CHAPTER SIX
THE SUSTAINABILITY OF SIX SELECTED COMMUNITY-BASED ECOTOURISM VENTURES IN SOUTHERN AFRICA

“Putting tourism on a sustainable path is a major challenge, but one that also presents a significant opportunity”
Klaus Topfer, UNEP Executive Director.

6.1 Introduction

This chapter provides a detailed description of the field testing of the constructed evaluation framework to monitor the sustainability at the six selected CBE ventures. One case study in each type was selected. Each case study commences with a short description of the venture and its tourism offerings, where after all the predetermined issues and indicators that form part of the evaluation framework, as pointed out in Chapter 5, are discussed.

6.2 Individually owned: The Aba-Huab Campsite

6.2.1 Background

The Aba-Huab Campsite, owned by Mr Elias A. Xoagub is a well-known campsite on a tourist route to Twyfelfontein in Damaraland, in north-western Namibia. Mr Xoagub is a true champion of CBE in Namibia and was one of the founding members of the Namibian Community Based Tourism Association (NACOBTA). The campsite is located approximately 100 km south of Khorixas, along dirt roads, on the banks of the ephemeral Aba-Huab River (Figure 6.1).

Figure 6.1: Geographic location of the Aba-Huab Campsite (Google Earth)
The area supports many species of wildlife, of which the desert elephant is the best known. Besides the wildlife and scenic landscapes on offer the area offers unique geological attractions. Three of these are national monuments: (1) the Twyfelfontein rock art and engraving site, which offers the largest collection of prehistoric rock paintings and engravings found in Namibia; (2) ‘Burnt Mountain’, which is also a unique geological feature and (3) petrified forests, which date back 280 million years (Roe, Grieg-Gran & Schalken, 2001). Another unique geological feature is the ‘organ pipes’, which consist of dolerite columns similar to those at Giant’s Causeway in Northern Ireland. The campsite is located on communal land managed by the Uibasen Conservancy. The community in the area established the Uibasen Conservancy (‘uibasen’ meaning ‘live for yourself’ in Khoekhoegawab) in December 1999. Before continuing it is important to understand what is meant by the term ‘conservancy’ in a Namibian context.

Conservancies are an important part of the CBNRM strategy that has been adopted by the Namibian State to meet its sustainable development goals. Conservancies and CBNRM are important components of the strategic planning of the Namibian Ministry of Environment and Tourism (MET) and are incorporated in the third National Development Plan (NDP3). The number of registered conservancies is one of the indicators used to measure Namibia’s performance in terms of Millennium Development Goal (MDG) 7 – Ensuring Environmental Sustainability (NACSO, 2008):

Conservancies on communal land are areas in which rural communities gain rights to use, manage and benefit from the consumptive and non-consumptive use of wildlife. By forming a conservancy, local communities are able to add sustainable use of wildlife and tourism to their existing land-uses and income sources. Conservancies are self-selecting social units or communities of people that choose to work together and become registered with the MET. Registration is a process that requires communities to fulfil a series of requirements laid down in legislation and associated regulations. The main requirements are that conservancies must be legally constituted with clearly defined boundaries that are not in dispute with neighbouring communities. They must also have defined membership and a committee representing the members. Conservancies are also required to draw up a clear plan for the equitable distribution of community benefits to members. Once these conditions have been met and approved by the MET, conservancies are registered and gazetted in the Government Gazette. Once registered, a conservancy acquires new rights and responsibilities with regard to the use and management of wildlife. Consumptive rights include the conditional ownership and use of game that can be hunted as trophies or used for local consumption by conservancy members, cropped for commercial sale of meat, or captured and sold as live game. Non-consumptive rights create opportunities for tourism, enabling conservancies to establish their own community based tourism enterprises or to create joint venture agreements with private sector entrepreneurs (NACSO, 2008, pp. 11-13).

The Aba-Huab Campsite offers 25 pitches under the Mopani trees lining the banks of the Aba-Huab River. Some pitches have fireplaces, tables and benches. All pitches have a standpipe for water and a dustbin. A number of A-frame thatched shelters are also available (Figure 6.2). Ablution facilities include flush toilets and hot showers. The campsite also has a fully licensed

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1 A local indigenous language spoken in the area in addition to Damara, Afrikaans and English
bar and restaurant where traditional Damara meals can be prepared on request. Camping costs N$60 (equivalent to ZAR60) per adult per night. Sundowners, game drives, donkey-cart rides, walking trails and horse trails are organized on request.

Figure 6.2: The Aba-Huab Campsite (a) bar, (b) reception and restaurant building, (c) typical pitch and (d) A-frame thatch shelters

The Hospitality Association of Namibia awarded the owner of the venture, Mr Elias A. Xoagub, a certificate as personality of the year on 2 November 2007. This certificate was awarded to him for excellence of service rendered to the Namibian Hospitality Industry.

6.2.2 Social issues

Issue 1: Local satisfaction with tourism

Indicator 1.1: Local satisfaction level with tourism

Is tourism good for the community?

All the staff and community members interviewed replied that tourism is good for the community. When asked to elaborate on the reasons for their replies the majority of the responses were in agreement with what one staff member said: “They bring us more money and job opportunities.” Many responses also indicated that community members make money from the curios and crafts they sell to tourists. Tourism was also mentioned as providing the stimulus for the development of the community and the area: “The developments that tourists bring
through the income from them can now develop our area”; “It helps [the] community”; and “We get development of the area from tourism and we get jobs.” It is important to mention that the conservancy receives income as the conservancy is the body responsible for the management of the area: “It brings in money, the conservancy gets money from tourism, and the community people get jobs at the camping site and the lodges.” One staff member also indicated that tourists provide the community with learning experiences by saying, “It [tourism] is very important because we learn from it. We also get better knowledge.”

Do you want more or less tourism in your area?

All the staff and community members’ interviews indicated they would like more tourism in their area. The reasons provided here indicate that more tourists in the area will result in more money and more jobs for the community: “It brings us more money and more people can also get work”; “The more tourists, the more people we get here. Then the people who do not have work will also get work. If here is more tourists there is more work to do here at the camp”; “Most of the people depend on tourism, they brought in money, they are good people. So we get more jobs also we will employ more people to work here. But now we are only 13 or 14 while there are more people looking for jobs.” One staff member said, “… so that our salaries can now be a little higher”. This indicates that the staff member has the perception that the salaries are low.

An increased number of tourists will provide additional income for the tourism venture so that the income level of the employees may be raised. More tourists will also result in a higher number of crafts being sold, which would entail an important income source for some community members: “… more money, we can sell more crafts, more tourists coming here will give us more tips.”

