areas ’ Neighbours and Residing Communities 2013</td>
<td>2013</td>
</tr>
</tbody>
</table>

Source: MICT

**Key Actions:**

1. All Ministries to familiarize themselves with Annex 1 in terms of their responsibilities and consider the unintended consequences of their plans and policies on tourism development.

**5.2 THE LEGISLATIVE FRAMEWORK**

There are various pieces of legislation and policies in Namibia that affects the tourism sector in some way or another. Some of these policies and legislation can hamper the competitiveness of the Namibian tourism sector if no reality check is done and the possible unintended consequences are not addressed.

**STRATEGIC INTERVENTION 5: IMPROVE LEGISLATIVE ENVIRONMENT**

Measures to strengthen the legal and regulatory environment for tourism, which emphasizes creation of an environment that enables growth and investment, are necessary to ensure the proper foundation for this strategy. The MET also needs to closely monitor all laws in the country in order to identify where tourism may be affected. Input from the private sector is also needed on this front.

**Key Actions:**

- Define laws and regulations clearly, leaving less room for arbitrary interpretation and enforcement by bureaucrats and courts.
- Enforce existing laws that ensure sustainability of tourism growth.
- Ensure standardization and harmonization of legislation that affects or may affect the ability of the tourism sector to generate revenue in the interest of national economic growth.
• MET to strengthen the M&E unit, or department responsible for it, in order to keep an updated list of existing legislation related to tourism; and advocate the harmonization thereof.
• MET to coordinates with other Ministry stakeholders in tourism, policies, regulations, laws being drafted that affect travel, tourism and hospitality industry;
• MET to engage its stakeholders to trouble-shoot the effects of the overall climate on the profitability and viability of tourism in Namibia.

STRATEGIC INTERVENTION 6: MAXIMISE ECONOMIC LINKAGES

Tourism is generally known for providing community benefits, but this is only true if economic linkages are identified and leveraged. It is important that legislation compliments the goal of maximizing economic linkages for tourism.

Key Actions:

• Examine policies that maximise local level tourism-related expenditures by encouraging strong backward and forward linkages, especially with attention to some or all of the following “backward linkage” industries:
  • Food and beverage products
  • Real estate
  • Wholesale trade
  • Performing arts, spectator sports and museums
  • Advertising and related services
  • Monetary oversight and credit intermediation
  • Rights to non-financial intangible assets
• Ensure that the National Tourism Competitiveness Advisory Council involves business associations, businesses and organisations from these “backward linkage” industries.

5.3 AWARENESS, MARKETING AND PROMOTION

Namibia has established itself as a sought-after destination in Europe and southern Africa. It is a dangerous assumption is that arrivals from these markets will continue to flow and to apportion marketing funds elsewhere. The marketing and promotional effort in Europe, and in southern Africa, must remain a core part of the Tourism Board’s activities, especially considering that these more established markets offer the best opportunities for geographical spread within Namibia as repeat clients explore more of the country. The Strategy also encourages private sector initiatives in emerging markets that can be supported or strengthened by the activities of the Namibia Tourism Board, once a tangible market is identified.

One of the major barriers that hold back tourism growth in Namibia is the lack of local awareness of the reality of the sector – its generation of social and economic capital as well as its potential for the professional development of young people. To remediate this, an integrated tourism awareness program is planned in concert with the overall marketing of Namibia as a tourism destination.

The NTB, as the lead marketing agency, will spearhead the development of all awareness, marketing and promotion activities. It should seek to work with the marketing activities and investments of both parastatal tourism organisations, Namibia Wildlife Resorts and Air Namibia, as well as the private sector.

STRATEGIC INTERVENTION 7: ESTABLISH A TOURISM MARKET RESEARCH PROGRAM AT THE NTB

Market data is critical for determining where the NTB’s resources should best be directed. Without reliable data, the NTB is guessing as to which marketing opportunities are the most strategic for tourism development. Marketing internationally is expensive and not cost-effective if market segments have not been researched.

Namibia’s competitiveness as a destination will be greatly increased by Air Namibia interacting closely with the NTB and sharing data on potential traffic flows. The airline has access to International Air Transport Association data, which is invaluable in determining tourist flow potential.

Section 5.8 details the NTB’s responsibilities towards data collection; in this section we examine how to enhance the NTB’s role with regard to tourism data collection.

Key Actions:

• Create a research department within the NTB that will focus on market research. The goal of the department is to inform all marketing and promotion initiatives as well as evaluate past marketing activities (for example, records for past participation in travel trade fairs should be studied and analysed).
• Create a market research plan in close collaboration with the tourism industry, particularly FENATA.
and all other tourism associations.

- Clarify the relationship between NSA and NTB research units and how these will link up to the production of the TSA (to measure growth and economic impacts) and investment information (projects, capital formation, growth, opportunities) required by the tourism desk of the Namibia Investment Promotion Centre.

- NTB to collaborate closely with the lead agency for the collection, analysis and dissemination of tourism statistics (i.e. all required surveys, including the Tourism Satellite Account (TSA) should be with the NSA. A memorandum of understanding describing outputs to be delivered, their frequency, the roles and responsibilities of NTB, NSA and should be created.

- Establish a formal inter-institutional steering committee and working group comprised of various key tourism stakeholders to provide support to the NTB and to ensure the timely production and dissemination of tourism data and statistics.

**STRATEGIC INTERVENTION 8: DEVELOP A NEW MARKETING STRATEGY**

The NTB is tasked with creating a new marketing strategy to ensure that Namibia stays at the top of the mind among potential tourists as well as raises awareness among the domestic population of the power of tourism.

The key elements to the historical success of Namibia have been achieved by working closely with the trade, joint marketing agreements and focused public relations; these tactics should be continued in both established as well as emerging markets.

This marketing strategy will be designed to recognise and consolidate important gains in established source markets, while at the same time opening up emerging markets. It will ensure that marketing activities reflect the source market realities. The strategy will also focus on domestic and regional (intra-Africa) tourism potential. The strategy will focus on growth products such as culture, adventure and cruise. In particular, Namibian culture, heritage and art have not featured fully in the Namibian tourism product but have great potential, especially in rural areas and communal conservancies. The new marketing strategy should put a special focus on including Namibian art and culture in destination marketing.

Namibia's tourism is highly seasonal and concentrated on the months from May to October. All regions have the potential to receive visitors during the two main seasons, and marketing the “green season” effectively can ensure greater spread of tourist arrivals all year round. The plan will therefore also focus on reducing seasonality.

**Key Actions:**

- NTB to improve destination branding: Re-brand Destination Namibia with a new logo to be used in all promotions around the country. The new identity should be easily accessible for stakeholders through a “Corporate Identity Kit” (consisting of images, logos, colour palettes, market research etc.) that can be downloaded from the web by registered tourism industry users. This kit should be promoted to stakeholders

- NTB to streamline contact and cooperation with the Ministry of International Relations and Cooperation with regard to marketing and promoting Namibia by sharing of annual work plans with a particular focus on marketing and promotion. This will ensure that NTB will have strong linkages with other foreign service/diplomatic efforts and trade agendas when investing in new markets. This partnership approach may lead to sharing office costs, staff and other fixed costs and result in a larger footprint for Namibia into such new marketing areas.
The NTB to draft a new marketing strategy. The marketing strategy should have both a strong B2B component that outlines how the NTB will market to outbound operators in source markets and a B2C component that includes online marketing. The strategy should include performance targets for a six-year period, with specific levels of increased tourism arrivals to Namibia identified.

To reduce seasonality, the NTB should ensure that the marketing strategy promotes two season products in selected target markets that are not seasonally dependent. These segments include tourists who travel for special interests that can be accommodated in Namibia, such as bird and wildlife viewing, cultural tourism, pilgrimage, casino gaming, health and medical treatment, meetings and conventions, faith tourism, film tourism, sports tourism etc.

These market segments are reasonably well organized, with specialty media and distribution channels that can be directly targeted. The best marketing tool for showcasing new products is hosting FAM trips for both inbound and outbound operators during the green season so they can experience the products themselves.

The NTB should encourage the private sector to promote low season costing to selected target markets – the parastatals can lead the way with this marketing initiative.

The NTB to conduct a complete inventory of cultural products in Namibia, including those being offered by various operators. Based on this inventory, the NTB should create a profile for the most market-ready products and integrate them into their marketing efforts. Good marketing material should be developed for the market-ready products and distributed with other NTB collateral.

One key to the success of B2B marketing is to maximise the use of the travel trade shows and the NTB to conduct monthly meetings with FENATA and other tourism associations and to help with planning for travel trade show participation.

The NTB to develop joint marketing budgets with industry associations for purposes of representing the destination as well as stakeholders at the identified trade shows.

The NTB to create its trade show schedule based on market intelligence, funding and market priority. The research arm at the NTB will be specifically examining the results generated by trade shows and will inform the trade show strategy.

The NTB to designate one person responsible for travel trade fair planning. The more planning can be accomplished in advance for each travel trade show, the more effective Namibia’s presence for the NTB and the private sector.

The NTB to ensure that a budget is available to maximise the impact that Namibia has at each trade show it attends, for example by organizing Namibia cultural entertainment performances at each travel fair in cooperation with local Namibian associations and embassies (when available), and conducting a press conference and a Namibian travel workshop at every travel trade fair.

The NTB to continue to encourage a more diverse participation at trade fairs by supporting PDG (Previously Disadvantaged Groups) with financial assistance either by offsetting the fair participation or travel expenses. These participants must have a product that is market-ready and must be trained to leverage their participation in an international show.

The NTB to create a local tourism awareness program: The awareness program will require an increased budget and will draw on international best practices and experiences. The key motto is ‘Tourism is Everyone’s Business.’ It will link to the promotional effort to foster domestic and regional tourism. This promotional effort will encompass business and events tourism, which offer considerable revenue generating opportunities.

In order to foster positive international relations as well as bilateral and multilateral cooperation in the field of tourism, MET must establish and appoint tourism attachés on its structure.

**STRATEGIC INTERVENTION 9: ENSURE CONSERVATION REMAINS A KEY USP FOR NAMIBIA**

Demand for nature-based and environmentally responsible experiences has grown enormously in international markets. With 44% and counting of the land surface area under some form of conservation management, Namibia is well positioned to be internationally competitive in this segment. Action is required to ensure that conservation remains a key unique selling point for Namibia and that Namibian national parks, private parks and communal conservancies remain a sought-after tourism product.

**Key Actions:**

- MET to form a consultative group comprised of key stakeholders to ensure better coordination, communication and a focused strategy to address cross-cutting issues related to conservation tourism and tourism within protected areas.
• MET to develop tourism management plans to ensure that key protected areas with tourism potential are accessible via navigable roads.
• MET to develop a plan to assist communal conservancies to attract appropriate investors for joint ventures.
• The Development Bank of Namibia to become a key partner in investing in national parks and communal conservancies.
• MET to promote increased links between the tour operators and accommodation providers in protected areas so that the former promote the latter to their clients.
• MET to improve signage in parks to ensure tourists can easily navigate.
• MET to address waste and water management in the facilities in the parks.
• MET to develop information and interpretive material for each park.
• NWR to assist in the development of a mainstreaming cultural and community tourism in conservancies that includes a memorable and fun mascot.
• Sustainable management of natural resources.

STRATEGIC INTERVENTION 10: PROMOTE FILM TOURISM

Tourism organisations proactively use films as a springboard for effective destination marketing campaigns. This is broadly referred to as film tourism (or movie-induced or film-induced tourism). This type of tourism arises when visitors choose a destination as a direct result of having seen a location and/or culture in a film or television program. Film tourism does not only serve the needs of existing tourism businesses, but it can also create additional businesses, services and products, and can encourage the extension and strengthening of the visitor season. Furthermore, film tourism can continue to draw visitors year after year. Studies show that although the peak of interest comes immediately after a film is released, a 54% increase in visitation was evident at least 5 years later.

The Namibia Film Commission is the responsible agency and main stakeholder for film tourism and must work together with relevant stakeholders to grow film tourism in Namibia.

Namibia has recently been attracting international film productions, including Mad Max Fury, 10,000 BC and The Flight of the Phoenix. Therefore, Namibia can begin to promote herself as a film tourism destination.

Key Actions:
• MET will work with the Namibian Film Commission to establish and exploit film tourism opportunities presented by the sector; this will include hosting FAM and Press trips to raise awareness in key markets about film tourism.
STRATEGIC INTERVENTION 11: PROMOTE QUALITY PRODUCTS THROUGHOUT NAMIBIA

To be the most competitive destination in Africa, Namibia needs to ensure quality across all products in the tourism sector. Product quality is not identified with luxury since it must be present in every kind of tourist product or service. Rather, tourism product quality is the perception by the tourist of the extent to which his expectations of the product are met by his experience of the product.

Product quality must not be exclusive, but all tourists must be able to experience it, including those with special needs (elderly, disabled people).

Various stakeholders have a role to play in ensuring consistent quality in Namibian tourism products. The following table, adapted from EC 2001, details the roles and responsibilities of stakeholders.

Key Actions:

- MET to develop a Namibian Quality System (standards and tools) and a Quality Certification System for the tourism sector, based on voluntary and participatory schemes with an agreement within the Namibian tourism private sector organisations, taking into account the possibility of planning actions for the improvement of employment in the tourism sector
- MET to develop a national tourism product and service policy, which encourages the use of quality indicators in Namibia and strengthen a Namibian method for benchmarking quality.

<table>
<thead>
<tr>
<th>ROLE</th>
<th>KEY STAKEHOLDERS IN THE ENHANCEMENT OF QUALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create policy, manage the destinations and ensure quality control</td>
<td>National, regional and local administrations (including destination managers); quality and certification authorities; control service; environmental organisations</td>
</tr>
<tr>
<td>Suppliers of tourist sub-products</td>
<td>Accommodation sector; catering sector; conference sector; tour guide services; secondary suppliers; transport sector.</td>
</tr>
<tr>
<td>Commercial intermediaries in tourism</td>
<td>Tour operators; information intermediaries (e.g. internet)</td>
</tr>
<tr>
<td>Training suppliers</td>
<td>Vocational training organisations and higher education (including specialised tourism colleges and research institutes)</td>
</tr>
<tr>
<td>Guests</td>
<td>Consumer organisations</td>
</tr>
<tr>
<td>Host population</td>
<td>Namibian citizens</td>
</tr>
</tbody>
</table>
• MET to provide non-financial support to tourist SMEs that are implementing quality systems
• Define Namibian voluntary minimum quality standards for tourist establishments all along the tourist value chain

5.4 TOURISM PRODUCT & REGIONAL DEVELOPMENT

The tourism product is the foundation of our tourism supply. Namibia must constantly innovate in the area of product development in order to achieve the overall goal of being the most competitive destination in Africa.

Product innovation that contributes to a wider geographical spread of the benefits of tourism within Namibia will be encouraged and facilitated as far as practicable within the commercial opportunities and constraints of the tourism industry.

The MET will work towards a business-based and timely implementation policy with respect to concessions. Enhancement of the other innovative tourism products - e.g. cruise industry, adventure tourism, sports tourism, film tourism, photographic tourism, cultural tourism, conference tourism - will be pursued.

This section details the strategic interventions needed to ensure product diversification and product development in the various regions of the country.

STRATEGIC INTERVENTION 12: STRENGTHEN NAMIBIA AS A MICE DESTINATION

Hosting events reaps many benefits for a destination. In addition to providing opportunities to increase direct expenditure at a destination’s, special events contribute to a destination’s range of tourist attractions, facilitate media coverage and promote awareness of the destination for future visitation. Sports competitions and events are a particular area of opportunity for Namibia.

Several large towns in Namibia have strong potential to be regional MICE destinations, including Windhoek, Swakopmund, Lüderitz, Oshakati and Katima Mulilo. These towns should invest in more four- and five-star properties to allow them to become more marketable as destinations for meetings and conferences for the southern African region, Africa as a whole and internationally.

The NTB should proactively pursue bids to host regional and international sports and activity competitions and events. These could include any event that attracts an international audience (for example, marathons, bicycle races, wrestling championships, chess competitions, etc.). To the extent possible, events that attract higher yielding markets should be encouraged and incentivized.

Key Actions:

• Fast-track the development of convention centres in the towns mentioned above with the envisaged Namibia International Convention Centre as a priority. Further establish the Convention bureau.
• Compile “Event Toolkits” for each of the destinations, which detail the amenities, services and infrastructure available to meeting and event organisers.
• Actively market the Namibia MICE towns at relevant conferences and to event planners.
• The NTB and MET will work together to research which events could be hosted in Namibia in the coming years. The NTB and MET research efforts will also include outreach to specialised associations, organisations, publications and media. Based on this research, the NTB and MET will target selected events. A special focus should be given to business events that occur in the low season, in order to offset seasonality.
• The NTB will develop marketing strategies for each targeted sport and/or event, including the development of close relationships with potential major corporate sponsors.
• To ensure that stakeholders are kept abreast of events being held in the country, the NTB will create and distribute (online and offline) an event calendar. The NTB website should have a regularly updated events section which can be updated by the regional Tourism Information Centres.
• MET should develop a structured application process for special event funding and budget accordingly. Such a process would also encourage the development and expansion of the number and type of special events organized for domestic, regional and international travellers alike.
• The NTB will work with already established cultural festivals such as the Olufuko festival, the /Ai//gams festival, the San Kubis festival and the Lüderitz Crayfish festival, to ensure high quality simple but fun and professional events marketed domestically and regionally.
• The NTB to distribute collateral material via Namibian embassies, Namibian cultural events overseas and travel trade fairs to assist consumers in planning a visit to Namibian.
Over the past decade there has been a significant increase in the number and type of special events available to the traveling public. This growth has been attributed to both an increased emphasis on regional economic development, as well as destination marketing by many governments and tourism marketing organisations. Events help to diversify a destination’s tourism product offers. Research has shown that destinations which have consciously and deliberately forged linkages between special events and special interest tourism benefit economically and socially.

Special events are seen to have the ability to produce a wide range of significant economic and social benefits for communities and regions. For example:
- Special events can substantially increase the opportunities for new expenditure within Namibia by simply attracting more visitors.
- Events can become the key motivation for visiting the destination.
- Events retain the expenditures of locals who, in the absence of special events, would travel elsewhere in pursuit of leisure activities.
- Special events can contribute to a destination’s range of tourist attractions, facilitate media coverage and promote awareness of the destination for future visitation.
- Events and festivals that cater for the “learning interests” of the traveller are experiencing particular growth internationally. They represent a direct connection with the international trend toward “special interest” or “experiential travel.”