The results of these two questions indicate that there is a high level of local satisfaction with tourism and that there is a general feeling amongst both staff and the community members interviewed that there is a need for more tourism in the area.

Indicator 1.2: Local community complaints

Is there anything that bothers you about tourism in your community?

Eighty per cent of the staff members and all the community members indicated that there was nothing that bothered them about tourism in their community. The only negative responses came from staff members who indicated that “language is a problem; I think that maybe we have to go for training, like Spanish or French. Because we get people who cannot speak English. Lots of German as well, Afrikaans too.” This staff member indicated that although the staff members are conversant in English, which is generally their second or third language, many of the tourists that visit the venture speak languages that staff members are not familiar with, such as Afrikaans, German, French and Spanish. This indicates a need for language training amongst staff members. Another staff member replied that “one day if I have a lot of money I want to also travel and see new places”. This response indicates two things: firstly, that
the staff member has a perception that tourists have a lot of money, and secondly, the desire to travel to see new places.

**Do you know of any complaints received from local residents regarding tourism?**

Only one staff member indicated being aware of complaints from the local residents regarding tourism. The comment relates to community members coming to the bar and livestock coming to drink water at the campsite. The community members “are not allowed to come and entertain themselves at the bar. The animals also the cattle and sheep want to come here as they do not have water at their place. The boss [owner of the tourism venture] does not want them to come here.” When the researcher spoke to the assistant manager, she indicated that in the past community members had been noisy and intoxicated at the campsite bar, causing visitors to complain. As a result, access to the bar is limited for community members. The owner of the venture recently established a community shop outside the campsite area where members of the community may purchase a variety of products including foodstuffs and alcoholic beverages at preferential prices. Tourists may also purchase products at the community shop. There is however, a dual pricing system on all alcoholic beverages; tourists are charged the same prices as at the campsite bar while community members purchase alcoholic beverages at reduced rates.

Livestock enter the campsite to drink water because there are no other available water sources in the area. They are drawn by the grey water from the showers in one of the ablution buildings. The water is piped to a small waterhole meant for wild birds (Figure 6.3). During the researcher’s site visit a group of elephants frequented the campsite in order to drink water. The author questioned the camp staff on the safety aspects relating to the elephants coming to drink water in the campsite while visitors were sleeping. The staff responded by saying that it was a temporary measure as the water trough and dam that had been built close by (one kilometre to the west of the campsite along the banks of the Aba-Huab River) had been damaged and had to be repaired. Although the prospect of coming into close contact which elephants is exciting, there is a significant risk associated with it. The water trough outside the camping area should be repaired as soon as possible and the grey-water waterhole closed. This would prevent both livestock and elephants from entering the campsite area, leading to fewer complaints from community members and reduced risk to tourists.
Figure 6.3: Grey-water waterhole at Aba-Huab Campsite

Issue 2: Effects of tourism on communities
Indicator 2.1: Percentage who believe that tourism has helped bring new services or infrastructure

*Does tourism help the community obtain services?*

A low percentage of staff (20%) and community members (16.7%) believe that tourism brings new services and infrastructure to the area. This could be because very little money is invested by the Conservancy and the owner of the campsite in the provision of new infrastructure and services in the area. However, the Twyfelfontein Lodge does provide some services to the community. Twyfelfontein Lodge is a separate tourism venture operating relatively close to the Aba-Huab Campsite. It provides a clinic service, as indicated by two respondents: “*There is a clinic now at the Twyfelfontein Lodge*”; and “*We have a clinic now.*” A staff member at the Aba-Huab Campsite did indicate that in the past tourists had given her money for her children’s school fees: “*They [the tourists] sometimes pay for the school fees of my children.*” Twyfelfontein Lodge also provides water to the community members. As a community member stated, “*the only thing that we get help is that we get water in cans from Twyfelfontein Lodge on a truck.*” Another community member indicated that “*we want schools for the people so that everyone can get a job, the children can then go to schools and they can then get jobs because they have already done some learning*”. Very little else is happening in the area in relation to the provision of improved services and infrastructure for the community.

Indicator 2.2: Other effects of tourism on the community

*Does tourism employ local youth?*

Although all the staff members replied that tourism employs local youth, some of the respondents added that older people are also employed by tourism. Half of the community members indicated that tourism employs young people. The rest of the respondents stated that
“both young and old people” are employed by tourism. The majority of the community members employed through tourism are relatively young.

**Does tourism increase or decrease the prices of local goods?**

Thirty per cent of the staff members indicated that they felt tourism increases the prices of local goods while 40% believed that tourism decreases the prices of local goods in the area, and the rest remained unsure. Some of the staff members indicated that prices are lower as a result of tourism and that the community members “get discount at the shop because we are from the community, the tourists pay a higher price”. While 33.3% of the community members interviewed thought that tourism increases price and only 16.7% believed tourism decreases prices in the area, 50% were unsure of the effect tourism has on the prices of local goods. The results here indicate that there was no consensus on the effect that tourism has on the prices of goods in the area.

**Does tourism increase or decrease crime in the area?**

All the staff members agreed that tourism decreases crime in the area. Staff members stated that “the area is a tourist area now people do not do any crime here anymore” and “people know that if here is crime the tourists will not come here”. One respondent said, “People are even afraid to make crime, because the tourists bring money to us and they help us.” One female staff member indicated that “lots of young men are working. No men are lying around doing crime and so on.” All of the community members indicated that tourism decreases crime in the area and that there is “no crime as the people are now working”. The perception was that crime levels in the area had been drastically reduced as many people are now employed and earning money through tourism. It appeared that the community realized that for tourists to continue coming to the area, the area needs to be free from crime.

**Does tourism change the behaviour of the community?**

The major change in behaviour that is occurring in the community relates to clothing, language and the type of food the community now eats. Forty per cent of the staff members indicated that the behaviour of the community is changing as a result of tourism, while 60% indicated that the behaviour of the community has not changed. Some of the changes indicated by the staff members were: “The clothes we wear has changed, we wear clothes that does not get dirty quickly, like jeans. The food we eat has also changed. We eat the same food as the tourists now. We still speak a lot of Damara and Afrikaans, but many of the tourists are English”; “The women now wear pants, because they are copying the tourists. There is no problem with it. We eat the same food as we used to. People are also starting to speak more English and less Afrikaans. Most of the tourists that come here can speak English”; and “We now mostly speak English, and we wear uniforms and blue overalls.” Half of the community members felt that tourism had changed the behaviour of the community while the other half felt that it had not changed. The community members who believed that the behaviour of the community had
changed stated that the community's use of language had changed as “some people are now starting to talk a lot more English and Afrikaans” while others indicated that “many things, like our clothes and shoes we wear” had changed.