CONVENTION BUREAU

A convention bureau is a non-profit organisation charged with representing a specific destination and enhancing the long-term development of communities through a travel and tourism strategy. A convention bureau is usually a membership-based organisation which brings together businesses that rely on tourism and meetings for revenue. The bureau helps planners and visitors to learn about the destination and area attractions and make the best possible use of all the services and facilities the destination has to offer. The organisational structures of Convention bureau vary depending on the character of the destination, the quality of its product and funding levels. The most important role of a convention bureau is to serve as a focal point and as an “umbrella” organisation for the diverse range of organisations and individuals involved in tourism.

The main responsibilities of a convention bureau are:
- To encourage groups to hold meetings, conventions, events and trade shows in the city or area it represents, to assist the groups with meeting/event preparations and while their meeting/event is in progress.
- To encourage tourists to visit and enjoy the historic, cultural and recreational opportunities the destination offers.
- To represent a specific destination and help with the long-term development of communities through a travel and tourism strategy.
- To serve as a community’s marketing agency by promoting the city’s/region’s assets to visitors with the objective to increase the economic impact on the local economy via the greenest and cleanest of economic strategies - people visiting, spending money and leaving the community intact.
Key Actions:

• The NTB together with MET will solicit event suggestions from sports organisations, specialised associations (association examples could include the Adventure Travel Trade Association, African Association, Latin American Association etc.), tour operators and visitors to determine which events Namibia can host in the next five years. Based on recommendations and research, the NTB and MET will target selected events based on high-yield target markets.

• The NTB will develop an event marketing strategy for attracting targeted events.

• The NTB and MET will design a workplan to develop close relationships with potential major corporate sponsors for all future events.

STRATEGIC INTERVENTION 14: CLARIFY RULES AND REGULATIONS AROUND VOLUNTOURISM

Voluntourism can be regarded as a new tourism product in Namibia that needs to be regulated. Voluntourism is not very well understood by stakeholders, neither in the public sector nor in the private sector. There is a need for a harmonized policy and concerted effort by all stakeholders to help make this product work for Destination Namibia. If Namibia can offer tourists good voluntourism opportunities, it will contribute to the competitiveness of the destination. These tourists (volunteers) would be the best ambassadors for a country & destination and are thus amongst the most valuable marketing tool a country can have.

Volunteer tourism products can have positive impacts on cultural tourism as well as other products proposed in this Sustainable Tourism Growth Strategy. There is also a need to consider the issue of interns from abroad under this category. Interns (who are also unpaid) provide useful assistance in the medical, education, social, conservation and resource management sectors as well as other development sectors.

MET needs to help create clarity around the rules/ regulations of volunteer tourism.

Key Actions:

• MET to develop a clear policy as to how the Namibian government and the tourism sector should deal with voluntourism, namely with visas for voluntourists.

CULTURAL TOURISM PRODUCT

Demand for cultural tourism products are increasing among key source markets. There is a need to explore what type of product can be created around national heritage in regional areas, especially for the self-drive market that has propensity to travel more widely than the international market.

STRATEGIC INTERVENTION 15: MAP CULTURAL TOURISM PRODUCTS

Key Actions:

• The NTB to undertake market mapping to determine what type of cultural product is currently being sold by whom and where. Concurrently, the NTB should commission studies to identify cultural tourism products that are available for

There are many questions about volunteer tourism that contribute to a misunderstanding of the segment. A few key questions are:

<table>
<thead>
<tr>
<th>WHAT IS “VOLUNTOURISM”?</th>
<th>WHAT IS A “VOLUNTEER TOURIST”?</th>
<th>IS VOLUNTOURISM (AID) WORK OR TOURISM?</th>
<th>WHAT ARE THE VISA IMPLICATIONS FOR VOLUNTEER TOURISTS?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntourism is the tourism activities enjoyed by a volunteer tourist.</td>
<td>A volunteer tourist comes to a destination for a good cause and to share their expertise.</td>
<td>No, volunteers do not receive any remuneration and in many cases pay in order to volunteer.</td>
<td>Volunteering must not be considered “work”, for which work visas would be required.</td>
</tr>
</tbody>
</table>
the market. The studies of product potential need to be matched to market mapping information detailing existing tourist flows, in order to match products to the market.

- The NTB should set quality standards for cultural tourism products.
- MET should budget for and dedicate staff to develop cultural tourism products where market potential has been identified.
- The National Heritage Council (NHC) to identify and advise NTB on cultural tourism / heritage products that are fit to be marketed and promoted.
- The NHC and NTB to liaise on possible identification of heritage sites to be incorporated in the NTB cultural tourism scope.
- Act on provisions of the Arts and Culture Policy.

Below is a list of potential tourism products that can be developed in Namibia; so long as demand is identified. Below is a list of potential tourism products which can be investigated in the future:

- Dune ski resort development
- Casino development
- Two season attractions and facilities
- Indoor shopping malls
- Hotel and indoor water park combination
- Conference and convention facilities
- Spa resorts, with an emphasis on therapeutical medical value based on Namibia’s rich mineral waters,
- Vacation educational centres (Edutourism), incubator centres that offer international standard learning opportunities or study vacations.
- Rail travel and associated products
- Sports tourism
- Culinary tourism
- Adventure tourism
- Eco tourism
- Nature tourism
- Medical tourism
- Joint ventures in communal conservancies
- Tourism development in the two trans-frontier conservation areas.
- Car test driving
- Urban/city tourism
- Township tourism

REGIONAL PRODUCT DEVELOPMENT

Product innovation that contributes to the wider geographical spread of the benefits of tourism in Namibia is highly desirable and needs to be encouraged. To support regional product innovation, regional tourism strategies and plans will be developed in line with the National Tourism Development and Growth Strategy (See Annex 3).

The regional workshops that were carried out during the national consultation process found that there is a need for the development of regional tourism clusters to promote tourism and to ensure the geographical spread of the benefits from tourism.

One of the main problems identified is that Namibia’s rural areas suffer from misconceptions, as there are no clearly defined images of some of these areas within the tourism industry e.g. the north-central areas. This is largely due to a lack of publicly available information about some of the touristic regions in Namibia and lack of promotion of cultural tourism. The main outcome was that regions should capitalize on the comparative and competitive advantage of being able to offer tourists a vibrant mixture of historical and contemporary cultural resources in a rural setting, a product that is currently seen by very few tourists visiting Namibia.

STRATEGIC INTERVENTION 16: CREATE TOURISM CLUSTERS TO PROMOTE REGIONAL TOURISM DEVELOPMENT

MET should work with the regions to develop tourism clusters. Clusters are comprised of nearby destinations and attractions that develop and market tourism collectively. Where two or more regions are grouped in one cluster, then this cluster of regions should be developed and marketed as one entity because the area will have more to offer tourists. To do this the cluster of the region will require a clear image, collective name and a strong brand that differentiates the place in Namibia. The focus of the tourism product for the cluster of regions should be on historical and contemporary cultural resources, which is a product that is currently seen by very few tourists visiting Namibia. It also has potential attractions within its natural resources including the unique settings of the various regional clusters, e.g. Oshana.

The involvement of communities is critical if tourism development in these regional clusters is to be successful, particularly as the focus will be on culture and local history.

Some of the main sectors of tourism that can be exploited through the development of tourism clusters are:

- Angolan cross-border tourism, which is currently a large flow of visitors.
Domestic tourism which includes business tourism.
International tourism, mainly self-drive visitors with a cultural interest.

Key Actions:

A Regional Tourism Development Plan needs to be drawn up for the regional cluster to ensure sustainable development. A well thought-through plan of tourism development in line with the national tourism development strategy is especially important, as it would provide an opportunity for community involvement to be included from the start and not just as an afterthought.

Integrate tourism development into regional tourism clusters. It is important for stakeholders to recognize that if tourism development is to be successful in the regional tourism clusters it must be integrated into the main tourism industry in Namibia, as part of the total destination image of the country. This integration can only be achieved if the constraints perceived by the operators are overcome through factual information and educational visits.

The development of a marketing strategy and the production of information marketing for the regional clusters require urgent attention. These issues must be included in the Regional Tourism Development Plans. The Namibian Tourism Board should champion the development of these regional marketing strategies together with relevant stakeholders such as regional councils of the regional tourism clusters.

Once the marketing plan is complete, strong promotional material must be developed to promote the clusters.

It is important for each of the regional clusters to define the tourism segments, i.e. to identify the potential tourist markets and target each appropriately. With each of the regional tourism clusters, care must be taken not to overlook the potential of self-drive tourists – largely South African, Namibia and business visitors, especially Angolans, utilizing tourism facilities.

Based on the target market analysis for each tourism cluster, innovative tourism products must be identified, developed and promoted, e.g. film tourism, adventure tourism, cultural tourism, leisure tourism, health tourism, cuisine tourism etc.

Each tourism regional cluster must identify and address constraints such as security and litter and waste management.

An inter-regional tourism development board should be established to facilitate and co-ordinate tourism development across regions that are in one cluster.

Tourism awareness needs to be created locally as well as nationally to foster domestic tourism. A comprehensive program of awareness training will need to be undertaken for each of the regional clusters.

The tourism human resources of the regional clusters need to be developed through awareness creation and training. Effective training in customer service and efficient service delivery that meets the needs of the clients will be a prerequisite.

The private sector in each of these regional tourism clusters should assist emerging tourism entrepreneurs in line with the provisions of the tourism transformation charter.

Infrastructure and destination facilities linked to tourism products need to be developed. Investment into such infrastructure should be promoted. Sources to fund such investment must be identified.
The Map below indicates the tourism regional cluster as proposed in the tourism growth and development strategy.

**Figure 1: Regional Tourism Clusters for Namibia**

**STRATEGIC INTERVENTIONS 17: INTEGRATE NGOS AND CONSERVANCIES INTO THE BUSINESS INFORMATION CHAIN**

To ensure product quality, non-governmental organisations and conservancies need to be better incorporated into the business information chain. These grass roots organisations are working on a daily basis with tourism communities and community-based enterprises. They have an important role to play in ensuring product quality in Namibia. Concessions, especially, can be used to achieve the national strategy goals of product diversification and geographical spread.

**Key Actions:**
- Ensure an aggressive, business-based, timely concession policy implementation.
- Involve business people in the implementation of the national policy on tourism and wildlife concessions policy: the inefficiencies of the concessions unit need to be unblocked by increasing in the number of business people on the concessions committee, and by focusing on concessions as the tool for Black Economic Empowerment and tourism growth by using state land to develop new tourism products and create new jobs.

**STRATEGIC INTERVENTION 18: INCREASE CRUISE VISITS TO WALVISBAY AND LÜDERITZ**

Cruise tourism is increasing in popularity around the world and more cruise ships are calling on the port of Walvisbay. Namibia has, however, no strategy to fully realize this potential. Cruise ships can fill a higher-end accommodations shortage along the Namibian coast.

**Key Actions:**
- The NTB to increase marketing of Namibia as a cruise ship point of call and promote the relevant and appropriate products.
- MET to assess the viability and feasibility of cruise potential for Walvisbay and Lüderitz
- The Investment Centre must invite the development directors of several of the major cruise lines to the investment forums and to visit Namibia.
- The NTB to develop a marketing strategy with a calendar of events that can help to increase the length of stay of cruise liner in the ports of Lüderitz and Walvisbay.
- The NTB to work with the private sector to explore the possibility and viability of a weekend cruise from Walvisbay to Cape Town via Lüderitz.
5.5 TRANSFORMATIONAL ECONOMICS, SOCIAL DEVELOPMENT AND EMPOWERMENT

One of the secondary objectives of tourism in Namibia is to support transformation and empower previously disadvantaged populations. The MET will continue to use concessions, communal conservancy support projects, support for Namibia Wildlife Resorts, and specific training and promotions to keep Black Economic Empowerment a priority for the tourism sector. In this work it is essential that sound business principles and the combined sustainability and profitability of the sector must be promoted.

MET needs to develop a policy for small and medium-sized tourism enterprises that draws on best practice in Namibia and the wider Southern Africa Development Community. However, the implementation of policies for Black Economic Empowerment in tourism requires a national legislative framework. This will happen upon completion of the Ministry's own Black Economic Empowerment Strategy, which requires the Prime Minister's Transformational Economy and Social Empowerment Framework or New Equitable Empowerment Framework initiatives to be finalized in Cabinet and/or Parliament.

One of the principle barriers to enter the tourism sector for many Namibians is access to finance. This strategy recommends the creation of a National Tourism Development Bank and a National Tourism Guarantee Fund to lower this barrier.

The entire responsibility for Transformational Economic and Social Empowerment and all it entails should be housed within the Directorate of Tourism rather than with the Namibia Tourism Board which should focus on tourism marketing. This is in keeping with the model for best practice in SADC e.g. in South Africa, where the responsibility for black economic empowerment lies with the Tourism Enterprise Program, a separate entity funded by the Ministry of Tourism.

The mandate for community-based Tourism development lies with the Directorate of Tourism as per the Ministerial Strategic Plan.

The tourism industry’s existing Transformation Charter should be made a priority for implementation by the private sector and it will also guide the activities of the agency.

This Charter is guided by:
- Skills Development
- Apprenticeships, Internships and Sponsorships
- Ownership and Joint Venture Partnerships
- Preferential Procurement
- Enterprise Development
- Social Responsibility Programs

STRATEGIC INTERVENTION 19: DEVELOP A POLICY DESIGNED TO SUPPORT EMERGING ENTREPRENEURS IN TOURISM

MET will develop a policy on emerging tourism entrepreneurs which must take into account the issues of black economic empowerment. Focus must be on mentoring, facilitation and empowerment, as well as providing access to funds and to assist the emerging tourism enterprises to understand the tourism market and best practices in marketing. Since the NTB has been implementing a BEE program, best practice from their experience can inform the policy.

Key Actions:
- MET to develop a national policy on emerging tourism entrepreneurs.
- Establish the Transformational Economics, Social Tourism Development and Empowerment Agency (TTESDEA). TTESDEA will replace NACOBTA with a new mandate to market community-based tourism and to become the tourism transformational economics agency. This agency will be responsible for the coordination, training, advocacy, mentoring, awareness raising, and entrepreneurial support to community-based tourism and emerging tourism enterprises. It may also provide funding for small community-based projects. The agency will be brought in to implement the activities for transformational economics and social empowerment.

STRATEGIC INTERVENTION 20: ENSURE THE COMPETITIVENESS OF COMMUNAL CONSERVANCIES

There are several key issues that are impacting the overall competitiveness of Namibian conservancies.

First, conservancies lack access to consistent sources of finance for enterprise development. Donor funding for communal conservancy development has dwindled over the past few years. There is a need for finance for the development of communal conservancies.

Second, NTB inspection rules for legal registration do
not accommodate the conservancy model. The new NTB law must incorporate different criteria (but not a different quality standard) for tourism enterprises on communal land allowing for registration and inspection without a title deed for the land.

It is important to manage the expectations of communities with JV partners and provide support to conservancies.

This section examines the key actions needed to ensure a sustainable, competitive conservancy sector.

**Key Actions:**

- A well-financed, easily accessible revolving fund is needed for the development of conservancies. The Game Product Trust Fund and the Environmental Investment Fund (EIF) could also be utilized to leverage funding for the development of communal conservancies in certain circumstances, defined by MET.
- MET will assign staff to facilitate on the issue of financing for conservancies and SME tourism enterprises. Interface with the Ministry of Industrialisation, Trade and SME Development and its SME and small business programs as well as with SMEs Compete, NCCI and their programs for SMEs, but also with commercial banks and the Development Bank of Namibia to find opportunities for access to finance for tourism enterprises on communal land.
- In order to increase the viability of conservancies with tourism potential, MET will stay in close contact with the NTB and tourism associations to be informed and inform conservancies about the market demand for products in Namibia. Investment to improve viability of conservancies should be demand-driven.
- Increase the quality of tourism products and services in communal conservancies and in rural areas. MET will conduct annual workshops with the NTB and viable conservancies on quality control, NTB regulations and minimum standards.
- Support regional/local tourism development by working closely with authorities and their tourism support budgets.
- The MET, through the Community-based Natural Resources Management Unit in collaboration with the Tourism Economics Transformation Agency, will become the source of tourism training need identification for communal conservancies and rural area tourism growth.
- Initiate a special initiative for enterprise development, accessed and information on how to apply, disseminated by the Directorate of Tourism and the Namibia Tourism Board in concert.
with the Ministry of Industrialisation, Trade and SME Development’s small business directorate.

- MET to commission a study on the implementation of joint ventures agreements since their inceptions. The study should consider loopholes, establish best practice in terms of the models that work and did not work with a view of fully maximizing on the potential of joint venture tourism.
- The CBNRM division together with MET should assess the potential for tourism development of each conservancy.
- Namibia Wildlife Resorts must become a partner in CBNRM and other communities outside conservancies in support of the Ministries’ goals in this area and will therefore be tasked to hold tourism training including internships and on-site training for communal conservancies, small and medium enterprises, and regional/traditional authorities with tourism products.
- The Ministry should increase game translocations for conservancies and to emerging entrepreneurs with tourism potential that qualify to be able to sustain and protect these animals. These translocations of a variety of species within Namibia add “nature drives” as a product offering on certain conservancies and contributes to conservation.
- Consideration should be given to the establishment of a Tourism Development Bank or similar financial institution to take care of the needs of emerging tourism entrepreneurs and conservancies.

STRATEGIC INTERVENTION 21: STRENGTHEN THE CAPACITY OF THE CONCESSIONS UNIT AND ADDRESS LEGISLATIVE FRAMEWORK

The Ministry’s concession function is an exciting and innovative initiative that can add further economic and community development and environmental benefits to Namibia. Formally established in 2007 with the foresight of the Namibian Cabinet, it is a unique function because the benefits can be extended beyond the state to the tourism industry, conservation and rural populations living in and around protected areas.

Prior to 2007, the Ministry had little or no capacity to deal with concessions. There were 22 existing operators generating about N$ 2 million annually. In recognition of the potential to earn more income from concessions and to promote the involvement of rural communities, the state developed the Policy on Tourism and Wildlife Concessions on State Land that was approved by Cabinet in 2007. This policy and its approach combined a number of concession best practices from around the world, including tendering, direct awards to communities, auctions and being able to deal with innovation and enterprise.

Concessions in Namibia are not only used as a protection mechanism and tool to provide valuable visitor services in Protected areas. They are also used as an economic development tool to empower previously disadvantaged communities living in or around Protected areas, who would otherwise have to live with the negative effects of wildlife.

Progress so far includes the establishment of the Concession Unit to process applications, gather and reconcile all concession files, a revenue audit and formation of a database, the establishment of the Concession Committee to consider applications, tourism planning in some Protected areas and auction award trophy hunting concessions in designated parks.

Much work is, however, still needed to fully support and institutionalize this function within the Ministry. In order for the allocation of concessions by the Ministry to be successful in meeting the Government’s stated policy objectives, it needs to be efficient, speedy, and above all fully transparent. In order for it to function in this way, there needs to be a high level of integrity at every level of the process. Without transparency and integrity public confidence in the system and investment decisions will be undermined. The foundation for a dynamic and exciting concession system has been put in place and its potential to assist the development of a strong and vibrant tourism has been proven.

Key Actions:

- Empower and capacitate the concessions unit with adequate financial and appropriately skilled human resources to enable them to research the subject, integrate best practices, suggest changes, implement and monitor progress towards the full and efficient implementation of the concession policy in the interest of national tourism growth and development.
- Ensure widespread and effective representation on the tourism policy concession committee. In general there is a need to increase private sector representation in the Concession Unit Committee and to include tourism business advisory experts.
This will allow for informed decisions based on technical information on tourism business realities.

- The Concessions Policy needs to be transformed into a law to allow for the full and effective enforcement of its provisions. The law should provide for authorization of concessions in accordance with the principles contained in the national tourism policy.
- There is a need for a proactive process for the identification and valuation of potential attractive tourism concessions in the country, in line with the Park Management and Tourism development plans.
- Monitoring and evaluation criteria will be put in place to measure success.
- Every effort must be made to establish a tourism guarantee fund or CBNRM fund for the development of communal conservancies.
- Concessions should be a major tool for black empowerment in the tourism industry. Critical to success are financial viability and adjusting policy to learn from experience.

**STRATEGIC INTERVENTION 22: TTESDEA TO ESTABLISH A NEW COMMUNITY-BASED TOURISM RESERVATION SYSTEM**

The absence of NACOBTA has left a significant gap in the development and promotion of community campsites as well as the ability of these campsites to attract guests through a reservation system. Strategic intervention 20 calls for the creation of TTESDEA to replace NACOBTA and to take on a mandate of transformational economics. In addition to this role, TTESDEA will market community-based tourism.

**Key Actions:**

- Establish TTESDEA to replace NACOBTA with a new mandate to market community-based tourism and to become the tourism transformational economics agency.
- TTESDEA to establish a new community-based tourism reservation system. The system shall be outsourced to the private sector on a contractual basis so that it runs as a business setup on sound business principles. The private sector operator will be identified through a transparent bidding process. The MET, NACSO and NTB will be responsible for this process.
- TTESDEA supported by the NTB, MET and NACSO is to provide on-going support to this reservation system.
- TTESDEA, along with MET, will identify funding to underwrite the system for at least two years to enable it to be establish and to ensure its effective running.

**STRATEGIC INTERVENTION 23: STRENGTHEN EMERGING TOURISM ENTREPRENEURS SUPPORT**

One method to increase business for SME operators is to engage the Namibian and regionally based inbound tour operators.

**Key Actions:**

- MET to develop an emerging tourism entrepreneur development strategy in partnership with relevant stakeholders, e.g. local authorities.
- The NTB to conduct a comprehensive market mapping exercise of local inbound companies, with detailed information on their overseas customers and the product and regions they currently sell.
- The NTB to develop and nurture close relationships with the inbound companies identified in the market mapping, in order to broker participative deals for the BEE companies.
- Implement the private sector tourism transformation charter in partnership with the private sector.
- The NTB to support the development of new markets for emerging tourism entrepreneurs.
- The NTB to develop a marketing strategy for properties of emerging tourism entrepreneurs focusing on creating awareness of these properties in government sectors etc.
- The NTB to measure and evaluate past attendees to funded trade shows, and marketing trips to be undertaken to ensure return on investment. The amount of business generated from the investment should be carefully measured by the NTB.
- MET to develop a support system for ETEA whereby ETEA is marketed and represented as a collective entity. For example, this would include having one (1) representative to represent ETEA at international trade fairs.
- TTESDEA to develop a marketing arm within the tourism transformational economics agency to support ETEA.
- MET to support NTB road shows to Swakopmund and Windhoek, where SME operators are on display to meet with local inbound operators and to ‘sell’ their products at that more effective level.
To achieve the transformational goals mentioned above, there needs to be a climate of sustainable and predictable profitability within the tourism industry. Government, business, financial institutions and organisations need to work together, especially in attracting and sustaining investments for hotels, hospitality services and infrastructure. There are both a number of short-term immediate and longer-term strategies and actions for achieving this. Tourism is a dynamic, highly competitive industry that requires ongoing investment, monitoring and review of government policy and actions.

There are both short-term and long-term key actions identified for achieving this strategic intervention.

**Short-term Key Actions:**
- Develop a tourism investment promotion and profile strategy as well as establish easy online access to a database and prospectuses of feasible tourism development projects in Namibia. MET and NTB together with the Investment Centre in the Ministry of Industrialisation, Trade and SME Development collaborate on creating the database, which should be accessible from both agencies’ websites.
- MET to create a list of opportunities for prospective investors. The list should be placed on the Investment Centre website.
- Create a new website ‘Invest in Namibia,’ where new investment prospectuses and project descriptions are uploaded.
- The website should be optimized and marketed in line with current best practices.
- Consideration should be given to the establishment of a Tourism Development Bank or similar financial institution to take care of the needs of emerging tourism entrepreneurs and conservancies.
- Host “Invest in Namibia” conferences. Distribute prospectuses on tourism investment projects at the Invest in Namibia conferences and other opportunities where there are prospective investors.
- MET and the Investment Centre jointly identify and encourage SME tourism investment opportunities.
- Create an investment desk to provide information on tourism investment opportunities at all international tourism trade fairs and networking sessions.

**Longer Term Key Actions**
- Improve the economic performance of tourism industry businesses through constant review of the regulations, taxes and practices, which impinge on tourism competitiveness and the ability to attract investment capital.
- Encourage industry associations to conduct research to identify obstacles and recommend actions that are a barrier to tourism investments and businesses and to present professional and coherent cases for the government’s consideration.
STRATEGIC INTERVENTION 25: ENSURE AND PROMOTE GOVERNMENT PRIORITY ON TOURISM INVESTMENT

The prioritisation of tourism at the national level is a key factor of tourism competitiveness. The strategy seeks to ensure that the full economic and investment value of tourism is recognised all across the Government, especially in the Bank of Namibia, Development of Namibia, the SME Bank and the Ministry of Finance.

Priority should also be attached to the integration of tourism policies with the policies of other government agencies so that tourism develops in harmony with and helps to meet overall economic, social and environmental goals for the country.

Key Actions:

- Ensure full tourism satellite account development led by MET in close cooperation with other government organisations and the private sector.
- MET to implement policies that will encourage the domestic tourism industry and attract foreign direct investment. Those policies should ensure that tourism is properly planned and managed so as to minimize its adverse economic, social, cultural and environmental impacts.
- A proactive approach should be encouraged with tourism investment and development whereby measures to reduce energy and water consumption and better waste management are presented as cost-savings and thus ways to increase profits.

STRATEGIC INTERVENTION 26: MET TO FACILITATE THE CONCEPT DEVELOPMENT AND ADVOCATE THE ESTABLISHMENT OF THE NATIONAL TOURISM DEVELOPMENT AND TRANSFORMATION BANK AND THE NATIONAL TOURISM GUARANTEE FUND IN CONSULTATION WITH ALL RELEVANT STAKEHOLDERS

It continues to be a complex and difficult process for most Namibians to enter the tourism sector for the following reasons:

- Issues of access to finance
- Land tenure concerns
- Communication challenges
  - Cultural and traditional concerns
  - Infrastructural development and
  - Human resources capacity/training

One of the main barriers to entering the Namibian tourism sector, as noted above, is access to financial resources for emerging entrepreneurs.

Namibians in both rural and urban areas continue to face great difficulties when accessing capital for developing tourism products. This has the greatest negative impact on lower income and rural Namibians. This is clearly illustrated as only 4% of the total beds available for tourists are located in rural areas. The tourist spend is therefore not channeled to the areas where most Namibians live and where jobs, empowerment, revenue generation and the multiplier effect of tourism is much needed.

Namibian banks, including the SME Bank and the Development Bank of Namibia, all have policies that are not friendly towards investment in the tourism sector in rural areas for the following reasons:

- They maintain that land is not serviced and is not proclaimed
- They demand collateral which many Namibians are not able to raise
- Interests rates may be too high
- They have complex and cumbersome procedures that many Namibians may not be able to navigate

The financing frameworks of financial institutions in the country do not consider the economic reality of the majority of Namibians, and therefore perpetuate a system of inequality in the tourism sector. There is a need to lower the barrier to entry into the tourism sector.

This can be done by including access to finance intervention in the empowerment agenda in order to facilitate the flow of much needed capital at terms to new players and emerging entrepreneurs.

In the absence of the willingness from the current funding and financial agencies to change their policies and facilitate entry of emerging tourism entrepreneurs, it is proposed that a funding agency similar to the Agricultural Bank be established and that a National Tourism Development Bank unlock the geographic spread of benefits of tourism in rural Namibia to facilitate the full realization of the multiplier effect of tourism in rural Namibia and communal conservancies across Namibia.

This bank must be complemented by the establishment of a National Tourism Guarantee Fund to assist communal conservancies in the quest for sustainability.
Key Actions:

- MET to convene a meeting with relevant stakeholders to outline the framework for creating such a bank.
- MET to work with experts to determine the services to be offered by the bank.

5.6 GRADING AND REGULATION

STRATEGIC INTERVENTION 27: ENHANCE GRADING AND REGULATION WITHIN THE TOURISM INDUSTRY

In essence tourism grading has two objectives:

- To maintain product quality and to encourage quality improvements;
- To inform the consumer.

It may also have the objective of achieving specific social standards within the tourism sector.

The mixed message delivered by the Namibia Tourism Board of being a “policeman” by virtue of its role as a regulator as well as marketer is generally not well received by the Namibian tourism trade.

It must be noted that MET currently regulates a lot of environmental issues as well as the gaming industry where regulation, standards and inspections are carried out on a regular basis. Consideration must be given to ensure synergies in having one sole regulatory entity.

Key Actions:

- Carry out a study to determine the viability and feasibility of which agency should be responsible for grading and regulations in the future.
- Restructure the NTB and remove the grading and regulatory function.
- Commission a study to work out a model of levy collection and how it will be transferred back to the NTB for marketing and promotion purposes.

5.7 STATISTICS AND RESEARCH

The absence of proper, accurate, and timely statistics about tourism in Namibia is a barrier to tourism growth and development, because it prevents us from having a true understanding of the impact of our marketing and product development work. Statistics help us determine whether we are competitive and whether our contribution to the economy is decreasing or increasing. The tourism sector requires the following the statistics for informed decision making.

Quantitative Statistics

Tourist arrival statistics: These statistics provide an indication of the growth or decline in arrivals for tourism, especially for the category leisure and travel. We need to know whether there is a case for tourist in terms of total tourism arrivals.

Qualitative Statistics

Tourism exit survey: These statistics give us an indication of the experience and spending as well as impressions of the visitors to Namibia at the point when they are exiting Namibia. It is a useful tool to assess the value for money that our guests have received during their stay in Namibia, as well as where we can do better to be more competitive.

STRATEGIC INTERVENTION 28: ENSURE COLLECTION OF RELEVANT STATISTICS FOR TOURISM

These statistics provide an indication of the contribution of tourism and its respective subsectors to the gross domestic product of Namibia. These statistics are thus crucial for decision-making and all efforts must be made to deliver these statistics timely and accurately every year.
Key actions:

- MET to ensure space and capacity for a well-equipped statistics unit. It needs to work in tandem with the Namibia Statistics Agency (NSA).
- NTB to develop a two-year research plan.
- Regularly distribute key facts and figures; Dissemination of data should be timely and continuous. Arrival statistics should be made available on a monthly basis three months after the date of travel. Data should include interpretation which articulates the economic, community and environmental benefits of tourism.

STRATEGIC INTERVENTION 29: ENSURE STRONG INTER-AGENCY COMMUNICATION

MET and NTB need to lead communications across Government on crosscutting issues that impact tourism growth and development.

Key Actions:

- Establish and convene an inter-departmental or ministerial committee that meets on a monthly basis to share information and coordinate policy actions related to tourism development.
- Establish a blog and email list for connecting people across ministries and departments in order to keep one another informed of relevant developments in their respective agencies.

STRATEGIC INTERVENTION 30: IMPROVE COLLECTION OF TOURISM ARRIVAL STATISTICS

Tourist arrival statistics are the primary source of data for planning, monitoring, evaluation and reporting on the performance of the tourism sector. Therefore, the Directorate of Tourism and Gaming in the MET produces the annual publication on Tourist Arrival Statistics which aims to provide key tourism sector stakeholders in particular and all Namibia partners involved directly or indirectly in the tourism sector in general with reliable up-to-date statistics and analysis.

The compilation of tourism statistics commences with the collection of arrival and departure forms from various borders and all points of entry into Namibia. These forms are the property of the Ministry of Home Affairs and Immigration (MHAI). The collection of the forms is followed by sorting, sampling, coding, data entry, data verification, editing, tabulation, data analysis, report writing and publication.

These recommendations were structured according to the key steps needed to produce the annual statistical report on arrival statistics as well as for the capacity building of the Directorate of Tourism and Gaming (MET) staff involved in compiling arrival statistics.

Key Actions:

- Revise the Memorandum of Understanding by the MET and MHAI, which outlines cooperation on tourism statistics. The MoU should be revised to help improve mutual understanding of one another’s needs and aid cooperation in arrival statistical matters, to address the concern in the timely production of quality arrival statistics. Key points to include in the MoU are:
  - The MET to have permanent full access to the arrival form data on the online systems through MHAI rooter of all point of entries that are computerised and fully operational.
  - The MET should obtain from MHAI a permanent authorization to collect arrival forms until all border posts are well computerised.
• MHAI to ensure that all computerised border posts are fully implementing the electronic system.
• MET to resume discussions with MHAI and NTB to set up the committee and its working group. The committee should create a “Tourism Statistics Working Group” and include NSA.
• There is a need for the Ministry of Home Affairs and Immigration to change the format and data on the arrival form, so as to ensure that the necessary fields required for the tourism statistics are reflected.
• Creation of a tourism committee to ensure that the two ministries continue to collaborate effectively on an on-going basis.
• Training of Immigration Officers to carefully check if the arrival forms are correctly filled in by the arrivals before stamping the arrival form and passport to ensure accurate data collection.
• The MET should design an “arrival forms collection calendar” well in advance and communicate it to MHAI to prepare its staff to avail all the means needed for the work. The MET staff should start collection of arrival forms at the end of every quarter of the current year and start sorting, sample selection for each month of the quarter. The quarterly data/reports will then be compiled together to produce the annual report by the end of the first quarter of the following year.
• MET should avail a vehicle dedicated to the collection of arrival forms and other connected tourism statistics activities.
• To set up a fully equipped data room in the MET to facilitate timely and quality compilation of arrival statistics.
• MET to procure statistical software license (e.g. SPSS) and reduce the risks of data loss due by putting in place a secure backup system and appropriate anti-virus progran.

**STRATEGIC INTERVENTION 31: STRENGTHENING THE STATISTIC UNIT IN MET**

The MET has a critical role to play in providing market and economic impact research to the tourism industry as the industry does not have the capacity to conduct such research.

**Key Actions:**
• MET to designate a unit within the department that is responsible for all MET statistical activities.
• MET to increase the unit’s manpower with technical staff who have knowledge in statistical software (e.g. SPSS, STATA, CSPro, Excel, etc.)

**STRATEGIC INTERVENTION 32: DEVELOPING CULINARY PROGRAMS**

Throughout consultations, the lack of experienced chefs and cooking staff was identified as a weakness in the overall competitiveness of the Namibian tourism sector.
Establishing a public culinary institute in Namibia would increase the number of trained chefs in the country. The institute should combine the best of Namibian cuisine with international food and wine specialities. The Institute could concurrently serve as a fully restaurant and provide cooking classes for tourists.

Key Actions:

• NWR to conduct a feasibility analysis to establish a public culinary institute at Khorixas Rest Camp. NWR to present the document to MET.
• MET and NWR to develop an action plan for developing the institute based on the feasibility study.

STRATEGIC INTERVENTION 33: ENSURE INSTITUTIONAL COLLABORATION WITH REGARD TO TOURISM STATISTICS

Many tourism stakeholders, both public and private, will be collecting statistics and conducting research on data. There is a need to ensure institutional collaboration between all these groups to ensure that knowledge is widely shared and efforts are not unnecessarily duplicated. This effort will be led by MET.

• MET to create a statistical working group to meet quarterly with the goal of ensuring collaboration among those organisations working with tourism statistics.
• MET to provide a reliable and comprehensive statistical database of the tourism facility inventory to guide decision-makers at various levels of tourism development.
• MET provides reliable tourism market data at both the national and destination level, including marketing strategies.

5.8 HUMAN RESOURCE AND TRAINING

Human resources have been identified as a major weakness to Namibia’s overall competitiveness as a tourism destination.

Key challenges include:

• A shortage of appropriately qualified and experienced teaching staff and assessors.
• Vocational centres are poorly equipped (especially for chef training) and insufficiently funded.
• Training providers use IT resources mostly to support IT courses, rather than tourism courses.
• The new NTA system favours delivery in training centres, which is hampering outreach delivery in rural areas.

Progression opportunities into higher education are limited, especially for previously disadvantaged Namibians. The planned system for the recognition of prior learning has not yet been implemented.