**Does tourism damage or destroy nature?**

There is general consensus (90% amongst staff members and 100% amongst community members interviewed) that tourists do not damage and destroy nature. However, one respondent stated that “some tourists throw things out of their windows and the tourists should also be careful with our land and look after it and not throw away [litter] anywhere”.

**Does tourism use the resources people need, like firewood and water?**

Although the majority of both the staff (70%) and community members (66.7%) indicated that tourists use the resources that the local community needs, the only resource mentioned thus far over which possible conflict may occur is firewood. The Aba-Huab campsite “buys the wood from the community and then we sell it to the tourists. But there is enough wood for the community as well.” This should be carefully monitored as it could easily become a cause for conflict in the future in this desert landscape where Aba-Huab is located.

**Are there areas that people cannot access because of tourism?**

Some staff members (30%) indicated that there are areas that people cannot access as a result of tourism. These areas include areas “like Twyfelfontein, Organ Pipes and Wondergat. These areas are controlled by the government” while "local people cannot go to lodges. Because it is a lodge the local people cannot just walk around there. There are three lodges, Mowani, Twyfelfontein and Doro Inwas Lodges.” The community members also felt excluded from tourist areas, and 66.7% of the community believed that they “are not allowed to go to the lodges and the campsite” as the “camps are just for tourists” and if they want to go there they “have to pay to go there”. This is a cause for concern as many community members feel excluded from the areas that belong to them. The attitude of the community needs to be addressed so that they feel more included.

**Can the local community visit/use the tourism facility?**

Staff members indicated (90%) that the local community may visit/use the tourism facility “but for a short time and then go”; and “they are not allowed to sit here and get drunk”. Community members “can visit us at our rooms where we are staying, during working hours it is not allowed. Only after hours, they can also stay with us in our rooms, in the campsite they can stay if they pay.” Another staff member stated that “they must go to the shop if they want something”. Community members interviewed felt they may visit the tourism venture (66.7%) but “only for a very short while”. Community members said they “used to visit the bar, now we may not go to the bar and they have built a shop where we may go if we want something”. Another community member said that access is “very limited and we may only go to the shop”. It is important that
community members do not feel alienated and excluded from the tourism venture and that they actually see the tourism venture as their own. If the community feels alienated this may cause a rift between the community and the tourism venture, which could eventually lead to resentment.

**What can be done to make tourism better in your community?**

The majority of staff members indicated that the way to make tourism better in the community is through building a swimming pool for the tourists and introducing other species of wildlife that visitors enjoy watching, like rhinoceros and giraffe. Other ways to improve tourism were also mentioned, such as the provision of “more toilets and more showers especially when the peak season comes”. Alternative accommodation for tourists as an improvement was also suggested: “We must build chalets because some tourists do not come with their own tents.” Another interesting comment was that “we must help each other that this place always looks nice so that the tourists can always come here. If the tourists see the place looks nice they will come here.” Here the respondent alluded to the fact that if the environment is well-kept and clean, visitors will be attracted to a facility. The unemployed community members placed greater emphasis on adding more tourism facilities in the area: “More lodges need to be built”; “Another campsite and a lodge should be built.” Another community member commented on the need to “make more crafts for the tourists”. These comments all relate to the improvement of the prospects of job creation and economic upliftment for the community.

**Issue 3: Education**

**Indicator 3.1: Education of tourists**

According to the assistant manager of the tourism venture the major way in which tourists are educated is through informal interaction with staff members. A number of attractions in close vicinity, such as the Twyfelfontein rock engravings site and the Petrified Forest, also offer guided tours.

**Indicator 3.2: Education of community**

**Do community members receive any skills training through the tourism venture?**

Of the community members interviewed only one indicated that he “got training from the people at the museum about crafts” through the tourism venture. All the other community members (83.3%) indicated that “only staff get training, not the community members”.

**Does the community receive any training about nature and culture through the tourism venture?**

All the community members indicated that they had not received any training on nature or culture through the tourism venture. One of the respondents indicated that they “need training about the elephants” so that they can understand elephant behaviour better and live with them peacefully.
Indicator 3.3: Training and skills development of staff members

*Did you receive any training/skills development to do this work?*

Sixty per cent of the staff members indicated that they had received some form of training to do their work. One staff member interviewed received one week of training on how to work with tourists, while another staff member received waitress training. All other training had been in-service and on-site training from other employees or the owner of the campsite. The training of staff seems to be sporadic.

*Do staff members receive any skills training through the tourism venture?*

Some staff members (40%) indicated that they had received training through the tourism venture. This training included hospitality and computer training. One respondent indicated that “some people had had training on how to work with the tourists, to accept the tourists with open arms and to be friendly with the guests. This is so that the guests can be happy. They come to a place where the people are friendly.”

*Does the staff receive any training about nature and culture through the tourism venture?*

Some staff members (40%) had received training about “elephants and rhinos. We were trained about the behaviour of the elephants and how we should act when they are here.” Another staff member indicated that “before I came here there were people trained for the elephants, how they behave and how they could look at the elephants when it is angry or not and so on. Since I am here I have not seen this training. But those people who did the training they are not here right now, they are not workers here anymore. They are working at the lodges right now. They start working here and if they want more salary, or if they want to do another job they leave.” This last statement indicates that the Aba-Huab campsite is a kind of training school for the higher-cost commercial tourist operations in the area which have been successful at attracting staff members from this community venture.

The education of staff members is an important element that ensures a high level of service and satisfaction for the tourists visiting the site. If the present staff members are not educated in order to ensure the expected levels of service and visitor satisfaction, the tourism venture is in danger of losing its competitiveness.

**Issue 4: Community decision making**

Indicator 4.1: Community decision-making structures

*Does the community have control over tourism?*

Seventy per cent of the staff members interviewed believes that the community has control over tourism. One respondent indicated that “the Uibasen Conservancy members make the decisions. For Aba-Huab the owner makes decisions.” This indicates that the overall decisions for the area are made by the Uibasen Conservancy members, while decisions relating to the
Aba-Huab Campsite are made by the owner. It is important to note that the owner is also a member of the Uibasen Conservancy and was one of the original founding members of the Conservancy. One of the staff members said “that the community does not have control over tourism in the area, but the conservancy has the control” indicating that there is a perception that the community and the conservancy are two different entities, which in fact is not the case. The Conservancy actually represents the community and acts on behalf of the community. This fact is also apparent when considering the replies of the community members. Only 16.7% of the community members interviewed believe that the community has control over tourism in the area. Community members generally believe that “Elias Xoagub controls tourism” in the area.

Issue 5: Community benefits
Indicator 5.1: Community benefits from tourism

Do you personally benefit from tourism?

All the staff members agreed that they personally benefit from tourism: they benefit through having a job, receiving a salary and earning tips. Some staff members also sell crafts at the campsite, wash clothes or perform dances and songs for the visitors for extra income. A staff member also indicated receiving “knowledge from tourists”. Only half of the community members were of the opinion that they received personal benefits from tourism. Their benefits were all from the sale of crafts and artwork.

Does anyone else in your household benefit from tourism?

Half of the staff and 66.7% of the community members indicated that members of their households benefit from tourism. The majority of household members benefiting from tourism are usually family members that are also employed at one of the other tourism ventures in the area, such as the Twyfelfontein and Mowani Lodges. Others indicated that family members benefit through making and selling crafts. Only one respondent indicated that “my son and my mother also benefit as I always give them money, I support them”. This respondent highlighted an important aspect in terms of the benefits associated with tourism: not only are the employees of tourism the beneficiaries, but their families and dependants also benefit from tourism.

Does the broader community benefit from tourism?

Eighty per cent of the staff members and 66.7% of the community members indicated that the broader community benefits from tourism. The majority of the benefits are the result of the fact that “many people are now working in tourism” and that “some people are tour guides, some people make crafts and sell them, other people also work at the campsite”. As mentioned earlier, broader community benefits are also important in terms of supporting dependants and family members. One respondent indicated that “because of tourism, they get money from the lodge, the workers of the tourism because of the lodges and the campsite they come from the community and they work here. They support their children and their grandparents.” One staff member’s comment again raises a cause for concern: “The community does not get benefits,
only the members of the Conservancy get benefits from the Lodge. A certain percentage is given to the Conservancy every month by the lodges.” There seems to be a perception amongst people in the area that there is a rift between the Conservancy and its members and the rest of the community. This poses a potential threat to the wellbeing of the CBE venture and the surrounding community.

**Does tourism create jobs for local people?**

Ninety per cent of the staff members and 100% of the community members felt that tourism does create jobs for local people.

**Does the money spent by tourists remain in the community?**

Only 20% of the staff members felt the money from tourists remains in the community. Most of the staff agreed that “the money is not the community’s, it is private money, we only get our salaries” and that “the owner takes the money, some goes to the bank, we get salaries and some money goes to buy new stock”. Another staff member stated that “sometimes it does go away. Some of the money goes to the owner, some of the money they use to give to the old people and the school children. The Conservancy members also get money, the old people also get money so that they can support themselves and the school children, they sometimes get loans to study further. Mainly the Conservancy gets money from the lodge [Twyelffontein Lodge]. When the school children get their Grade 12 then they want to study further at Polytechnic of Namibia, some money goes for fees and to help them.” Community members were divided on whether the money spent by tourists remains in the community: 33.3% indicated that the money spent by tourists remains in the community. These respondents indicated that the money “goes to the Conservancy”, indicating that some perceived the Conservancy to be part of the community. While the other 66.7% of the community felt that the money spent does not go to the community they indicated that “the owner and the Conservancy gets the income” or that “the owner and the workers there get the money”. This indicates that many of the community members hold the perception that the Uibasen Conservancy and the Aba-Huab Campsite are separate from the community. This is a cause for concern. The Conservancy should also be more transparent in the way they provide benefits to the community so that the community members may realize how the money is being distributed.

**Issue 6: Culture**

**Indicator 6.1: Cultural appreciation and conservation**

**Visitor opinion**

Visitors were generally neutral in their replies to whether they had a good experience involving local culture, with the average score (AS) being 2.89 out of a maximum score of 5. Visitors felt that cultural sites were well maintained and very accessible with average scores of 4.17 and 4.4 respectively. Visitors also believed that good souvenirs and crafts were available (AS=3.67).
**Staff and community members’ opinion**

*Are there more crafts and more cultural activities because of tourism?*

All the staff members and the majority of community members (83.3%) interviewed agreed that tourism had brought about an increase in cultural activities and craft making in the area. One of staff members informed the researcher that some people from the community “are also building a new cultural village where there will be dancing and craft selling”. Figure 6.5 illustrates some of the work that has already been completed in the new cultural village. The new cultural village will further promote cultural activities and craft making in the community.

![Figure 6.5](image-url)  
*Progress already made with the construction of a new cultural village in close proximity to the Aba-Huab Campsite*
6.2.3 Economic issues

Issue 7: Sustaining tourist satisfaction

Indicator 7.1: Level of tourist satisfaction

A number of sub-indicators were used to measure tourist satisfaction. Each of these sub-indicators is discussed below.

Enjoyment sub-indicators

Visitors enjoyed the experience they had at Aba-Huab Campsite (AS=4.1) and would recommend Aba-Huab to their friends (AS=4.5). However, they felt that the Aba-Huab as a destination did not provide a good variety of experiences (AS=3.5). It may be concluded that although visitors enjoyed their visit to Aba-Huab Campsite, a wider variety of experiences could be offered for their enjoyment.

Access sub-indicators

Visitors felt that the roads were not in a very good condition (AS=3.3). All the roads in the immediate vicinity of the Campsite are dirt roads. Although they are in a relatively good condition, they are highly corrugated, making travel unpleasant and very bumpy. Visitors did, however, feel that the state of the signage (Figure 6.6) made their travel easy and that the destination was easy to get to (for both the AS=4).

Environmental sub-indicators

Visitors perceived Aba-Huab to be clean (AS=4.2) and they thought that the state of the natural environment was very good (AS=4.5). Visitors also felt that Aba-Huab has an interesting and varied landscape (AS=4.2). Visitors were not bothered by noise or solid waste (these statements are stated negatively). Good responses were received with ASs of 2.22 and 1.78 respectively.

Figure 6.6: Signage to the Aba-Huab Campsite
<table>
<thead>
<tr>
<th>Sub-indicator</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
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<td>Enjoyment sub-indicators</td>
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<td>Service sub-indicators</td>
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<td>The state of the roads made travel easy.</td>
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<td>The state of the signage made travel easy.</td>
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<td>It was easy to get to [destination] for my visit.</td>
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<td>Access sub-indicators</td>
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<tr>
<td>I found [destination] to be clean.</td>
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<td>I was bothered by noise.</td>
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<td>I was bothered by solid waste.</td>
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<tr>
<td>Environmental sub-indicators</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>The state of the natural environment was good.</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>[destination] has an interesting and varied landscape.</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Enjoyment sub-indicators</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>The quality of the local cuisine was good.</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>The quality of accommodation was good.</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Service sub-indicators</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>The level of service provided was high.</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Service staff were competent and helpful.</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Safety sub-indicator</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>I felt safe and secure during my visit.</td>
<td></td>
<td></td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Figure 6.7: Visitor responses to tourist satisfaction at Aba-Huab Campsite

Service sub-indicators
The visitors had no particular opinion about the local cuisine, resulting in a neutral AS of 3. The quality of the accommodation was rated slightly better at an AS of 3.78 as the accommodation facilities are very rustic and of a basic nature as may be associated with a camping ground. The level of service and the competency and helpfulness of the staff were rated high with ASs of 4.1 and 4.22 respectively. This is a good indication that staff members are performing their duties and tasks well.
Safety sub-indicator
Visitors felt very safe and secure during their visit (AS = 4.3).