Since the publication of the 2005 Vocational Education and Training Policy, the Namibia Training Authority (NTA) has developed competence-based qualifications for a range of tourism occupations, building on international best practice. These have been added to the National Qualification Framework. However, the number of students actually achieving these qualifications is as yet very low, primarily because there are few institutions accredited to deliver them, and teaching and other learning resources are very limited in public sector institutions. Many employers express concern that implementation of the new vocational education and training system has made slow progress. Overall, current output does not meet current needs, and the skill deficit situation is likely to worsen unless action is taken to increase output.

Actions defined in the 2011 Tourism Human Resources Strategy for Namibia will be pursued to ensure that tourism qualifications meet industry needs, that the capacity of vocational training is increased and that career opportunities within tourism are promoted in an appealing way. Linked to this is the tourism awareness effort with a ‘Welcome to Namibia/Namibia Ambassador’ customer service training initiative, referenced in section 5.3.

Actions to address the fundamental issues of human resource development are defined as part of the 2011 Tourism Human Resources Strategy for Namibia. These actions need to be pursued in the drive for service excellence. Among them are:

• Ensuring that the range of tourism qualifications on the National Qualifications Framework meets the needs of the tourism industry.
• Increasing the capacity of vocational training providers to deliver tourism and hospitality qualifications on the National Qualifications Framework.
• Increasing the number of chefs by boosting participation in food preparation and presentation training.
• The promotion of tourism career opportunities in an appealing way.
• Strengthening the links between stakeholders in tourism skills development.
• Developing a career path guidance manual for the tourism sector to be distributed to all schools.
• Developing a curriculum with all stakeholders to address the special needs of the Namibian tourism sector.
• Increasing efforts to institutionalise recognition or prior learning in the various tourism subsectors, eg. tour guides and cooks.
• MET should facilitate tourism and hospitality capacity development.
• MET should ensure that the players in those sectors offer a service that provides for the needs of the tourism industry.
• The ministries and their agencies must be the ones who actually facilitate the activities so that all training providers provide a service that fulfills the needs of the industry.
• These agencies must ensure that training is done along the NQA framework and that the providers are assessed and registered accordingly.
• Then the supply of such training institutions can be broadened to more secondary (VTCs and VTPs) as well as more tertiary training (e.g. UNAM, IUM, NUST).

Annex 5 presents the approved tourism human resource development plan and the strategies necessary to implement it.

**STRATEGIC INTERVENTION 34: ENSURE THAT TOURISM OPPORTUNITIES ARE PROMOTED THROUGH LOCAL AWARENESS RAISING PROGRAMS**

The overall tourism awareness program will support the specific promotion of tourism career opportunities. A “Welcome to Namibia” or “Namibia Ambassador” training initiative will enhance customer service skills, increase knowledge of the tourism product in Namibia and encourage pride in what Namibia has to offer visitors, building on international experience of successful programs of this type. An example is the World Host program that originated in Canada.

To increase the effectiveness of this Strategy, the MET needs to work closely with the state-owned Enterprise Governance Council to re-assess certain aspects of the state-owned Enterprise Act. This should include the August 2010 amendment with its 2008 non-market-based assessments of ranges of remuneration packages for senior executives. Without any change there is likely to be a negative impact on the state-owned enterprises linked to the tourism sector, affecting its ability to execute any growth strategy at all.

**Key Actions:**

• NTB to develop a campaign designed to raise awareness about the importance of the tourism industry to the country among the Namibian youth. As part of this program, NTB should develop material that clearly outlines the various career paths and requirements for training and potential employment in the sector, emphasizing temporary and longer term employment opportunities as guides, hotel staff and management, etc. This campaign can be taken on the road through a national awareness expo for school learners around Namibia, to sensitize them on what tourism career options are available to them.

**STRATEGIC INTERVENTION 35: ENSURE QUALIFIED STAFF AT NTB**

The Namibia Tourism Board will continue to be a fundamental parastatal under the MET, dedicated to marketing and the promotion of destination Namibia. A challenge is that few of the staff have private sector tourism experience, something that is not surprising given the particular history of Namibia. However, this does not encourage sound linkages between the private sector and the board. This strategy suggests a public-private sector exchange program. The outcome of such an initiative will be trained tourism practitioners who have developed an on-the-job understanding for tourism and how it works. That can only augur well for a more efficient and competitive Namibia Tourism Board.

All staff members, including senior management, should be required to undergo the staff transfer.

**Key Actions:**

• NTB to create a staff transfer program with the tourism industry in Namibia. Selected NTB staff members will be seconded to participating companies for a period of three weeks at a time. They will then return to their function within NTB for a period, after which time they will move onto the next private sector secondment. NTB will need to ensure the costing and sequencing of such an exercise. It may be possible to negotiate the secondment/training with co-operative partners as part of the marketing assistance. The four key areas of tourism where Namibia Tourism Board staff members should be trained in are:
A well-trained workforce is essential for the development and sustainability of tourism. Namibia has all the potential to create a well-trained workforce that becomes a resource hub for the region but also benefits the reputation of the destination. Public-private partnerships are needed to support the training, increase employment opportunities and provide supplemental resources to strengthen program quality and breadth beyond what public resources can support. Vocational education and training for the tourism industry is currently provided by a variety of different providers, including:

- Vocational training centres
- Community development organisations
- The Wolwedans Foundation
- Trade associations
- Private sector organisations.

Improved resources are needed by the vocational training centres to enable them to meet current and future tourism industry requirements. Furthermore, a number of institutions do not have the resources to become accredited by the Namibia Qualifications Authority and the NTA, which also makes them ineligible for NTA support or donor funding.

Professional, knowledgeable guides are critical for delivering quality tourism experiences. Aside from tour operators, there is no formal system in place for training and certifying tour guides. Furthermore, it is difficult for potential students and employers to access information on, and assess the quality and relevance of, private sector training programs.
AREAS OF GREATEST CONCERNS FOR HUMAN RESOURCES IN THE TOURISM FIELD

Consultations at the three regional workshops held prior to the development of this strategy identified the following skill sets as the greatest deficiencies in the Namibian tourism sector:

- Customer service skills
- Culinary skills
- Management and leadership skills

Other skill deficit areas included:

- English language/communication skills
- Hospitality skills
- IT skills
- Destination knowledge
- Foreign language skills, especially tour guides
- Coaching and mentoring skills
- Organisation of events and facility management
- Reservations and bookings skills
- Data management and research functions
- Tour guiding skills
- Understanding of international customer needs and expectations, including management of culture shock
- Food and beverage preparation and presentation skills

Key Actions:

- To inform the public and the tourism industry about what training is available from the various providers; an online training platform should be developed. A list of the various training institutions, the courses they offer and the requirements for entry should be listed on this site.
- Industry advisory boards, which include the private sector, should be created at each training institution. The boards should be involved in curricula development to ensure that the training meets the needs of the industry.
- Internship programs should be required as part of the curricula. These should be developed closely with industry according to their needs, taking into account the seasonal nature of the Namibian tourism sector.
- “Sister” relationships with international tourism institutions such as the Swiss School should be sought with the aim that these institutions provide visiting lecturers, perhaps via donor support or sponsorship.
- MET to work with NACSO, NWR and other stakeholders to formulate a conservancy-training course. Training of conservancies should take place in tandem with NWR training, under the umbrella of “tourism in protected areas.”
- NWR to transform one of its camps into a training facility that can cater for the training and mentoring of beneficiaries from the projects of the Ministries and Joint Venture Lodges in and around national parks. Partnerships for this facility must be established with the training institutions and other stakeholders.
- NTB together with MET, FENATA, TAN and other stakeholders to finalise the issue of codification of guides and the development of a career path for tour guides, taking into account the issue of recognition of prior learning.

STRATEGIC INTERVENTION 37: ENSURE THAT FIRST IMPRESSIONS FOR TOURISTS TO NAMIBIA ARE POSITIVE AND MEMORABLE

This strategy recommends empowering the “first greeters” to ensure that tourists receive a warm welcome to Namibia upon arrival. This includes immigration officials and taxi drivers, who are often the first people that visitors to a new destination will meet. Unless these people understand the power of their “first greeter” role, an opportunity is potentially missed.

Key Actions:

- NTB together with MET and the Ministry of Home Affairs and Immigration to develop a “Welcome to Namibia” program for immigration officials, which explains the importance of their role and provides tactics and scripts for welcoming tourists while at the same time performing their important duties of monitoring entry and exit of the country.
- NTB in collaboration with relevant local authorities to develop a taxi driver tourism program. The program should be designed to help taxi drivers understand the tourism industry and the potential it has. The program should include some prize standardization, introduction of a uniform and familiarization with key tourism destinations. The goal is to increase their income and create higher customer satisfaction.
- An adaptation of this program should also be conducted for other frontline tourism employees in the private sector, such as waiters, front desk hotel staff and museum employees.
STRATEGIC INTERVENTION 38: REORIENT THE UNIVERSITY TOURISM PROGRAMS

There is a perception in the tourism industry that many of the tourism programs at the tertiary training institutions are not producing employable candidates. The Ministry of Higher Education, Training and Innovation might consider redesigning the curricula and/or eliminating certain programs so that scarce resources are not wasted. This should be done in consultation with the industry to ensure the proposed curriculum responds to the relevant needs of the industry.

With every course that is offered, the tertiary institutions need to consider how these courses will contribute to the employability of the students. Would the courses strengthen the skills of students while working? Are the courses providing knowledge and experience that employers need? Are the employers being asked their opinions and input on the courses? The latter is essential to a successful and sustainable program. If a student can move directly from graduation into a job and not require much additional training, then the institutions program has succeeded.

Key Actions:
- MET and MHETI to jointly conduct a review of the curricula, faculty and available materials and consult with a tourism industry advisory board to see what is working and what is not working.
- The joint committee to develop an action plan for creating programs that respond to industry need.
- To ensure that tourism courses are contributing to the employability of the students, on-going ‘real world’ tests of courses should be undertaken.

5.9 ECONOMIC LINKAGES

Experience elsewhere in Africa has demonstrated the effectiveness of linkages between tourism and other economic activities. There are opportunities in Namibia to strengthen linkages and for small businesses to supply more goods and services to the tourism industry.

EXAMPLE FROM THE GAMBIA

The Gambia has had success in linking horticulture to tourism. Approximately 1,000 small-scale growers have seen their incomes transformed by the sale of produce via ‘Gambia is Good’ to hotels and restaurants, with the wider impact extending to some 10,000 people. The success of the effort has involved horticultural training, setting up an information network so that growers produce the most saleable crops at the right time, and a distribution and marketing operation.

STRATEGIC INTERVENTION 39: ENSURE STRONG ECONOMIC LINKAGES WITHIN THE TOURISM SECTOR

This strategy aims to ensure that strong economic linkages exist within the Namibian tourism sector.

Key Actions:
- TTESDEA to assess the progress of transformation since 2004 (in terms of skills development, local product procurement, etc.).
- Based on this study, TTESDEA to develop a program to assist emerging tourism entrepreneurs i.e. help small and medium-sized businesses, to overcome the barriers of a lack of skills and of access to capital and markets. The program is to be independently funded by Government, donors and other stakeholders through the Tourism National Sustainable Tourism Growth & Development Strategy
Development Bank. The program must identify the need and how to subsidise the costs of getting small businesses “market-ready”. Furthermore, the program should assist emerging tourism businesses to develop professional business plans which are acceptable to banks and other financial institutions.

- TTESDEA should also assist emerging tourism enterprises to gain the necessary business and technical skills by understanding their current competencies and linking them with specialist independent service providers with a possible temporary subsidy of the service provider’s costs.
- The Ministry of Environment and Tourism should take a lead in developing a linkages program in conjunction with other public sector agencies and donors. The Hospitality Association of Namibia can play a valuable support role, for example, by disseminating information on local suppliers to their membership.
- TTESDEA must conceptualise the advice and assistance sought for emerging tourism entrepreneurs by appointment of business advisors and experts/consultants, or funded mentorship program within the industry.
- TTESDEA to establish and conceptualise the baseline of the SME score-chart in terms of ownership, employment, training, procurement, business practices and CSI.

5.10 DESTINATION MANAGEMENT

Destination management includes the management of a destination’s natural and cultural heritage and infrastructure for tourism. Sustainable tourism development can be used as a means of improving the infrastructure and visitor services, as well as conserving the natural environment and cultural heritage.

Developing major infrastructure such as water, roads, transportation, energy and waste management systems, as well as smaller scale systems such as signage, toilets and information centers, requires coordination across government agencies and with the private sector and donors. Consideration should also be given to the various options available for financing and privatizing tourism infrastructure projects, such as government outlays, multilateral and regional financial institutions, involvement of the private sector through build-operate-transfer schemes and foreign direct investment.

This section outlines the infrastructure work that is needed to maintain the competitiveness of Namibia as a tourism destination. Implementing the actions identified in this section will require close collaboration with other line ministries.

Destination management work is led by MET.

STRATEGIC INTERVENTION 40: IMPROVE ACCESSIBILITY TO NAMIBIAN DESTINATIONS

Namibia requires many upgrades to destination services to ensure a strong product. This includes accessibility both by road and air. Regional airports and domestic air services are key elements in improving the tourism infrastructure in Namibia. Air Namibia therefore remains a crucial enabler to tourism growth in Namibia. There is increased potential for more regional connections, as well as domestic services.
Key Actions:

- MET to identify locations for appropriate rest and welcome areas at strategic sites along the tourism routes. Ideally, a system of 5-7 rest areas along the “spine” road between the hubs could offer services for tourists, domestic travellers as well as truck drivers and others. The system should include gas stations and auto services, restaurants, restrooms, and visitor information. The system should also be offered for tender and eventually should be available for spoke “roads”.
- MET to work closely with the Ministry of Works and Transport to keep Air Namibia focused as a tourism tool, since its role is vital for the success of this NSTGDS.
- Air Namibia to develop a business strategy focusing on competitiveness in the sector together with the sector looking not only at business traffic in Africa but also at potential leisure options. The airline should focus on increasing frequencies on the most efficient routes. In addition, Air Namibia should make a provision for training and for boosting morale for a more effective staff to increase customer service and satisfaction and implement the business plan.
- Overall, there should be increased marketing coordination between NTB, Namibia Airports Company and Air Namibia. Together with the private sector they should facilitate the development of packages taking South Africans from Durban, Port Elizabeth, Johannesburg and Cape Town to Namibia in the off-season. At the same time target-focused attention must be given to Angolans, Zambians, Botswana and Zimbabweans. Air Namibia and Namibia Airports Company to jointly develop a strategy to turn Hosea Kutako International Airport into a second regional hub for air traffic connectivity.
- MET to create and chair a working committee made up of Air Namibia, the Namibia Tourism Board and Namibia Wildlife Resorts. The committee should meet four times per year to share actual marketing and sales plans and expenditures.
- MET and public works agencies to meet regularly to ensure the provision of core infrastructure (suitable access, sanitation and security). For example, meeting with the Roads Authority on a regular basis as they develop and implement their roads master plan is critical to ensure that access to key tourism destinations is provided.
- MET to coordinate with the Roads Fund Administration on a safe driving awareness campaign.

The UNWTO provides guidelines for tourist safety and security; an adaptation of these guidelines could be helpful for visitors to Namibia. This adaptation should be made available via the NTB website.

ECO AWARDS: AN INITIATIVE TOWARDS SUSTAINABILITY

Eco Awards Namibia is a mark of distinction for accommodation establishments that are planned and managed according to eco-friendly principles. The program promotes the selective and careful use and management of our resources including the concept of “reduce, recycle and reuse”. In the process an establishment can improve its profitability, often with very little additional expenditure.

The program is based on similar schemes in several other countries, and the criteria that those schemes use were amended to suit the Namibian environment.

Qualifying for an Eco Awards desert flower certificate is a sign that the establishment achieves a high standard of environmental care and implements sustainable practices for the long-term wellbeing of the environment, the company, the employees, the tourists and the national economy.

Eco Award Namibia’s mandate supports national development goals and the vision of the MET “to be a role model in the conservation of biological diversity, environmental management and tourism development through innovation and partnerships in order to contribute to rural development and economic growth.” Further, the national policy on tourism in Namibia is guided by the following vision: “A mature, sustainable and responsible tourism industry contributing significantly to the economic development of Namibia and the quality of life of all her people, primarily through job creation and economic growth”. This vision is underpinned by a number of principles, two of which have particular relevance here:

- “Tourism development must be economically, socially and environmentally sustainable. Namibia neither wants, nor can afford to permit tourism that yields only short-term benefits and in it's wake leaves destruction, de-motivation or disruption of the fabric of local life”, and
- “Sustainability is inextricably linked to the protection of the natural resource base, namely, environment, aesthetic value, wildlife and culture.”
It is therefore important that the Eco-Awards Namibia program is supported as part of Namibia’s move towards sustainable tourism growth and development. This will help both existing and future establishment to align themselves with government policy on sustainable and responsible tourism. The Eco-Award criteria provide a transparent and supportive approach to help establishments in their transformation process towards sustainability.

Namibia’s conservation programs and commitment to fight climate change and global warming has earned considerable recognition and respect from the international community. It is very important that the hospitality and tourism industry conveys the same message to visitors to Namibia, across the whole country. The tourism sector as a key user of the environment and its resources should therefore embrace the opportunity provided by Eco-Award Namibia to be an active partner in Namibia’s efforts for environmental protection. After all, these are the primary assets on which the tourism industry depends. Eco Award Namibia’s assessment criteria that covers a wide range of areas such as:

- **Management**: To promote management processes to enable long-term improvements in sustainability performance. This entails the overall vision, mission and objectives of the operations and various strategies and measures of monitoring such interventions.

  This means to have a documented environmental & sustainability management policy or philosophy specific to operations, which address the pertinent management and development issues that require implementation, in a format containing the following:

  - **Conservation**: To promote sustainable management and development of the area and the wise and ethical use of its natural resources, including landscapes, ecosystems and indigenous biodiversity, so that these may be passed on to future generations in productive, diverse, aesthetically attractive and healthy condition.

  This means to participate in and contribute to active monitoring and management activities, to work with neighboring communities and/or conservancies on key environmental issues.

  - **Energy**: To reduce the local & global environmental impact of the tourism industry in Namibia by promoting the reduction of energy use as well as changing to more environmentally friendly & renewable energy sources.

  - **Water**: To promote the wise use of water resources & the acceptable recycling or reuse of water. This means to have policies in place and to measure and reduce the usage of water as far as possible.

  - **Wastewater, sewage and pollution**: To reduce pollution, energy wastage & waste of resources by encouraging better waste control.

  This aims to measure the different types of waste, to reduce, reuse, separate and recycle waste, and to prevent any form of pollution.

  - **Building, landscaping and roads**: To safeguard the natural and cultural environment in tourism areas from negative impacts of construction and landscaping developments and to protect the valuable aesthetic asset of the “sense of place”. It also addresses the use of indigenous “water-wise” plants for gardens.

  - **Staff development**: To encourage establishments to commit their own resources to formally train, improve, and recognize the skills of employees, rural partners and new entrants to the industry. It further requires staff to have a clear understanding and knowledge of the environmental issues and management approaches being implemented by the establishment.

  - **Guiding**: To ascertain whether the establishment has made an effort to adequately train its field guides in order to ensure a quality guided experience for its guests that would include information on natural resources, environmental issues and the local environmental setting.

  - **Social responsibility**: To encourage efforts by establishments to adequately address their social responsibility towards local communities.

Together with relevant stakeholders Eco-Awards can contribute to the maintenance of environmental sustainability of the Namibian tourism industry as Namibia embarks on the road to being the most competitive tourism destination in Africa. As the citizens of the industrialized world become ever more informed and knowledgeable about environmental sustainability, they become more concerned about their “environmental footprint” and more selective about the destinations they visit and the tourism establishments at which they stay. It is therefore also very much in the interest of Namibia as a nation and of the tourism sector to achieve globally competitive standards of...
sustainable tourism – this is becoming an ever-more important marketing issue, at both the country level and the level of each tourism establishment.

Considering the key aspects addressed by Eco-Awards Namibia, it certainly is a very important key partner in tourism growth and the development of Namibia. The Ministry should therefore work with the Eco-Awards Namibia program to foster a close working relationship to plan and implement a program of work to deliver the common objectives sought by both parties.

**STRATEGIC INTERVENTION 41: CREATE ENVIRONMENTAL AWARENESS AND EDUCATION**

Sustainable tourism requires sound environmental management. There is a need in Namibia to raise public awareness about the importance of protecting the environment and thus protecting some of the country’s most valuable assets.

**Key Actions:**

- MET to establish a partnership and close collaboration with Eco-Awards with a view towards making it a national program supported and endorsed by government. The Ministry may consider co-hosting the annual awards.
- MET to actively encourage every conservation program stipulated in the Eco Awards Namibia ‘Best Practices Manual’
- MET to develop a “Destination Site Management Kit” for local communities, for developing and managing tourism products, using the existing Eco Awards ‘Best Practice Manual” as basis.
- MET to launch a domestic awareness advertising campaign about the environment in collaboration with the Department of Environmental Affairs.

**STRATEGIC INTERVENTION 42: REHABILITATING PRINCIPAL TOURISM SITES**

Rehabilitation and restoration efforts are desperately needed at some of the country’s most valuable cultural sites, particularly those sites with interesting stories and tourism potential. The Department of Environmental Affairs within MET is expected to play a key role in this strategy together with relevant stakeholders.

**Key Actions:**

- DEA to carry out an assessment with relevant stakeholders to prioritize sites based on current needs.
- DEA to establish a list for of 10 priority sites that require immediate rehabilitation. MET to facilitate the process with local authorities, environmental clubs and other such organisations.

**STRATEGIC INTERVENTION 43: ENSURING THAT NAMIBIA CONFORMS WITH INTERNATIONAL HEALTH, SAFETY, SECURITY AND SANITATION STANDARDS**

Health, safety, security and sanitation are important enablers for tourism development and growth and therefore need to be addressed in this strategy.
Key Actions:

- All of the sites currently on major tour operators’ itineraries should have clean, regularly maintained toilets or not be open to tourists.
- Foreign tourist reports on standards should be collected, reviewed and used with those government agencies responsible for health and safety standards.
- Each region with high tourism traffic should develop medical facilities to serve the needs of tourists and staff.

STRATEGIC INTERVENTION 44: ENSURE THE PROTECTION AND PRESERVATION OF NAMIBIA’S CULTURAL HERITAGE

Namibia’s cultural heritage is a key tourism asset, and a key attraction for Namibian and foreign visitors. The National Tourism Policy states that Namibia will aggressively promote cultural tourism. Since the overall responsibility for cultural heritage sites lies with the NHC, it is important that the NHC in collaboration implement these actions with relevant stakeholders in academia, civil society and at the National Museum.

Key Actions:

- NHC to conduct a needs assessment to determine the extent to which historic sites are under threat and then determine the financial and human resources needed to preserve and protect these sites.
- The MET in coordination with the National Museum and other relevant stakeholders to develop and implement the needs assessment. The MET and Museum should each have at least one individual assigned to keep both organisations informed of plans and developments that might affect the sites.
- MET to establish protective zones around cultural heritage sites and monuments in which there would be little or no development.
- NHC to work with NTB and MET to create relevant interpretive information at key cultural sites for tourists.

STRATEGIC INTERVENTION 45: ENSURE THAT NAMIBIA’S INDUSTRY IS CONSERVING ENERGY AND WATER WHEREVER POSSIBLE

Key Actions:

- MET to provide energy and water conservation guidelines to hotel owners and managers on ways to cut costs on energy consumption, water use, and waste management.
- MET to provide guidelines on developing and maintaining “green” properties in partnership with Eco-Awards and other initiatives which encourage and accelerate global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria.
5.12 FUNDING

NDP 4 has identified tourism as a key economic sector to drive job creation and contribution to the National Gross Domestic Product. The budget allocated to tourism especially to the MET for the Directorate of Tourism and the Namibia Tourism Board has not been substantial over the years. If the tourism sector is to deliver the elements contained in this strategy it is essential that the Ministry's budget for these two institutions’ needs to be substantially and significantly increased. Provision must also be made for the Tourism Transformation Economics, Social Development and Empowerment Agency, if we are to ensure the geographic spread of the benefits of tourism to all Namibians.

Today, budgets for the implementation of various strategies for overall national economic development are limited. However, to grow tourism and ensure its sustainability so that it can deliver on its multiplier effect, funding for the full and effective implementation of the National Sustainable Tourism Growth Strategy is essential.

STRATEGIC INTERVENTION 46: ENSURE THAT MET RECEIVES ADEQUATE FUNDING FOR TOURISM-RELATED ACTIVITIES

It is essential that the funds raised augment the regular budget of the Ministry, rather than replace it. Equally, tax must never be a ‘cash cow’ as it can kill an already overpriced Namibian tourism product offering.

Key Actions:

- The Minister of Environment and Tourism should have regular meetings with the Minister responsible for national planning to ensure full awareness of funds available from development partners for various projects.
- The Directorate of Tourism and Gaming staff should prepare proposals for programs that fit the tourism growth goals of the Ministry. These can then be matched to donor aid support.
- The Minister of Environment and Tourism should establish regular meetings with the Minister of Economic Planning to become aware of funds available from development partners for various projects. MET staff will receive these reports and write proposals for programs that fit MET tourism growth goals. These can then be matched to donor aid support.
- MET must go to non-traditional sources to find alternative funds for MET, NWR, and NTB in addition to increasing the request through the normal budgetary process.
- There is a serious need to develop innovative funding mechanisms from both the public and private financial institutions to assist individuals who would like to enter the tourism sector as emerging tourism entrepreneurs. Given the prominence of tourism as outlined in NDP4 consideration should be given to establishing a tourism financing facility in the form of a national tourism bank similar to the Agribank.
• Appropriate and substantial funding must be secured and assured to the tourism marketing and promotion entity (NTB), or at the very minimum additional government funding and supplementary funding sources as identified in this document.
• The Tourism Levy needs to be directly linked to the marketing budget. Transparency in its collection needs to be improved so that it can be seen that tourist levy revenues link directly with tourism marketing activities.
• MET in partnership with relevant line ministries and stakeholders to commission a study on the feasibility, practicality and the implications and unintended consequences of the proposal to establish a departure tax. The study must also consider all tourism-related taxes e.g. taxes on air tickets, in terms of their feasibility and contribution to tourism development and growth and whether they are a barrier or an incentive. The study must contain recommendations for action.

STRATEGIC INTERVENTION 47: EXPLORE FEASIBILITY OF INTRODUCING A DEPARTURE TAX

A departure tax for tourists should be instituted to support the generic marketing purposes by NTB for Namibia as a whole. The funds are also to be used for support programs, mentorships and partnerships with lager operations, and for funding marketing efforts for emerging tourism entrepreneurs. Such funds should not be used for training since the training levy is already established for that purpose nor should they be used for any direct commercial enterprises.

Key Actions:

• MET to identify the entities that will collect, audit and ultimately pay over the funds and to which organisation or account.

STRATEGIC INTERVENTION 48: ASSESSMENT OF TOURISM LEVIES

There is a significant number of levies and duties charged to the tourism sector, some of which may be potential barriers to tourism growth and development.

Key Actions:

• Carry out an in-depth identification and assessment of all tourism levies and duties with a view of streamlining and harmonising them and to ensure that they are not barriers to tourism growth and development.
6.1 ROLES AND RESPONSIBILITIES

The MET, and most particularly its Directorate of Tourism, will lead the implementation of this National Tourism Growth and Development Strategy. However, it requires the input of public and private sector partners. This section details the roles and responsibilities of the various stakeholders in implementing this Strategy.

6.1.1 PUBLIC SECTOR STAKEHOLDERS

A strong linkage and involvement of other Ministries is fundamental to success. The specifics of how each Ministry interacts with tourism, according to their respective mandates, are detailed in Annex 1. On the right is a list of the five most important government partners for the Ministry of Environment and Tourism as they implement this strategy.

- Ministry of Home Affairs and Immigration: in supporting the tourism industry via the speedy processing of work permit requests and via support to the training of immigration officers in customer care so that bona fide visitors can be sure of a warm welcome to Namibia;
- Ministry of Industrialisation, Trade and SME Development: in both the support of small and medium-sized tourism businesses and in the mobilisation of domestic and foreign investment in the tourism sector;
- Ministry of Higher Education, Training and Innovation and the Namibia Training Authority: in designing and implementing effective vocational training in tourism;
- Ministry of Works and Transport: in facilitating linkage between tourism development and
infrastructure planning and in liaison between tourism and transport state-owned enterprises;

- National Planning Commission in providing support in accessing donor funding.

In addition, this strategy envisions the creation of a new body, the Inter-Ministerial Committee on Tourism Development, that will play a key role in the necessary liaison between Ministries and relevant public sector agencies.

An existing body, the National Tourism Competitiveness Council, will give the private sector, including the tourism trade associations, input on the development of policy and in the practical implementation. Private sector stakeholders will have a responsibility in taking an overarching view of tourism development rather than focusing only on the narrower interests of any particular group.

6.1.2 STATE-OWNED ENTERPRISES (SOE)

Engagement is needed to assure the competitiveness of state-owned enterprises under the MET mandate.

The poor understanding of the scope/role of the SOEs must be addressed with more positive contact between the SOEs in the tourism sector and the tourism industry. The primary focus of SOE performance, achievements and TORs should be primarily based on the business realities of the tourism sector in Namibia, i.e. on increasing the competitiveness and profitability of the sector in line with the mandate from NDP 4 to generate revenue in the interest of economic independence and growth.

STRATEGIC INITIATIVES:

- MET must ensure that tourism run efficiently and effectively to grow tourist arrivals and increase revenues from tourism;
- MET at ministerial level will ask for SOE GC sponsorship of regular sessions with the SOEs, with agenda items submitted by the SOEs for these sessions. Relevant SOEs must attend the sessions with the relevant supervisor from the line ministry;
- NTB and NWR acts must be reviewed and amended to reflect the current MET NTGDS and NDP4;
- Change the provision of the NTB and NWR Boards so that the Director of Tourism fills the MET seat on the NTB board. In addition, MET should not serve as the Chairman or Deputy Chairman of either of its SOE’s boards.
- The Chairman of NTB should come from the private sector in line with international best practice.
- All NBT committees with private sector representation (SAC, marketing and human resources) must include the Tourism Director or his/her representative (the Deputy Director);
- As mentioned throughout the document, NTB will only be responsible for destination marketing. Regulatory functions are to be removed from NTB’s mandate.
- NTB and NWR to regularly join MET on annual road shows in the country to inform the sector and local community of their roles share their annual budgets and growth plans. Both organisations should be ready to receive input regularly from the sector about business related concerns. This can be done via the NTB’s existing standing committees or in a National Tourism Competitiveness Council format.
- Pending the clarification on the SOE Act and SoEs Ministry, the new NWR Act should be amended as appropriate and relevant.
- MET will host annual stakeholder forums with relevant SOEs, NTB, NWR, NAC and Air Namibia as part of the Prime Minister’s Director’s Forum as described above.
NWR-SPECIFIC STRATEGIC INTERVENTIONS:

- NWR should be restructured and develop and implement a strategic plan containing a five-year strategy with clear business plans, management capacity and operating budgets for each property as part of the company’s overall strategic plan. The strategy should include the environmental management of their sites and ensure that all requirements as per the Environmental Management Act of 2007 are strictly adhered to, as is the case for any other developer.
- NWR to consider viable acquisitions of distressed properties of competitors who have facilities in areas where NWR currently has none. These acquisitions should, however, be considered as a part of the strategic plan.
- As NWR restructures and addresses its management challenges, it should focus on joint venture agreements to run tourism facilities in communal conservancies where the private sector has not expressed an interest.
- NWR to work towards generating dividends for government within three years. Accordingly, the annual payment made to Namibia Wildlife Resorts from the MET’s budget should start to decrease as they become more financially stable. This can be augmented to include partial support for this activity.

NTB SPECIFIC STRATEGIC INTERVENTIONS

- NTB must be restructured and remain only with the marketing and promotion functions.
- The NTB training, regulation and grading functions should return to MET, or an agency is designated by MET.
- NTB to venture into existing, emerging and new markets that assure maximum return on investment based on data from research to ensure effective and informed decisions. Accordingly, NTB should explore other potential emerging markets that may include but are not limited to:
  - Eastern Europe & Scandinavia and Baltic region
  - Australia and New Zealand
  - India
  - Mainland Africa; especially the MICE market
  - China, UAE and North America

6.2 MONITORING, EVALUATION AND REPORTING MECHANISMS

The Directorate of Tourism will be responsible for monitoring progress towards national tourism development goals. The National Tourism Competitiveness Council and the annual Tourism Forum provide a mechanism for establishing specific targets and for reporting on progress towards those targets.

This tourism growth and development strategy is informed by the National Policy on Tourism for Namibia (Dec, 2008) as well as the Ministerial Strategic Plan of 2009-2012. The guiding principles of the tourism policy will also be guiding the principles of the Tourism Growth and Development Strategy.

6.3. ACTION PLAN LOGFRAME

This logframe contains the action plan extracted from the various sections above and outlines responsible actors, time frames and financial implications.

The approach suggested for the implementation of these actions should be based on the principle of achieving the prioritized, low-hanging fruits. It must also be guided by the principles of the National Tourism Policy of 2008 and the guiding principles of this strategy (Annex 7).
### ANNEX 1: GOVERNMENT MINISTRIES AND THEIR ROLE IN IMPLEMENTING THE TOURISM GROWTH AND DEVELOPMENT STRATEGY

<table>
<thead>
<tr>
<th>MINISTRY OF THE MINISTRY</th>
<th>AREAS OF RESPONSIBILITY RELEVANT TO TOURISM</th>
<th>SPECIFIC MODALITIES FOR COLLABORATION WITH MET ON TOURISM GROWTH AND DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>MINISTRY OF AGRICULTURE, WATER AND FORESTRY MAWF <a href="http://www.mawf.gov.na">www.mawf.gov.na</a></td>
<td>Community Forests</td>
<td>Within community forests there are opportunities for campsites, lodge development and selling of souvenirs and crafts for tourists. Close collaboration with MET to identify new concession areas as well as product development within community forests with support tourism growth.</td>
</tr>
<tr>
<td></td>
<td>Water management</td>
<td>Tourism development must consider their level of water usage, wastewater management and water availability. Therefore, working with the water management department is an important collaboration in the development of new tourism infrastructure.</td>
</tr>
<tr>
<td></td>
<td>Veterinary Services</td>
<td>In communal lands, game that is hunted by professional hunters may interphase with cattle, therefore close communication from MAWF on their disease management program is critical for the hunting sector.</td>
</tr>
<tr>
<td></td>
<td>Agriculture</td>
<td>MAWF has an opportunity to support the development of new tourism products in the nice of agri-tourism. Provides opportunity for agri-tourism and cultural tourism</td>
</tr>
</tbody>
</table>