Indicator 7.2: Perception of value for money
Visitors perceived the Aba-Huab Campsite to be excellent value for money (AS=4.33).

![Figure 6.8](image1): Visitor scores relating to perception of value for money at Aba-Huab Campsite

Indicator 7.3: Percentage of return visitors
None of the visitors interviewed had been to the Campsite before. Sixty per cent of the visitors indicated that they would visit the campsite again and that they would stay an average of 1.83 days the next time they visited the site. Visitors showed strong agreement (Figure 6.9) with the statement that they would visit Aba-Huab campsite again (AS=4.3).

![Figure 6.9](image2): Visitor scores relating to return visitation at Aba-Huab Campsite

It is encouraging to see that visitors intend visiting the CBE venture again. However, it is of concern that they would only stay an average of 1.83 nights, which is very short. If more activities and attractions were offered visitors might be more likely to stay longer.

Indicator 7.4: Perception of sustainability
All the visitors who filled in questionnaires indicated that they perceived Aba-Huab Campsite to be sustainable. Replies include: “Waste is removed, the site does not have a big impact on the animals or the environment” and “Lovely location; elephant visit during the night was amazing, could use this feature in advertising. Bar a great idea. Trees lovely.” Two visitors also indicated that they could “improve with solar water heaters” instead of the wood-fired boilers. Visitors are under the impression that the money they “spend goes directly to the Damara people”. These comments indicate that the visitors have a good idea of the meaning of sustainability and the related impacts of tourism. Aba-Huab Campsite performs well compared to the large-scale
commercial operations of the Twyfelfontein Lodge which is in close proximity to the campsite (3-4 km away).

**Indicator 7.5: Tourist complaints**

On being asked what could be done to improve their visits, 60% of the visitors made comments. Improvements suggested included “clean and better bathrooms”, “more electricity on the sites” and “more information about local area, local culture and local people”. One visitor also suggested that the Campsite offer “guided elephant tours”. These are important aspects that the management of the Aba-Huab Campsite can take into consideration to improve the visitors’ satisfaction and experience.

**Staff member responses**

*Do you know of any complaints received from tourists?*

Thirty per cent of the staff members indicated that they knew of complaints received from tourists: “Showers and the toilets are the main problem. Sometimes the water is cold. There are not many showers and sometime it is far to walk.” Another comment was that “the donkeys [boilers] don’t have enough hot water”. The water for the showers is heated by wood-fired boilers which use up a lot of wood, a precious resource in this desert area. A number of newer showers have been installed in the new reception building; the hot water for these showers is heated by gas-fired boilers. There are not enough toilets and showers to service the campsite during busy holiday seasons.

**Issue 8: Tourism seasonality**

**Indicator 8.1: Tourist arrivals by month**

Thirty-six months of tourist data was collected from the staff at the Aba-Huab Campsite. The data records start in January 2005 and end in Match 2007, which means that nine months of data is missing (April 2007 to December 2007). Data from January 2008 to the end of September 2008 was also available.

The total number of tourists to Aba-Huab Campsite over the abovementioned 36-month period is illustrated in Figure 6.10. This CBE venture experiences its highest number of visitors during the southern African winter months of July to October. This period coincides with both the overseas summer holiday period and the southern African winter holiday seasons. The lowest number of visitors is received during February, which is often the hottest month of the year in Namibia. Over the 36-month period the average number of visitors per month is 869.6. Aba-Huab Campsite is experiencing a downward trend in the number of visitors to the Campsite. One staff member confirmed this by saying that the “the number of guests has come down since 2000. This year there is much less.” This is a very worrying position to be in and in the near future the economic viability of the tourism venture could be in jeopardy.
Indicator 8.2: Occupancy rates for accommodation by month

The occupancy rate for the same 36-month period was calculated. The Aba-Huab Campsite has 25 pitches which can each accommodate six visitors per pitch, providing available space for a maximum of 150 campers per night. Here again the highest occupancy rates are experienced during the July to October period, with the highest occupancy rate in August. The lowest occupancies are experienced during the hot summer months of January and February and the low occupancy may extend into March. The average monthly occupancy for the 36-month period is 18.96%. A downward trend in the occupancy levels is also evident from Figure 6.11.
Indicator 8.3: Percentage of tourist industry jobs which are permanent or full-time (compared to temporary/seasonal jobs)

All 15 of the employees at Aba-Huab Campsite are employed on a permanent basis. The venture has no temporary employees.

Issue 9: Economic benefits of tourism

Indicator 9.1: Number of local people (and ratio of men to women) employed in tourism

All 15 employees are people from the local community. Seven are males while eight are females.

Indicator 9.2: Revenue generated

The income generated by the sale of accommodation is N$626 112 per annum. The formula used for the calculation is:

\[ \text{AMV} \times \text{CA} \times 12 = \text{ERA} \]

Where:
- AMV = Average monthly visitors
- CA = Cost of accommodation per person per night
- ERA = Estimated annual revenue generated through the sale of accommodation

Calculated as follows:

\[ 869.60 \times N\$60 \times 12 = N\$626 \, 112 \text{ per year} \]

Indicator 9.3: Revenue spent in area

Although the information collected in this case was not very informative or explanatory, it was possible to find out that the income from tourism is mainly spent on staff salaries, while the owner also gets an unknown amount of money. A levy is also paid to the Conservancy. The amount spent on these items is however not known. All other products and services are usually purchased in the nearest town, namely Khorixas, some 100 km away from the Campsite.

6.2.4 Environmental issues

Issue 10: Energy management

Indicator 10.1: Per capita consumption of energy (per person per day)

The energy utilization at Aba-Huab Campsite is indicated in Table 6.1. The amount of grid electricity used was not known by the manager on duty at the Campsite. At the time of the research it was explained that the owner pays for the electricity and the staff members do not know how much the Campsite uses. The amount of wood used is also not known. Wood is used for the heating of water (Figure 6.12) and is purchased from members of the local community as required, at N$50 per donkey cart load. The total amount of energy used (excluding grid
electricity and wood) is 8 660 kWh per month, representing an average per person per day of 9.96 kWh (this excludes grid electricity and wood use).

**Table 6.1:** Average monthly energy use at Aba-Huab Campsite

<table>
<thead>
<tr>
<th>Type of energy</th>
<th>Units</th>
<th>Purpose of energy use</th>
<th>Quantity of energy used in units</th>
<th>Quantity of energy used in kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas (LPG)</td>
<td>kg</td>
<td>Refrigeration, cooking, water heating</td>
<td>288</td>
<td>3 943</td>
</tr>
<tr>
<td>Diesel</td>
<td>litres</td>
<td>Transport, water pumping</td>
<td>175</td>
<td>1 867</td>
</tr>
<tr>
<td>Petrol</td>
<td>litres</td>
<td>Transport</td>
<td>300</td>
<td>2 850</td>
</tr>
<tr>
<td>Grid electricity</td>
<td>kWh</td>
<td>Refrigeration, lighting, power outlets</td>
<td>Not available</td>
<td>?</td>
</tr>
<tr>
<td>Solar power</td>
<td>w</td>
<td></td>
<td>0</td>
<td>?</td>
</tr>
<tr>
<td>Other e.g. wood</td>
<td>kg</td>
<td>Water heating</td>
<td>Not available</td>
<td>?</td>
</tr>
<tr>
<td><strong>Total monthly energy used in kWh</strong></td>
<td></td>
<td></td>
<td>8 660</td>
<td></td>
</tr>
</tbody>
</table>
Indicator 11.2: Water conservation measures
At the time of the research no water conservation measures were being used at Aba-Huab Campsite.

Issue 12: Quality of drinking water

Indicator 12.1: Water treated to international potable standards
The results of the water quality analysis are indicated in Table 6.2. All the determinants tested were within accepted water quality standards (within Class I limits).

Table 6.2: Aba-Huab Campsite water quality analysis results (in the table green cells indicate Class I)

<table>
<thead>
<tr>
<th>Water quality determinant</th>
<th>Units</th>
<th>Class I (recommended operational limit)</th>
<th>Class II (maximum allowable for limited duration)</th>
<th>Class II maximum water consumption period*</th>
<th>Results of water analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physical characteristics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>pH value</td>
<td>pH units</td>
<td>5.0 - 9.5</td>
<td>4.0 - 10.0</td>
<td>No limit</td>
<td>8.0</td>
</tr>
<tr>
<td>Conductivity</td>
<td>mS/m</td>
<td>&lt;150</td>
<td>150 - 370</td>
<td>7 years</td>
<td>33.2</td>
</tr>
<tr>
<td>Dissolved solids</td>
<td>mg/l</td>
<td>&lt;1000</td>
<td>1 000 - 2 400</td>
<td>7 years</td>
<td>230</td>
</tr>
<tr>
<td><strong>Chemical characteristics (macro-determinants)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 2.0</td>
<td>No limit</td>
<td>&lt;0.3</td>
</tr>
<tr>
<td>Calcium</td>
<td>mg/l</td>
<td>&lt;150</td>
<td>150 - 300</td>
<td>7 years</td>
<td>36.7</td>
</tr>
<tr>
<td>Chloride</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 600</td>
<td>7 years</td>
<td>9.0</td>
</tr>
<tr>
<td>Fluoride</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 1.5</td>
<td>1 year</td>
<td>0.3</td>
</tr>
<tr>
<td>Magnesium</td>
<td>mg/l</td>
<td>&lt;70</td>
<td>70 - 100</td>
<td>7 years</td>
<td>9.7</td>
</tr>
<tr>
<td>Nitrate and Nitrite</td>
<td>mg/l</td>
<td>&lt;10</td>
<td>10 - 20</td>
<td>7 years</td>
<td>7.7</td>
</tr>
<tr>
<td>Potassium</td>
<td>mg/l</td>
<td>&lt;50</td>
<td>50 -100</td>
<td>7 years</td>
<td>2.6</td>
</tr>
<tr>
<td>Sodium</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 400</td>
<td>7 years</td>
<td>12.3</td>
</tr>
<tr>
<td>Sulphate</td>
<td>mg/l</td>
<td>&lt;400</td>
<td>400 - 600</td>
<td>7 years</td>
<td>15.0</td>
</tr>
<tr>
<td>Zinc</td>
<td>mg/l</td>
<td>&lt;5.0</td>
<td>5.0 - 10</td>
<td>1 year</td>
<td>0.23</td>
</tr>
<tr>
<td><strong>Microbiological characteristics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heterotrophic plate count</td>
<td>count/ml</td>
<td>Alert level = 5000</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* The limits for the consumption of class II water based on the consumption of 2l of water per day by a person of mass 70 kg over a period of 70 years (SANS 241:2006 Edition 6.1) (Standards South Africa, 2006).

Issue 13: Sewage treatment

Indicator 13.1: Sewage treatment systems
All sewage is treated by means of septic tank and French drain systems. The grey-water waterhole however needs to be closed.

Issue 14: Solid waste management

Indicator 14.1: Waste volume produced
Twenty-five bags of solid waste are produced per week.

Indicator 14.2: Waste disposal (landfill, recycling, etc.)
All the waste collected is dumped at a landfill site in Khorixas (100 km away) without any form of recycling being done.
Issue 15: Controlling use intensity

Indicator 15.1: Number of tourists per square metre of the site

The footprint of all the buildings, campsite clearings, roads and footpaths is equal to 20 025 m$^2$ (Figure 6.13). The average of 28.59 visitors per day gives an average of 700.4 m$^2$ per visitor or 0.001 visitor per m$^2$.

![Figure 6.13: Aba-Huab Campsite development footprint](image)

Issue 16: Biodiversity and conservation

Indicator 16.1: Local community involvement in conservation projects in the area

*Do the staff members do conservation projects in the community?*

Although some of the staff members (40%) indicated that they had done some work for conservation projects, like clearing the area of litter, the staff members see conservation projects as the responsibility of the Ulbasen Conservancy, as "the Conservancy is the group that looks after the animals and the environment".

*Is the community involved in conservation projects in the community?*

The community members generally (83.3%) do not take part in any conservation projects in the area. Only one respondent indicated that she always cleaned up the area by picking up refuse. She also said, "We know that we must control the refuse but the people don't."
6.2.5 Cross-cutting issues

Issue 17: Development controls
Indicator 17.1: Existence of a land use or development planning process including tourism

The only development controls or planning process being undertaken in the area is the Northwest Tourism Master Plan. A short extract from a poster is given below to explain the aims of the plan.