<p>| MINISTRY OF HIGHER EDUCATION, TRAINING AND INNOVATION MHETI <a href="http://www.mheti.gov.na">www.mheti.gov.na</a> | Department of Schools | In order to instill a proper understanding of the tourism sector in young learners, working with the Department of Schools is critical. They can support the inclusion of tourism in the school curriculum, include visits to tourism site in curriculum, and assist in the advocacy of a culture of efficient customer service in Namibia. |
| | Directorate of Higher Education | The department of higher education is responsible for tourism courses at the university level and therefore is responsible for ensuring that courses are well founded in theory and practice so that leavers are well prepared to join the workforce. This department can also assist in the provision of scholarships for tourism studies. |
| | Directorate of Vocational Training | Close collaboration with the Namibia Training Authority (NTA, which falls under the Directorate of Vocational Training, is needed as they are also responsible for vocational training in the tourism sector. Working with the Namibia Qualifications Authority, there is potential for collaboration in the development of a national qualifications framework and national curriculum guidelines to meet the needs of the tourism industry. The NQA is also responsible for setting standards and providing certification of training in line with the needs of the tourism industry as well as assist in the recognition of prior learning for human resources in the tourism sector. |</p>
<table>
<thead>
<tr>
<th>MINISTRY OF FINANCE</th>
<th>MOF</th>
<th><a href="http://www.mof.gov.na">www.mof.gov.na</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>State Accounts</td>
<td>MoF is responsible for budget allocation both to MET and to its state-owned enterprises. They are also responsible for the collection of VAT and excise duties, which is important for various sub-sectors of the tourism industry.</td>
<td></td>
</tr>
<tr>
<td>Revenue Management</td>
<td>Gaming and national lottery (responsibilities of MET) provide significant revenue to the state.</td>
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<table>
<thead>
<tr>
<th>MINISTRY OF FISHERIES AND MARINE RESOURCES</th>
<th>MFMR</th>
<th><a href="http://www.mfmr.gov.na">www.mfmr.gov.na</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquaculture</td>
<td>The Namibian coast and its natural assets are a vital part of the tourism offering and ensuring these are well managed and protected is the responsibility of MFMR. This includes regulation around ocean sports, recreational fishing, and the cruise line industry.</td>
<td></td>
</tr>
<tr>
<td>Resource Management</td>
<td>MFMR are responsible for the colonies of seals along Namibia’s coast. In the past, the seal culling has been a contentious issue with animal activists that has impacted Namibia’s tourism marketing efforts. The resource management department must keep NTB well informed of the facts and science around determining the quota for the cull, so that NTB can provide accurate information to those asking for it. This is critical for protecting Namibia’s conservation brand.</td>
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<table>
<thead>
<tr>
<th>MINISTRY OF INTERNATIONAL RELATIONS AND COOPERATION</th>
<th>MIRCO</th>
<th><a href="http://www.mirco.gov.na">www.mirco.gov.na</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign Relations</td>
<td>MIRCO is responsible for bilateral and multilateral treaties and agreements. This puts them in an excellent position to identify potential for tourism cooperation agreements and investment opportunities. They are also responsible for participation in the UN World Tourism Organisation.</td>
<td></td>
</tr>
<tr>
<td>International diplomatic missions in Namibia</td>
<td>Maintaining good communication with international missions in Namibia is important and these are the first recourse for tourists who face any type of emergency while traveling in Namibia.</td>
<td></td>
</tr>
<tr>
<td>Namibian diplomatic missions abroad</td>
<td>Namibian diplomatic missions abroad can be the first point of contact for tourists seeking information and visas to visit the country. Embassies can collaborate with NTB or relevant marketing agencies to host events that focus on Namibia.</td>
<td></td>
</tr>
</tbody>
</table>
### MINISTRY OF HEALTH AND SOCIAL SERVICES
**MHSS**
www.mhss.gov.na

The mission of the Ministry is to provide an integrated, affordable, accessible, quality health and social welfare services that is responsive to the needs of the Namibian population.

| Quality Assurance | One of the requirements for a Namibian tourism business to register with NTB is a MoHSS certificate. Furthermore, the availability of safe and modern health facilities, as well as well-trained medical workers is an asset to Namibia and a competitive advantage within Africa. |

### MINISTRY OF HOME AFFAIRS AND IMMIGRATION
**MHAI**
www.mhai.gov.na

The mission of the Ministry of Home Affairs and Immigration is to manage the national population register, facilitate lawful entry, exist and stay of foreign nationals in Namibia and aid the justice system guided by the principles of efficiency, effectiveness and accountability.

| Immigration Services | MHAI is responsible for the movement of tourists across Namibia’s borders. Immigration officials are the first point of contact for tourists to Namibia, and ensuring they provide a safe but warm welcome is paramount. Ensuring that MET and the private sector are up to date on visa requirements both for employees and tourists is critical. MHAI and MET should collaborate on the collection of accurate statistics based on the arrivals and departures forms. |

### MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY
**MICT**
www.mict.gov.na

The mission of the Ministry is to develop and promote ICT growth to become the main pillar of economic development in Namibia; and to render a timely, coordinated and effective information service, to promote constructive dialogue towards socio-economic development and democracy, with the view towards making Namibia an informed and knowledgeable society.

| Information and Communication Technology Development (ICTD) | Many tourism areas in Namibia do not have adequate coverage, which can hamper their development. Ensuring that broadband and telephone access is developed where it is most needed is key. |

### MINISTRY OF JUSTICE
**MOJ**
www.moj.na

The mission of the Ministry of Justice is to provide quality judicial and legal services.

| Law and order is a major deciding factor for tourists deciding where to go on holiday. In developing an enabling framework for tourism growth and development the Ministry of Justice is a key partner especially in terms of the legal framework that affects the tourism industry It is important for the two ministries to share the salient points that must be covered in policies and legislation and to arrive at the correct enabling framework that will grow tourism but still safeguard the environment and is in harmony with other sectorial legislation |

### MINISTRY OF LABOR, INDUSTRIAL RELATION AND EMPLOYMENT CREATION
**MLIREC**
www.mlirec.gov.na

The mission of the Ministry is to ensure harmonious labour relations through promoting social justice, occupational health and safety and enhanced labour market services for the benefit of all Namibians.

| Office of the Labor Commissioner | Labor unions can have an impact on the tourism industry and MLIREC is responsible for mediating any disputes. |
| Occupational Health and Safety | Maintain a safe and equitable work environment in tourism is important. |
| Labor Market Services | Implementation of the 2007 Labor Act has serious implications for tourism and ensuring these are well understood relies on good communication between MET and MLIREC |
### MINISTRY OF LAND REFORM
www.mlr.gov.na

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of the Ministry is to</td>
<td>The mission of the Ministry is to administer Namibia’s land policy and land resources to facilitate affordable access, efficient use of land and services to all stakeholders, citizens and residents.</td>
</tr>
<tr>
<td>Land Management</td>
<td>The extent to which the Land Boards work closely with the Management Committees of Communal Conservancies will determine the extent to which conservancies can successfully attract investment by tourism entrepreneurs and Joint Venture Partners. In situations where a lease is agreed, there are financial implications as the time limit of the lease fee dictates the amount of financing possible.</td>
</tr>
<tr>
<td>Land Reform and Resettlement</td>
<td>MLR is responsible for land distribution and assigning land for tourism development, especially in rural and communal areas. Close cooperation with MET to ensure that allocation is based on market demand is key.</td>
</tr>
<tr>
<td>Deeds Registration</td>
<td>MLR is responsible for properly registering deeds and ensuring that leaseholds, title deeds, and the land boards are correct. Land leases and title deeds are needed to register a tourism operation with the NTB. Bureaucratic procedures in obtaining these documents are a barrier to investment in the Namibian tourism sector.</td>
</tr>
</tbody>
</table>

### MINISTRY OF MINES AND ENERGY
MME
www.mme.gov.na

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mines</td>
<td>There is a potential for competition for space for tourism development and mining, and the two sectors needs to look at collaboration. Mining can have negative impacts on the environment and especially in areas that overlap with tourism activities, these need to be carefully mitigated. Mines need to be rehabilitated less they harm Namibia’s landscape. Mining and tourism have many potential synergies and close communication between these two sectors should be maintained.</td>
</tr>
</tbody>
</table>

### MINISTRY OF URBAN AND RURAL DEVELOPMENT
www.murd.gov.na

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of the Ministry is the</td>
<td>The mission of the Ministry is the delivery of services to the satisfaction of all communities through rural development, establishment of an effective, decentralized regional and local government system, housing and physical planning.</td>
</tr>
<tr>
<td>Directorate of Regional and</td>
<td>Because of the MURD role in rural development they are a key partner in the Community-based Natural Resource Management and Conservancies. Local authorities are an important element of tourism growth and development in Namibia. They are responsible for zoning and constructions in their towns. Regional councils also play an important role. They are responsible for ensuring an enabling environment for community-based development in rural areas and on communal lands.</td>
</tr>
<tr>
<td>Local Government and Traditional Authorities Coordination</td>
<td>The extent to which regions of Namibia, under the MURD invest in local infrastructure development is the extent to which jobs created by tourism become possible. Close coordination with MET on the planning of tourism infrastructure is necessary as rural development of infrastructure attracts further investments. Furthermore, lodges need access to water, electricity, roads and a skilled local workforce.</td>
</tr>
<tr>
<td>Directorate of Housing, Habitat Planning and Technical Services Coordination</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>MINISTRY OF SAFETY AND SECURITY</th>
<th>MSS</th>
<th><a href="http://www.mss.gov.na">www.mss.gov.na</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of this Ministry is to render the necessary quality service, as laid down in the Police Act, with due consideration for the fundamental human rights and freedoms, without compromising in upholding the tenets of law and order, safety and security of all persons.</td>
<td>Namibian police</td>
<td>The tourism police unit is an essential part of the Namibian tourism sector. In addition to assuring the protection and well-being of tourists, they create a very valuable peace of mind for visitors. The Namibian police and the Tourist Police can work with MET to create an awareness campaign on safeguarding tourists. The Namibian police are responsible for issuing police clearance for tour guides; delays in this can affect the livelihood of the tour guides. Information sharing regarding roadblocks and checkpoints is also necessary.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MINISTRY OF INDUSTRIALIZATION, TRADE AND SME DEVELOPMENT</th>
<th>MITSMED</th>
<th><a href="http://www.mitsmed.gov.na">www.mitsmed.gov.na</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of this Ministry is to be a catalyst for the rapid, equitable and sustainable economic growth, through investment, industrialization and trade.</td>
<td>Namibia Investment Center</td>
<td>The Namibia Investment Center is responsible for investment promotion of all sectors of the economy in Namibia and can identify (and work towards removing) the barriers to investment in tourism, especially in rural areas and communal lands. Furthermore, they can work to create incentives for increased investment into tourism opportunities into rural areas and communal lands.</td>
</tr>
<tr>
<td>International Trade</td>
<td>MITSMED is responsible for trade agreements that can open the door to tourism investment opportunities. The International Trade department can also support raising the awareness of tourism as an export product.</td>
<td>Commerce</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MINISTRY OF WORKS AND TRANSPORT</th>
<th>MWTC</th>
<th><a href="http://www.mwtc.gov.na">www.mwtc.gov.na</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of the Ministry is to be the key contributor to Namibia’s socio-economic development and growth through the provision of world-class infrastructure and services.</td>
<td>Roads Authority</td>
<td>The roads authority is responsible for grading and maintained of roads in Namibia. Most tourists travel around the country by road, and new roads open up new destinations. MWT can keep MET up to date about plans for new roads, that the tourism industry may be able to leverage in their product development. Roads Authority also controls all signage and building regulations with relation to transportation infrastructure.</td>
</tr>
<tr>
<td>TransNamib</td>
<td>Traveling by train is sought-after tourism experience in Namibia and specifically the Desert Express is well marketed internationally. TransNamib is an important tourism partner.</td>
<td>NamPort</td>
</tr>
<tr>
<td>Air Namibia</td>
<td>Air Namibia is an important tourism stakeholder whose marketing needs to align with NTB. Air Namibia should keep MET abreast of any new routes or schedule changes so they can inform the industry accordingly.</td>
<td></td>
</tr>
</tbody>
</table>
**Namibia Airports Company**  
Airports are the first point of entry for tourists arriving by air and are therefore an important tool for ensuring positive first impressions. NAC is also an important partner in the collection of reliable statistics.

**Motor Vehicle Accident Fund**  
The fund provides capped insurance for foreign tourists hurt in car accidents.

**Road Fund Administration**  
The Road Fund Administration manages the Namibian road user charging system and the collection of these funds can improve connectivity in the tourism sector.

### MINISTRY OF SPORT, YOUTH AND NATIONAL SERVICES
**MSYNS**

www.msyns.gov.na  
The mission of the Ministry of Youth, National Service and Sports is to empower and develop the youth, promote sport, arts and culture through the efficient and effective provision of services.

**Culture**  
The MSYNS has the responsibility for protecting heritage and culture, which are key tourism assets. Including, UNESCO World Heritage Sites. MSYNS can work with MET to include music, dance and arts in tourism products.

**Sports**  
Provides opportunities for cultural tourism, sports tourism and volunteer tourism.

**National Museums**  
Museums are key tourism sites and it is important to ensure they are included in tourism product offering.

### NATIONAL PLANNING COMMISSION
**NPC**  
wwwnpc.gov.na  
The mission of NPC is to identify and plan priorities and direction of national development; coordinate the undertaking, design, implementing and monitoring of development plans, programs and projects in conformity with national development goals and objectives with a view to ensure sustainable economic growth, equity, social harmony and balanced development.

**National Plans**  
As the NPC is responsible for the overall coordination of national development planning, close collaboration with MET is required. The NPC also plays a crucial role in attracting bilateral and multilateral aid into the tourism sector. The National Development Plan 4 recognised tourism as a priority area. NPC can consider establishing a Fund and Focal Area for Tourism.
<table>
<thead>
<tr>
<th>ACTION</th>
<th>TIMING &amp; PRIORITY</th>
<th>LEAD AGENCY &amp; RESPONSIBLE ORGANISATION</th>
<th>ESTIMATED ANNUAL BUDGET IMPlications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANISATIONAL AND INSTITUTIONAL FRAMEWORK</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen Capacity at MET</td>
<td>on-going</td>
<td>MET</td>
<td>N$ 1,000 000</td>
</tr>
<tr>
<td>- Re-align the DTG structure with the NSTGDS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Develop a capacity building program for the MET that includes training on the value of responsible tourism in the country.</td>
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<tr>
<td>- Implement an internship and staff exchange program (national and international). These could be tailored under the bilateral cooperation agreements.</td>
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<td></td>
</tr>
<tr>
<td>- Capacity building training programs for emerging tourism entrepreneurs.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Creation of New Bodies to Support Tourism Development and Institutional Coordination</td>
<td>6 months</td>
<td>MET</td>
<td>N$ 100 000</td>
</tr>
<tr>
<td>- Establish an Inter-Ministerial Committee on Tourism Development</td>
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<td></td>
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<tr>
<td>- Establish a National Tourism Competitiveness Council</td>
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<tr>
<td>- Establish a Regional Tourism Forums</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restructure The Namibia Tourism Board</td>
<td>within 24 Months</td>
<td>MET, NTB</td>
<td>N$ 1 000 000</td>
</tr>
<tr>
<td>- Assessment and situation analysis on the regulatory grading and training function.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>- Review the NTB business plan and strategy to be in line with the NSTGS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Rename NTB</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Ensure NTB increases connectivity, coordination, communication, and synergies with the industry and local communities including the communal conservancy sector and individuals.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Ensure adequate private sector representation on NTB Board.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Regularly distribute key facts and figures which articulate the economic, community and environmental benefits of tourism.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage Deeply and Systematically with all Government Ministries</td>
<td>Within 12 Months</td>
<td>MET</td>
<td>N$100,000</td>
</tr>
<tr>
<td>O/M/As to familiarize themselves with Annex 1 in terms of their responsibilities relating to Tourism</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Ensure that all cross-cutting issues are addressed</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>LEGISLATIVE FRAMEWORK</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve Legislative Environment</td>
<td>On-going</td>
<td>MET, MOJ, AG</td>
<td>N$ 1 500 000</td>
</tr>
<tr>
<td>- Define laws and regulations clearly, leaving less room for arbitrary interpretation and enforcement by bureaucrats and courts.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Enforce existing laws that ensure sustainability of tourism growth.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Ensure standardization and harmonization of legislation that affect or may affect the ability of the tourism sector to generate revenue in the interest of national economic growth.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- MET to strengthen the M&amp;E unit or department responsible for it, so as to keep an updated list of existing legislation related to tourism and advocate for the harmonization thereof.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- MET coordinates with other Ministries and key stakeholders in tourism, policies, regulations, laws being drafted that affect travel &amp; tourism and hospitality industry.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximise economic linkages</td>
<td>On-going</td>
<td>MET</td>
<td>N$100,000</td>
</tr>
<tr>
<td>- Examine policies that maximise local level tourism-related expenditures by encouraging strong backward and forward linkages</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Ensure that the National Tourism Competitiveness Council involves business associations, businesses and organisations from these “backward linkage” industries.</td>
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</tr>
</tbody>
</table>
### AWARENESS, MARKETING AND PROMOTION

Establish a tourism market research program at NTB
- Strengthen the research department within the NTB that will focus on market research. The goal of the department is to inform all marketing and promotion initiatives as well as evaluate past marketing activities (for example, records for past participation in travel trade fairs should be studied and analysed).
- Create a market research plan in close collaboration with the tourism industry, particularly FENATA and all other tourism associations.
- Strengthen the relationship between NSA, MET and NTB in the area of statistics and research.
- Create a tourism desk at the Namibia Investment Centre.
- MET to spearhead the collection, analysis and dissemination of tourism statistics.
- Tourism surveys and TSA should be with the NSA. A memorandum of understanding describing outputs to be delivered, its frequency, the roles and responsibilities of various stakeholders, and funding abilities must be concluded with said agencies.
- Establish a formal inter-institutional steering committee and working group comprised of various key tourism stakeholders to provide support to NSA and to ensure the timely production and dissemination of tourism data and statistics.

<table>
<thead>
<tr>
<th><strong>Within 24 Months</strong></th>
<th><strong>MET, NTB, NSA</strong></th>
<th><strong>N$400 000</strong></th>
</tr>
</thead>
</table>

### REHABILITATING PRINCIPAL TOURISM SITES

- DEA to carry out an assessment with relevant stakeholders to prioritize sites based on current needs.
- DEA to establish a list for of 10 priority sites that require immediate rehabilitation.
- MET to facilitate the process with local authorities, environmental clubs and other such organisations.

<table>
<thead>
<tr>
<th><strong>Immediately and ongoing</strong></th>
<th><strong>MET, DEA</strong></th>
<th><strong>N$10,000,000</strong></th>
</tr>
</thead>
</table>

### ENSURING THAT NAMIBIA IS UP TO INTERNATIONAL HEALTH, SAFETY, SECURITY AND SANITATION STANDARDS

- All of the sites currently on major tour operators’ itineraries should have clean, regularly maintained toilets or not be open to tourists.
- Foreign tourist reports on standards should be collected, reviewed and used with those Government agencies responsible for health and safety standards.
- Each region of high tourism traffic should develop medical facilities to serve the needs of tourist and staff.

<table>
<thead>
<tr>
<th><strong>Immediately and ongoing</strong></th>
<th><strong>MSS, MET</strong></th>
<th><strong>N$500,000</strong></th>
</tr>
</thead>
</table>

### ENSURE THE PROTECTION AND PRESERVATION OF NAMIBIA’S CULTURAL HERITAGE

- NHC to conduct a needs assessment to determine the extent to which historic sites are under threat and then determine the financial and human resources needed to preserve and protect these sites.
- The MET coordination with the National Museum and other relevant stakeholders to develop and implement the needs assessment. The MET and Museum should each have at least one individual assigned to keep both organisations informed of plans and development that might impact the sites.
- MET to establish protective zones around cultural heritage sites and monuments in which there would be little or no development.
- NHC to work with NTB and MET to create relevant interpretive information at key cultural sites for tourists.

<table>
<thead>
<tr>
<th><strong>Immediately</strong></th>
<th><strong>MET, NHC</strong></th>
<th><strong>N$ 1,00,000</strong></th>
</tr>
</thead>
</table>

### ENSURE NAMIBIA INDUSTRY ARE CONSERVING ENERGY AND WATER WHEREVER POSSIBLE

- MET to provide energy and water conservation guidelines to hotel owners and managers on ways to cut costs on energy consumption, water use, and waste management.
- MET to provide guidelines on developing and maintaining “green” properties in partnership with Eco-Awards and other initiatives which encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria.

<table>
<thead>
<tr>
<th><strong>Immediately</strong></th>
<th><strong>MET</strong></th>
<th><strong>N$500,000</strong></th>
</tr>
</thead>
</table>
## FUNDING

### ENSURE THAT MET RECEIVES ADEQUATE FUNDING FOR TOURISM-RELATED ACTIVITIES

The Minister of Environment and Tourism should have regular meetings with the Minister of the Ministry of Economic Planning to ensure full awareness of funds available from development partners for various projects. The Directorate of Tourism and Gaming staff should prepare proposals for programs that fit the tourism growth goals of the Ministry. These can then be matched to donor aid support. The Minister of Environment and Tourism should establish regular meeting dates with the Ministry of Economic Planning to be aware of funds available from development partners for various projects. MET staff will receive these reports and write proposals for programs that fit MET tourism growth goals. These can then be matched to donor aid support. MET must go to non-traditional sources to find alternative funds for MET, NWR, and NTB in addition to increasing the request through the normal budgetary process. There is a serious need to develop innovative funding mechanism from both the public and private financial institutions to assist individuals who would like to enter the tourism sector as emerging tourism entrepreneurs. Given the prominence of tourism as outlined in NDP4 consideration should be given to establishing a tourism financing facility in the form of a National Tourism Bank similar to the Agribank. Appropriate and substantial funding must be secured and assured to the tourism marketing and promotion entity (NTB), or at the very minimum additional government funding supplementary funding sources identified in this document. The Tourism Levy needs to be directly linked to the marketing budget. Transparency in its collection needs to be improved so that it can be seen that that tourist levy revenues link directly with tourism marketing activities. MET in partnership with relevant line ministries and stakeholders to commission a study on the feasibility, practicality and the implications and unintended consequences of the proposal to establish a departure tax. The study must also consider all tourism-related taxes e.g. taxes on air tickets in terms of their feasibility and contribution to tourism development and growth are they a barrier or an incentive. The study must then make recommendations for action.

<table>
<thead>
<tr>
<th><strong>ESTABLISH A DEPARTURE TAX</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>MET to identify the entities that will collect, audit and ultimately pay over the funds and to which organisation or account.</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MET</strong></td>
<td></td>
</tr>
<tr>
<td><strong>FUNDING</strong></td>
<td><strong>ESTABLISH A DEPARTURE TAX</strong></td>
</tr>
<tr>
<td><strong>IMMEDIATELY AND LONG-TERM</strong></td>
<td><strong>MEDIUM TERM</strong></td>
</tr>
</tbody>
</table>

This matrix is designed to guide the development of a regional tourism development plan in line with the objectives of the National Sustainable Tourism Growth & Development Strategy. It is important that all such plans abide by the guiding principles of the National Tourism Policy (see Annex 7).

A collaborative process is envisaged where regional councils, local authorities and traditional authorities in partnership with local development partners, tourism entrepreneurs (both emerging and established), communal conservancies, civil society, communities and individuals will participate in developing regional tourism plans. This will allow for full regional and local ownership and translate into effective implementation of the National Growth and Development strategy at the local levels.

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTIVITIES</th>
<th>TARGET GROUPS</th>
<th>RESOURCE</th>
<th>RESPONSIBILITY</th>
<th>TIMING</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>To ensure sustainable tourism development</td>
<td>Meet all the other objectives. Increase the number of tourists visiting the region. Develop new and innovative tourism products</td>
<td>All sustainable market segments</td>
<td>Natural and cultural resources, infrastructure, facilities, stakeholders</td>
<td>All stakeholders</td>
<td>A.S.A.P</td>
<td>Peace, stability, cooperation and commitment of all stakeholders</td>
</tr>
<tr>
<td>To produce an effective Regional Tourism Development Plan</td>
<td>Initiation, Coordination and implementation of process</td>
<td>All regional tourism clusters</td>
<td>Public Sector, Civil Society and development agencies and local private sector</td>
<td>Regional Councils, Local Authorities, municipalities, line ministries with an economic and development function</td>
<td>A.S.A.P</td>
<td>Political will and commitment from Regional Councils</td>
</tr>
<tr>
<td>To ensure sustainability (Environmental cultural and economic)</td>
<td>Work within existing policies and initiatives</td>
<td>All areas of development</td>
<td>Natural and cultural resources, infrastructure, facilities, stakeholders (Including funding agencies)</td>
<td>All Stakeholders</td>
<td>On-going</td>
<td>Lease agreements, legislative and policy framework, and commitment from stakeholders</td>
</tr>
<tr>
<td>To ensure active community Involvement</td>
<td>Community consultation and involvement</td>
<td>Communities, development organisations</td>
<td>Communities, development organisations</td>
<td>All stakeholders</td>
<td>On-going</td>
<td>Demonstration of Community benefits, community interests, cooperation and commitment of stakeholders</td>
</tr>
<tr>
<td>To support cultural (historical) development</td>
<td>Promotion and maintenance of culture (Music, dance, poetry, cuisine, festivals) and historical resources through museums, festivals, school activities, information etc.</td>
<td>Local culture and history</td>
<td>Cultural Resources</td>
<td>Traditional Authorities, Ministry of Sports, Youth and National Services, Ministry of Higher Education, Training and Innovation, Cultural committees, Tourism industry, Communal Conservancies</td>
<td>On-going</td>
<td>Demonstration of real benefits, community interest and initiative, co-operation and commitment of stakeholders</td>
</tr>
<tr>
<td>To raise awareness of tourism with communities</td>
<td>Community consultation, workshops, media, advertising and social media marketing.</td>
<td>Entire population</td>
<td>All stakeholders</td>
<td>All stakeholders</td>
<td>A.S.A.P</td>
<td>Co-operation and commitment from stakeholders</td>
</tr>
<tr>
<td><strong>To build capacity</strong></td>
<td>Training, mentorship programs and empowerment programs, customer service training</td>
<td>Tourism employees, potential employees</td>
<td>Local population</td>
<td>Tourism Transformation Agency, Training Institutions, entrepreneurs, tourism employees, potential employees, NWR</td>
<td>A.S.A.P.</td>
<td>Community Interest, cooperation and commitment from stakeholders</td>
</tr>
<tr>
<td>-----------------------</td>
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<td>------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>To improve the tourism infrastructure</strong></td>
<td>Initiate and facilitate improvement, Destination Management</td>
<td>Water supply, roads, telecommunication, electricity, Health and sanitation</td>
<td>Government, existing infrastructure</td>
<td>Relevant Ministries</td>
<td>A.S.A.P.</td>
<td>Political will and Commitment from government</td>
</tr>
<tr>
<td><strong>To improve tourism facilities</strong></td>
<td>Identification of sites requiring improved facilities, facility development, Destination management</td>
<td>Accommodation, additional services</td>
<td>Investors, entrepreneurs, communities</td>
<td>Entrepreneurs, Communities, Communal Conservancies and their joint venture partners</td>
<td>A.S.A.P.</td>
<td>Co-operation and commitment of stakeholders</td>
</tr>
<tr>
<td><strong>To ensure effective marketing of the tourism cluster</strong></td>
<td>Identifying a Cluster Name, Developing a marketing strategy</td>
<td>All sustainable market segments (Domestic, regional international)</td>
<td>NTB, Tourism entrepreneurs, both established and emerging, communal conservancies and their partners</td>
<td>NTB, NWR, Air Namibia, Tourism Entrepreneurs</td>
<td>A.S.A.P.</td>
<td>Co-operation and commitment of stakeholders</td>
</tr>
</tbody>
</table>
ANNEX 4: EXAMPLE OF HOW THE REGIONAL TOURISM PLANNING FRAMEWORK CAN BE USED AND IMPLEMENTED

REPORT AND OUTCOME OF THE TOURISM WORKSHOP FOR THE OMUSATI REGION

Date: April 2014
Location: UNAM Ogongo Campus
Report prepared by: Sem T. Shikongo, Director of Tourism at the Ministry of Environment and Tourism

BACKGROUND AND INTRODUCTION

This tourism workshop was co-organised by the Omusati Regional Council and the Ministry of Environment and Tourism (MET) with the goal of examining the issues facing tourism development in the region. It took place in April 2014. The main activities conducted during the workshop were consultations and active discussions on the challenges facing tourism development in the region.

A number of presentations where given by various stakeholders pertaining to many diverse aspects of tourism growth and development. The discussions were vibrant and very informative.

The issues discussed are presented below. On an important note, it was agreed that the various regions in the North Central areas must work together as a “tourism unit” as outlined in the National Tourism Strategy and Action Plan, since tourism is crosscutting and all regions stand to benefit or lose from the activities of one region. The workshop was carried out in this collaborative spirit taking into account all the regions in the Central North Tourism Cluster. This program must be implemented in this same spirit, in a coordinated, harmonized and inclusive adaptive approach in the interest of national economic growth.

It was proposed that by virtue of holding the portfolio for environment and tourism for this tourism cluster that the Omusati Regional Council be mandated to be the champion of this document.

CROSSCUTTING ISSUES

The following issues were identified as crosscutting issues that need to be considered in the planning and development process.

- Need for greater involvement of all stakeholders and effective information sharing and communication among them.
- Need for outreach to young people and school leavers looking for employment opportunities.
- Need to develop a systematic approach to identifying the tourism opportunities in the region, such as tourism routes, and then develop bankable proposals and identify the funding to implement the ideas.
- Need to raise the awareness of the importance of tourism in the region, especially with the Traditional Authorities who are the custodians of the land.
- Need for more information on and awareness of environmental challenges such as climate change that may impact development in the area
- Need to address issues linked to security, health, water and waste management.
- Need for international exposure.
- Need for infrastructure development (telecommunication, road network, health facilities, accommodation etc.)
- Need to identify avenues for accessing funds to facilitate implementation of the program’s strong ideas.
- Need for a systematic approach to development opposed to a “take it easy” approach.
- Need for innovation to ensure that new results are produced.
- Need to cultivate political will, buy-in and commitment.

STRATEGIC INITIATIVES

1. Expand the Omulunga tourism route: Identify and develop cultural routes linked to the Omulunga tourism route and involve the various conservancies in the region as well as relevant stakeholders (National Heritage Council, UNAM, NUST).

2. Leverage local festivals and events: Develop a calendar of events (including cultural, sporting, music and food events), establish a multi-stakeholder committee, establish an events management group, and establish a program taking the event to the next level.

3. Create new tourism products: Look at tourism demand and the local assets, examine feasibility of new products such as:
   - A living museum
   - Homestays
Volunteer opportunities
Culinary experiences (such as a region-wide traditional cuisine preparation and presentation program)
Academic exchange

4. Build capacity - support the skills development of locals by:

**IMPORTANT CONSULTATIVE MEETINGS**

<table>
<thead>
<tr>
<th>ORGANISATION TO MEET WITH</th>
<th>PURPOSE OF MEETING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Lands</td>
<td>Conduct a workshop on land issues and its impact on investment in the region.</td>
</tr>
<tr>
<td>Ministry of Industrialisation, Trade and SME Development, Environment, Civil Society and international investors</td>
<td>Develop a tourism investor program and organize an investor conference in the region.</td>
</tr>
<tr>
<td>Ministry of Sport, Youth and National Services</td>
<td>Consultative meeting on the cultural tourism possibilities and discussion on further engagement in the Region to promote the establishment of living museums and cultural interpretation centers (Museums and National Heritage Council, UNAM, NUST).</td>
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<tr>
<td>Tourism stakeholders in the region</td>
<td>Consultative workshop on customer service to provide local people the tourists’ expectations on service, including maintenance of facilities and inclusion of traditional cuisine on the menus.</td>
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<tr>
<td>Tourism stakeholders in the region</td>
<td>Consultative meeting to look at the opportunities provided by biotrade in resources that are in the region for them to be featured on the menus of local hospitality establishments.</td>
</tr>
<tr>
<td>Youth</td>
<td>Consultative Annual Summit to explore issues around youth and tourism in the Northern region, with a focus on entrepreneurship and empowerment.</td>
</tr>
<tr>
<td>Women</td>
<td>Consultative Annual Summit to explore issues around women and tourism in the Northern region, with a focus on entrepreneurship and empowerment.</td>
</tr>
<tr>
<td>Civil Society and Local Communities</td>
<td>Consultative Meeting to raise awareness on the importance of tourism.</td>
</tr>
</tbody>
</table>

- Develop a region-wide customer care /service program involving all major stakeholders.
- Identify all sources of income and disseminating the information to relevant stakeholders.
- Encourage the youth to take up foreign languages relevant to our tourism source markets.

**INSTITUTIONAL ARRANGEMENTS**

Several institutional arrangements need to be created to facilitate tourism development in this region. The institutions are listed below accompanied by the timeline needed to create them.

- Develop a regional Tourism Advisory Forum. The mission of the forum is to steer and coordinate tourism growth and development in the region with representation by tourism private sector members.
  *Timeframe: 2 months*

- Appoint officers in each regional council with a mandate to develop and grow tourism.
  *Timeframe: 2 months*

- Establish a northern branch of the Emerging Tourism Enterprises Association (ETEA).
  *Timeframe: 2 months*

- Develop tourism master plan for the region, in line with the existing national policies and strategies including the Tourism Policy, Tourism Growth Strategy and Investment Profile and Promotion Strategies.
  *Timeframe: 1 year*

**REGIONAL TOURISM DEVELOPMENT PROJECTS**

The following tourism development projects were identified. Each project will require a multi-stakeholder committee to take the project forward and collaboration between the relevant ministries, namely the Ministry of Mines and Energy, the Ministry of Industrialisation, Trade and SME Development, the National Planning Commission, MET and the Ministry of Land Reform.

- **Conduct a feasibility study**
  Conduct a feasibility study for development of
the Ruacana area. To be led by Omusati Regional Council, jointly with MET, the study should investigate the matter of the waterfall on the Angolan side.

- **Develop tourist accommodation**
  Establish a small 30-room hotel with swimming pool and spa facility and other entertainment opportunities.

- **Develop tourism kiosks:**
  - Etunda Tourism Kiosk
  - The Orchard
  - Empalila fish kiosk (envisioned to be more like a restaurant specializing in freshwater fish, water flowers when in season, water fowl, oontangu etc.)

- **Develop cultural tourism products:**
  - Maintain and improve the Traditional Authority homesteads: Uukwaluudhi and Ngandjera etc.
  - Establish a cultural village
  - Onavivi Memorial

- **Develop natural tourism products:**
  - Ogongo Wildlife Camp
  - Colmar in France twining with the Omusati Region

**CONCLUSIONS**

The workshop concluded on a positive note and participants confirmed that they all benefited from the workshop. The main outcomes of the workshop were distributed in the last plenary of the workshop and all participants departed the workshop with an understanding of what needs to be done in the region to develop tourism effectively. All presentations made at the workshop are available in electronic format at the MET.
## ANNEX 5: THE APPROVED TOURISM HUMAN RESOURCE DEVELOPMENT PLAN AND THE STRATEGIES NECESSARY TO IMPLEMENT IT