Box 1.1: Extract from the Northwest Tourism Master Plan (Namibia) (Ministry of Environment and Tourism, no date)

The northwest tourism master plan (NTMP) is a framework within which sub-regional tourist planning will take place. This process involves a high level of participation of local communities through conservancy structures, maintains accountability, transparency and a commitment to sustainable development. It also makes provision for tourism to be planned and controlled locally and to ensure a fair distribution of income amongst stakeholders particularly local residents. The aims of the master plan are:

Phase 1: Tourism vision for the northwest
- To maximize tourism potential in the northwest in a sustainable manner, that allows local communities to work and participate in partnership with government and the local sectors through conservancy structures
- The promotion of environmentally and socially sustainable tourism
- The promotion of the maximum economic benefits and entrepreneurial opportunities for local residents and Namibians as a whole, and that these benefits be dealt with in an equitable fashion.
- The development of a quality destination which Namibians can be proud of
- The social and economic empowerment of local communities
- The regional, national and international tourism links be maintained and improved

Phase 2
Phase 2 will give conservancies an understanding of practical planning documents, which will help them decide on tourism development in their area and will become part of the overall conservancy master plan. It will:
1. Produce a menu of potential tourism products
2. Legitimize tourism as an economic activity together with other land uses
3. Co-ordinate efforts and support agencies
4. Develop action plans for the implementations of tourism products.

Issue 18: Networking and collaboration
Indicator 18.1: Partnerships and collaborations

Aba-Huab Campsite is a member of both the Namibian Community Based Tourism Association (NACOBTA) and the Hospitality and Tourism Association of Namibia (HATAN). These organizations assist the Campsite with marketing. The owner is also a prominent member of the Uibasen Conservancy from which the land on which the Campsite is located is leased.
6.3 Community-owned: Kaziikini Campsite and Shandreka Cultural Village

6.3.1 Background
The Kaziikini Campsite and Shandreka Cultural Village is operated by the Sankuyo Tshwaragano Management Trust on behalf of Sankuyo community in Northern Botswana. The Sankuyo Tshwaragano Management Trust (Sankuyo Trust) is a legally registered Trust, registered in Botswana in 1996. The beneficiaries of the Trust are the members of the rural Sankuyo Village, comprising a population of approximately 700 men, women and children. The elected Board of Trustees aims to achieve the Trust’s aim of “sustainable utilization of natural resources to support the development process of Sankuyo” (STMT, 2009).

The STMT has been given the leasehold user rights for controlled hunting area (CHA) NG 33 (NG refers to Ngamiland, a province of Botswana) and the neighbouring NG 34, which are specifically reserved for controlled hunting and photographic tourism (Arntzen et al., 2007). The area is located to the east of the Okavango swamps which has an abundance of wildlife. The area is located 60 km north of Maun, which has an international airport and 22 km south of the south gate of Moremi Game Reserve (Figure 6.14). The Sankuyo Trust operates three tourism ventures, the Kaziikini Campsite and the Shandreka Cultural Village as well as the Santawani Lodge and a safari hunting concession leased to Mr Johan Calitz.

Kaziikini Campsite offers 12 pitches which can accommodate 96 campers. At the Campsite four traditional huts also offer accommodation for eight visitors. All pitches and huts are serviced with dustbins and a standpipe for water. Ablution facilities include flush toilets and hot showers. The Campsite also has a bar and restaurant (Figure 6.15). Camping costs BWP60 (Botswana Pula)
(0.85 Pula is equivalent to 1 South African Rand) per adult per night and the huts cost BWP190 per hut per night. Shandreka Cultural Village, which has been developed adjacent to the Kaziikini Campsite, demonstrates the traditional lifestyle of the Bayei people, traditional houses and activities such as beating maize, basketry, weaving, and traditional dancing. The Cultural village also has a traditional healer or ‘ngaka’.

Figure 6.15: Kaziikini Campsite (a) reception, (b) bar and restaurant, (c) typical pitch and (d) traditional hut accommodation

The Kaziikini Campsite and Shandreka Cultural Village will be referred to collectively as the Kaziikini Campsite.

6.3.2 Social issues

Issue 1: Local satisfaction with tourism

Indicator 1.1: Local satisfaction level with tourism

Is tourism good for the community?

All the staff and community members thought that tourism is good for the community. Respondents agreed that tourism brings in income and jobs for the community. One respondent also indicated that it brings development to the community by saying “tourism creates employment and brings revenue to the trust which leads to more development in the village”. Another respondent said that tourism “brings jobs, better livelihoods and CBNRM. Because the resources now belong to them, they manage them better” while yet another respondent
confirmed this by saying that “it helps us in many ways and helps us conserve the area”. The interviewees felt that tourism is good for the community as it brings jobs and income to the community and provides the means to improve livelihoods and conserve the environment.

**Do you want more or less tourism in your area?**

All the staff and community members indicated that they would like more tourism in their area. The reasons they stated for wanting more tourism relate to increasing job opportunities and income for the people of the community so that the community can all have work and improve their lives. Respondents indicated this by saying that “tourism helps us with more money and the number of jobs will increase”, and that tourism also gives “better benefits to improve our lives”.

These results indicate a high level of local satisfaction with tourism. Both staff and the community members agreed that there is a need for more tourists to come to the area.

**Indicator 1.2: Local community complaints**

Is there anything that bothers you about tourism in your community?

All the staff members indicated that there was nothing that bothered them about tourism while 40% of the community members indicated concerns. A concern raised relates to poaching and the harm it can do to tourism. A respondent said, “Sometimes we come across robbers or poachers who harm tourism.” Another concern relates to the newly-proposed policy of the state of Botswana that proposes that all communities involved in CBNRM programmes (including tourism) will have to give a significant portion of the income back to the state in the form of taxes or levies. The community member said that “normally we used to have 65% for operations and 35% for communities. Now the new policy will say that 65% goes to the government and 35% to the community. We will not have enough for ourselves.” At the time of the research this new policy was still being discussed for implementation. This is a concern as it may lead to the closure of many CBT and CBNRM ventures if implemented.

**Do you know of any complaints received from local residents regarding tourism?**

No staff members were aware of any complaints from the local community. Forty per cent of the community members indicated that they were aware of complaints from the local community. One community member indicated that some “community members say there must be more accommodation so that we can have more tourism” and another respondent said that community members get upset “when [the] trust does not do what the people want”. More accommodation will not necessarily bring more tourism. The other concern relating to the interaction between the trust and the community needs to be addressed so that there are always open channels of communication between the Sankuyo Trust, the tourism venture and the community.
Issue 2: Effects of tourism on communities

Indicator 2.1: Percentage who believe that tourism has helped bring new services or infrastructure

Does tourism help the community obtain services?
Only half of the staff members believed that tourism brings services to the community, while all the community members believed that tourism brings new services to the community. The most important service that tourism brings to the community is medical services, a mobile clinic, with medical personnel visiting the community on a monthly basis. The trust also provides transport for community members to access emergency medical care in Maun. Although tourism has not brought any educational facilities to the community, some community members indicated that money from tourism “pays for children to attend school”. The trust also sponsors school activities such as prize-giving events and soccer kit. Therefore, although tourism does not necessarily build new schools or clinics for the community, it does provide the means through which new services may be provided to the community.