<table>
<thead>
<tr>
<th>#</th>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>ORGANISATION(S)</th>
<th>POTENTIAL FUNDING SOURCE(S)</th>
<th>PRIORITY</th>
<th>TIMESCALE</th>
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<tbody>
<tr>
<td>1.</td>
<td><strong>ENHANCING INITIAL EDUCATION AND TRAINING IN TOURISM-RELATED AREAS</strong></td>
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<tr>
<td>1.1</td>
<td>Ensure that the range of tourism qualifications on the National Qualifications Framework meets the needs of the tourism industry</td>
<td>Consult the tourism industry on a regular basis to ensure that current and emerging needs for qualifications are identified, through the Tourism and Hospitality Industry Skills Committee of the Namibia Training Authority and by other means, such as consultation with trade associations.</td>
<td>Namibia Training Authority and industry stakeholders</td>
<td>Namibia Training Authority</td>
<td>1</td>
<td>Ongoing</td>
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<td></td>
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<td>Adapt existing qualifications and develop new qualifications to meet identified needs in a timely manner and submit these to the National Qualifications Authority for approval</td>
<td>Namibia Training Authority</td>
<td>Namibia Training Authority</td>
<td>1</td>
<td>Ongoing</td>
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<td></td>
<td></td>
<td>Develop a new foundation qualification to meet identified industry needs</td>
<td>Namibia Training Authority</td>
<td>Namibia Training Authority</td>
<td>1</td>
<td>2017</td>
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<tr>
<td></td>
<td></td>
<td>Develop a faster approval process to enable tourism qualifications developed by the Namibia Training Authority to be added to National Qualifications Framework</td>
<td>Namibia Qualifications Authority</td>
<td>Namibia Qualifications Authority</td>
<td>2</td>
<td>2011 - 17</td>
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<tr>
<td>1.2</td>
<td>Boost the number of skilled staff available to the tourism sector by increasing the capacity of vocational training providers to deliver tourism and hospitality qualifications on the National Qualifications Framework</td>
<td>Upgrade the physical facilities at the Vocational Training Centers currently involved in the delivery of tourism and hospitality programs to ensure an appropriate standard of teaching and study areas, training kitchens and restaurants, etc.</td>
<td>Vocational Training Centers</td>
<td>Namibia Training Authority/ MCA Namibia / Lux Development</td>
<td>1</td>
<td>2011 - 17</td>
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<td></td>
<td></td>
<td>Improve access to IT facilities at the Vocational Training Centers currently involved in the delivery of tourism and hospitality programs.</td>
<td>Vocational Training Centers</td>
<td>Namibia Training Authority</td>
<td>2</td>
<td>2011 – 17</td>
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<td></td>
<td></td>
<td>Increase the supply of experienced and competent lecturing staff. (Consideration should be given to recruiting staff from the tourism industry and enabling them to obtain teaching qualifications while at work, rather than prior to employment)</td>
<td>Vocational Training Centers</td>
<td>Vocational Training Centers/ Ministry of Higher Education, Training and Innovation</td>
<td>2</td>
<td>Ongoing</td>
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<td></td>
<td></td>
<td>Ensure an adequate supply of assessors for tourism and hospitality qualifications</td>
<td>Namibia Training Authority</td>
<td>Namibia Training Authority</td>
<td>2</td>
<td>Ongoing</td>
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<td>OBJECTIVE</td>
<td>ACTION</td>
<td>ORGANISATION(S)</td>
<td>POTENTIAL FUNDING SOURCE(S)</td>
<td>PRIORITY</td>
<td>TIMESCALE</td>
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<td>1.3</td>
<td>Increase the number of chefs by boosting participation in food preparation training in vocational and higher education and training</td>
<td>Develop and deliver specific food preparation training programs at the Vocational Training Centers (in addition to programs covering a range of occupational areas in tourism and hospitality) with preference for places being given to previously disadvantaged Namibians</td>
<td>Vocational Training Centers Including VTPs</td>
<td>Namibia Training Authority/ MCA Namibia</td>
<td>1</td>
<td>2015-17</td>
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<td></td>
<td>Secure funding to enable additional private sector training providers to deliver nationally recognised food preparation training programs, and for existing providers to increase capacity</td>
<td>Ministry of Higher Education, Training and Innovation</td>
<td>Donor organisations</td>
<td></td>
<td>2</td>
<td>2011 - 17</td>
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<td></td>
<td>Secure funding to enable the NUST to increase capacity for food preparation programs with preference being given to previously disadvantaged Namibians.</td>
<td>NUST</td>
<td>MCA Namibia / other donor organisations</td>
<td></td>
<td>2</td>
<td>2011 - 17</td>
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<tr>
<td>1.4</td>
<td>Ensure tourism-related higher education programs meet industry and learner needs</td>
<td>Review the objectives and content of the BA Tourism program at the University of Namibia to ensure that it matches more closely both the needs of the tourism industry and the needs and expectations of learners, in conjunction with planned industry advisory committee. Strengthen the mandate of the advisory committee of NTB.</td>
<td>University of Namibia, IUM NUST</td>
<td>University of Namibia</td>
<td>2</td>
<td>2011</td>
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<tr>
<td></td>
<td>Secure adequate resources to implement agreed revisions to the University of Namibia BA Tourism program</td>
<td>University of Namibia</td>
<td>Ministry of Higher Education, Training and Innovation</td>
<td></td>
<td>2</td>
<td>2016</td>
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<td></td>
<td>Identify mechanisms by which completion rates for hospitality and tourism students at the NUST can be improved.</td>
<td>NUST</td>
<td>NUST</td>
<td></td>
<td>2</td>
<td>2016</td>
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<tr>
<td></td>
<td>Consider the options for instituting an industry-mentoring scheme for tourism and hospitality undergraduates.</td>
<td>University of Namibia / NUST</td>
<td>University of Namibia / NUST / tourism employers</td>
<td></td>
<td>3</td>
<td>2013 - 15</td>
</tr>
<tr>
<td>1.5</td>
<td>Recognise the existing knowledge, skills and experience of those working in the tourism sector.</td>
<td>Ensure speedy implementation of a flexible recognition of prior learning system to enable those with existing knowledge and skills to gain nationally recognised qualifications.</td>
<td>Namibia Training Authority</td>
<td>Namibia Training Authority</td>
<td>1</td>
<td>2016</td>
</tr>
<tr>
<td>OBJECTIVE</td>
<td>ACTION</td>
<td>ORGANISATION(S)</td>
<td>POTENTIAL FUNDING SOURCE(S)</td>
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<td>TIMESCALE</td>
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<td>1.6</td>
<td>Increase the supply of tour guides capable of leading non-English / Afrikaans speaking groups.</td>
<td>Encourage Namibians with high-level foreign language skills to consider a career as tour guide, including foreign language graduates.</td>
<td>Namibian Academy for Tourism and Hospitality / Tour and Safari Association</td>
<td>Namibian Academy for Tourism and Hospitality / Tour and Safari Association</td>
<td>1</td>
<td>2016-17</td>
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<td></td>
<td>Secure bursaries to enable those competent in priority languages to participate in Namibian Academy for Tourism and Hospitality training programs.</td>
<td>Namibian Academy for Tourism and Hospitality and regional field guide training offered</td>
<td>Industry organisations / employers NTA</td>
<td>2</td>
<td>2016-17</td>
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2. **UPSKILLING THE EXISTING WORKFORCE**

<p>| 2.1 | Enhance the visitor experience by improving customer service skills and destination knowledge of employees and volunteers across the whole economy through a high profile customer service training initiative. | Develop the concept for a one-day ‘Welcome to Namibia/Namibia Ambassador’ training initiative to enhance customer service skills, increase knowledge of the tourism product in Namibia and encourage pride in what Namibia has to offer visitors, building on international experience of successful programs of this type. | Namibia Tourism Board All Players | Namibia Tourism Board / Commonwealth Secretariat | 1 | 2011 |
|      | Develop high quality participant and trainer support materials and deliver a pilot program in one or two locations in Namibia (for example, in one rural and one urban area). | Namibia Tourism Board and other training stakeholders. | Namibia Tourism Board / Commonwealth Secretariat | 1 | 2016 |
|      | Consider linking the ‘Welcome to Namibia / Namibia Ambassador’ training program to an annual customer service award scheme | Namibia Tourism Board | MET | 3 | 2016 |</p>
<table>
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<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>ORGANISATION(S)</th>
<th>POTENTIAL FUNDING SOURCE(S)</th>
<th>PRIORITY</th>
<th>TIMESCALE</th>
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<tbody>
<tr>
<td>2.2</td>
<td>Enhance the skills of the tourism workforce by assisting owners/managers to deliver effective training programs to their employees.</td>
<td>Develop guidelines and practical online support materials to assist owners/managers to provide induction training for new employees.</td>
<td>Namibia Tourism Board</td>
<td>Namibia Tourism Board</td>
<td>2</td>
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<td></td>
<td></td>
<td>Assist owners/managers to access existing training materials to enhance the delivery of in-house training programs to their employees.</td>
<td>Namibia Training Authority</td>
<td>Namibia Training Authority</td>
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<td>Promote the use of occupational competencies as the basis for in-house training of employees.</td>
<td>Namibia Training Authority / FENATA / Hospitality Association of Namibia</td>
<td>Namibia Training Authority / FENATA / Hospitality Association of Namibia</td>
<td>3</td>
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<td></td>
<td>Encourage more tourism operators to develop in-house training leading to nationally recognised tourism qualifications.</td>
<td>Namibia Training Authority</td>
<td>Namibia Training Authority</td>
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<td>Develop an online destination knowledge-training program, based on regional modules, for completion in the workplace by front-line employees with owner/manager support.</td>
<td>Namibia Tourism Board</td>
<td>MET</td>
<td>1</td>
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<td></td>
<td></td>
<td>Increase management and professional development opportunities for previously disadvantaged Namibians to enable them to develop the skills required for promotion to senior management positions, including mentoring with international support and best practice on all levels especially supervisors, hospitality operations and hospitality trainers (SADC and the worldwide)</td>
<td>MET</td>
<td>NSFAF DONOR FUNDING</td>
<td>2</td>
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<td></td>
<td></td>
<td>Encourage the formation of learning and development groups of owners/managers to enable them to support each other in enhancing in-house employee training and deliver collaborative training programs (either geographically or sector based).</td>
<td>Namibia Tourism Board and private sector</td>
<td>Ministry of Higher Education, Training and Innovation / Namibia Tourism Board, MET</td>
<td>3</td>
</tr>
<tr>
<td>2.3</td>
<td>Increase the supply of chefs with high level technical and management skills.</td>
<td>Develop and implement national chef development program, perhaps to include short courses, master classes, and distance learning opportunities, job exchange and a website to enable participants to share best practice.</td>
<td>NUST / Hospitality Association of Namibia / FENATA</td>
<td>Hospitality Association of Namibia / FENATA / hospitality operators NTA</td>
<td>2</td>
</tr>
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<td></td>
<td></td>
<td>Secure funding to finance or subsidise participation costs for current or potential entrepreneurs from previously disadvantaged groups</td>
<td>NUST, Hospitality Association of Namibia, FENATA</td>
<td>Ministry of Higher Education, Training and Innovation, MET</td>
<td>2</td>
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<td>OBJECTIVE</td>
<td>ACTION</td>
<td>ORGANISATION(S)</td>
<td>POTENTIAL FUNDING SOURCE(S)</td>
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<td>2.4</td>
<td>Recognise the existing knowledge and skills of those working in the tourism sector.</td>
<td>Ensure speedy implementation of a flexible recognition of prior learning system to enable those with existing knowledge and skills to gain nationally recognised qualifications.</td>
<td>Namibia Training Authority and FE-NATA</td>
<td>2</td>
<td>2011 – 12</td>
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<tr>
<td>2.5</td>
<td>Increase opportunities for tourism owners / managers to enhance their skills and for new entrants to develop appropriate skills</td>
<td>Develop a program of training courses for owners / managers of small businesses, with priority being given to those operating in rural areas.</td>
<td>Namibia Tourism Board</td>
<td>3</td>
<td>2013 – 15</td>
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<td>2.6</td>
<td>Enhance the visitor experience of Namibia’s cultural heritage by developing the skills of those working as employees or volunteers in the cultural sector.</td>
<td>Secure funding to increase the volume of short course training provision for those working in museums in areas of identified need.</td>
<td>Museums Association of Namibia</td>
<td>2</td>
<td>2011</td>
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<td>Deliver a more extensive program of short course learning and development opportunities for museum employees and volunteers.</td>
<td>Museums Association of Namibia</td>
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<td>2015</td>
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<td>Ensure that skills development is a central component of plans for the proposed new cultural villages.</td>
<td>MET monuments council heritage council and ministry of youth</td>
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<td>2011 – 13</td>
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<td>2.7</td>
<td>Ensure that conservancies and rural or remote areas are able to maximise the potential benefits of tourism growth in Namibia.</td>
<td>Secure funding for, and deliver training to meet priority skill gaps in conservancies.</td>
<td>MET NACSO, WWF, IRDNC</td>
<td>2</td>
<td>2012 – 17</td>
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<td>3.</td>
<td>BUILDING MORE EFFECTIVE PARTNERSHIPS AND IMPROVING COMMUNICATION</td>
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</tr>
<tr>
<td>3.1</td>
<td>Improve mechanisms for communicating information on tourism human resource issues and sharing best practice relating to learning and development.</td>
<td>Produce a digital directory of all registered tourism training providers in Namibia, including contact details and a summary of provision, and set in place a mechanism for regular updating. Make this directory available via the Namibia Tourism Board website.</td>
<td>NTA</td>
<td>1</td>
<td>2011 – 17</td>
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<td>Develop and launch an online newsletter on tourism human resource issues and distribute to operators registered with Namibia Tourism Board and other stakeholders in tourism learning and development. (This could be developed into an interactive online forum at a later stage).</td>
<td>NTA</td>
<td>2</td>
<td>2015 Onwards</td>
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<tr>
<td>OBJECTIVE</td>
<td>ACTION</td>
<td>ORGANISATION(S)</td>
<td>POTENTIAL FUNDING SOURCE(S)</td>
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<td>TIMESCALE</td>
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<tr>
<td>3.1</td>
<td>Improve mechanisms for communicating information on tourism human resource issues and sharing best practice relating to learning and development.</td>
<td>All players</td>
<td>All players</td>
<td>3</td>
<td>2017</td>
</tr>
<tr>
<td>3.2</td>
<td>Persuade a higher number of young people, including a proportion of the most able, to pursue a tourism career by promoting tourism career opportunities in an appealing way.</td>
<td>Namibia Tourism Board</td>
<td>Namibia Tourism Board</td>
<td>1</td>
<td>2016</td>
</tr>
<tr>
<td>3.3</td>
<td>Strengthen links between stakeholders in tourism skills development.</td>
<td>Introduce tourism as part of the school curriculum</td>
<td>MHETI / MET</td>
<td>Ministry of Higher Education, Training and Innovation</td>
<td>2017</td>
</tr>
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<td></td>
<td>Revise and produce the tourism careers booklet and distribute copies to all secondary schools, youth organisations and other key organisations.</td>
<td>Namibia Training Authority</td>
<td>Namibia Tourism Board</td>
<td>2</td>
<td>2017</td>
</tr>
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<td></td>
<td>Organise a bi-annual conference on human resource development for all stakeholders including training providers, public sector organisations with an interest in skills development, trade associations, trade unions and employers.</td>
<td>FENATA</td>
<td>MET / commercial sponsors</td>
<td>3</td>
<td>2015-2017</td>
</tr>
</tbody>
</table>

ANNEX 6: FENATA TRANSFORMATION CHARTER

Launched by the Federation of Namibia Tourism Associations (FENATA) in November, 2004

On November 23rd, 2004, at a national tourism industry forum, the Tourism Industry in the Republic of Namibia adopted this Transformation Charter.

1. **SKILLS DEVELOPMENT**
   The Tourism Industry commits to spending its own resources to train formally, improve and recognize the skills of employees, rural partners and new entrants to the Industry.

2. **APPRENTICESHIPS, INTERNSHIPS, AND SPONSORSHIPS**
   The Tourism Industry commits to providing access to its businesses for Namibian tourism students from educational institutions or from start-up and existing businesses to learn the practical aspects of the Industry.

3. **STRATEGIC REPRESENTATION AND EMPLOYMENT EQUITY**
   The Tourism Industry commits to the goal of identifying and promoting qualified and/or competent previously disadvantaged employees to positions of responsibility and authority.
4. OWNERSHIP AND JOINT VENTURE PARTNERSHIPS
The Tourism Industry commits to promote ownership and/or build partnerships to include the previously disadvantaged.

5. PREFERENTIAL PROCUREMENT
The Tourism Industry commits to promote and increase use of services and products of previously disadvantaged Namibians.

6. ENTERPRISE DEVELOPMENT
The tourism private sector is a key partner in the implementation of this National Tourism Growth and Development Strategy, especially with regard to transformational economics of the Namibian tourism sector. It is therefore that the Tourism Industry commits to support previously disadvantaged Namibians in the identification and development of viable businesses in the tourism economy. The Tourism Transformation Charter of the Industry will guide this.

7. SOCIAL RESPONSIBILITY PROGRAMS
The Tourism Industry commits to support and/or implement projects that improve social conditions of employees and local communities, and that conserve the natural environment.

PRIVATE SECTOR INSTITUTIONS
FENATA, a non-profit federation, was formed in 1992 to respond to a need of Namibia’s private sector tourism industry to advocate policies, regulations and programs that would advance the industry as a whole.

FENATA acts as an umbrella organisation for tourism associations in the private sector. As such, it is the united voice of the tourism industry in Namibia, serving as a community vehicle between Government, government agencies and the collective private sector.
ANNEX 7: THE TEN GUIDING PRINCIPLES UNDERPINNING NAMIBIA’S TOURISM POLICY OF 2008

# 1
Tourism policy must serve government objectives and shall be for the benefit of all Namibians and visitors. Government intervention, whether in the form of regulation, facilitation or investment, will be driven by national interest, not by narrow self-interests. This policy is promoting domestic as well as international tourism. Promoting domestic tourism will ensure that Namibians also enjoy the beauty of their tourism attractions.

# 2
Tourism needs to be competitive. Attracting investment and successful marketing requires positive interventions by government to create a competitive business environment, which enhances the country’s ability to compete internationally and regionally.

# 3
The tourism policy must enable the private sector to operate and compete effectively in global markets to generate responsible tourism. Government recognises the contribution that the private sector makes towards government objectives.

# 4
Increased local participation and equity are essential to spread the benefits of tourism. Broad-based black economic empowerment will underpin the future of society and the economy. Both men and women must develop appropriate skills which equip them to become fully involved in profitable business operation, management and ownership.

# 5
Tourism development must be economically, socially and environmentally sustainable. Namibia neither wants nor can afford to permit, tourism that yields only short-term benefits and leaves behind a wake of destruction, de-motivation or disruption to the fabric of local life.

# 6
Sustainability is inextricably linked to the protection of the natural resource base namely, environment, aesthetic value, wildlife and culture. Government recognizes the need to be involved in managing, promoting and financing aspects of these.

# 7
The government’s investment and operational functions with regards to the tourism sector are related to the areas of infrastructural development, marketing, education and skills development. Government will further facilitate the identification and removal of strategic barriers to tourism development and thus create an enabling environment for the tourism sector to operate competitively. It is also governments’ responsibility to ensure conservation, quality standards, fiscal policies and the provision of a rational and equitable business environment. Government recognises the importance of its role in these areas, without which Namibian tourism will not achieve its potential. State-owned tourism enterprises such as Namibia Wildlife Resorts, Air Namibia and the Namibian Tourism Board need to operate on commercial principles.

# 8
Tourism investment, development and promotion must be market-driven. Assessment of the market potential and viability must be undertaken before committing resources. Otherwise projects risk failure, wastage of resources, local de-motivation, and the opportunity cost of these resources being invested in viable development projects elsewhere. If not, however, there must be valid justification on the basis of national economic benefit or of social or environmental factors, e.g. conflict resolution, wildlife conservation, community cohesion etc.

# 9
It is a government policy to promote interventions on the basis of national economic benefits.

# 10
The human factor is of prime importance in tourism. The quality of service provided should be of a standard that meets the requirements of present-day national, regional and international tourism.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tr>
<td>B2B</td>
<td>Business to Business</td>
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<td>B2C</td>
<td>Business to Customer</td>
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