Indicator 2.2: Other effects of tourism on the community

Does tourism employ local youth?
Although 66.7% of staff and 80% of the community members indicated that tourism does employ local youth, some respondents also indicated that older people from the community are also employed by tourism.

Does tourism increase or decrease the prices of local goods?
The majority of interviewees (83.3% and 80% respectively) believed that prices of local goods are “more expensive because of tourism”.

Does tourism increase or decrease crime in the area?
All the staff members and 80% of the community members agreed that tourism decreases crime in the area. As a staff member stated, “most people are involved in CBNRM so there is no need for crime. People now have something to eat.” A positive comment made by a community member indicated that “some years back people were killing animals, a lot of animals. Then the [Sankuyo] Trust began. Now they know that we get money from the wild animals. So if someone is poaching or killing animals, you just go and report him to the wildlife. Now we know that we are benefiting from these wild animals.” The levels of wildlife-related crime such as poaching have therefore decreased substantially in the perception of the community and wildlife is now viewed as a community asset. The Sankuyo Trust may decide to use some of the allocated hunting quota for community use. A negative comment made by a community member indicates that “tourists have money so people want to rob them”. The general perception however is that the amount of crime within the community has dropped as a result of tourism.
Does tourism change the behaviour of the community?
Both staff (83.3%) and community members (80%) agreed that tourism changes the behaviour of the community. Staff members indicated that they now “wear uniforms and eat foods” which they did not know of before. Another staff member indicated that they “now speak a lot of English”. A community member also referred to the increase in the use of English by saying that “now we can speak English, before we could not speak English. We also understand things more now because of better English.” Another interesting comment was that “people are now looking after nature; they know that the animals belong to the community”. This is also a very important aspect of CBNRM: the community have actually become the custodians of nature and perceive nature as a community asset. The increasing level of English being used in the community is a good sign as this facilitates communication between tourists and the host community.

Does tourism damage or destroy nature?
All the staff and community members agreed that tourism does not damage nature. A staff member commented and said that “if we have too much tourism it can damage the environment, we have to stick to the rules and guidelines. High prices and low volume.” This comment indicates awareness for the potential impact that high visitor numbers may have on the natural environment. The guideline this interviewee was referring to is one of the Botswana state’s guiding principles for tourism in Botswana, namely that of ‘high value, low volume tourism’. This guideline indicates that the Botswana state intends to gain the maximum benefit from the minimum number of tourists, thereby ensuring the integrity of the natural systems.

Does tourism use the resources people need, like firewood and water?
Eighty-three per cent of the staff and 80% of the community members agreed that tourism uses resources the people need, like firewood and water. A staff member added that “the tourists are just human beings like us and they have to use them”, indicating that the needs of tourists are as important as those of the community.

Are there areas that people cannot access because of tourism?
The majority of staff members (83.3%) and all of the community members believed that there are no areas that the people from the community may not access. One staff member, however, indicated that “some areas like the savannah area close to Santawani Lodge, we are not allowed to access.” This could be in an attempt to keep the area around Santawani Lodge as natural and exclusive as possible for the guests.
Can the local community visit/use the tourism facility?
All the staff and the community members agreed that the local community members may visit the tourism facility at any time. All that they need to do is make the proper arrangements so that the staff at Kaziikini are aware that they are coming.

What can be done to make tourism better in your community?
All the interviewees made suggestions regarding the ways in which tourism could be improved. Many of the comments indicated the need for additional training for the community so that a better level of service could be given to the tourists visiting the campsite. A community member indicated “that the community needs more training. Workshops so that they can understand what is going on with this tourists coming here. So that our children can see that they are benefiting from tourism, through safaris. These days a lot of white people, not black people, they are from South Africa, some are from America [foreign] are leading safaris in Botswana. So the Batswana they are down, they don’t know how to run the safaris. So we need training so that the coming years, five years so that the Batswana can run safaris.” This important comment highlights a vital aspect of tourism in Botswana and that the communities should be empowered to control tourism. Other suggestions included the renewal of the reception area, the addition of extra pitches and chalets, and building a waterhole to attract animals to the area.

Issue 3: Education
Indicator 3.1: Education of tourists
Tourists are educated through guides and through informal interactions with staff members. Guided activities are arranged on request. Additional information should also be made available to guests in the reception and bar areas.

Indicator 3.2: Education of community
Do community members receive any skills training through the tourism venture?
All the community members interviewed indicated that they received skills training through the staff at the Campsite or through training organized by the Sankuyo Trust: “Training is done for the people with the Trust’s money.” Some of the training courses offered include leadership skills, customer care, cooking and preparation of traditional food.

Does the community receive any training about nature and culture through the tourism venture?
All the community members receive training about the culture of the people through the staff working at Shandreka Cultural Village. The entire community also receives training about nature and the environment through the Sankuyo Trust.
Indicator 3.3: Training and skills development of staff members

_Did you receive any training/skills development to do this work?_

All the staff members indicated that they had received training in order to do their work at the Campsite. Four of the staff members received their training through in-service training, while two had completed courses at university. The skills they received range from hospitality, customers care, housekeeping, bookkeeping, maintenance to craft and curio making.

_Do staff members receive any skills training through the tourism venture?_

Eighty-three per cent of the staff members indicated that they received their training through the tourism venture. The staff members who did not receive their training through the tourism venture received their training through formal university courses at the University of Botswana. The staff members indicated that the Sankuyo Trust sent many of them to do courses “like front office, bookkeeping and reception”. Other staff members received training through upmarket craft shops: “Riley’s teaches us how to make crafts.” Riley’s is the top craft seller and distributor in the Okavango region of Botswana.

_Does the staff receive any training about nature and culture through the tourism venture?_

Most of the staff members (66.7%) indicated that they received training about nature and culture through the tourism venture. Shandreka Cultural Village is the most important place where the staff and community members are taught about culture. Many institutions such as People for Parks and the People and Nature Trust offered nature training. Johan Calitz, the present hunting concessionaire, also provides training on wildlife, tracking and animal behaviour to community members as part of his joint venture agreement.

Issue 4: Community decision making

Indicator 4.1: Community decision-making structures

_Does the community have control over tourism?_

All the staff and community members were of the opinion that the community controls tourism in the area. The community feels that the Sankuyo Trust is in control of tourism on behalf of the community, while the daily operational decisions are made by the staff at the camp.

Issue 5: Community benefits

Indicator 5.1: Community benefits from tourism

_Do you personally benefit from tourism?_

All the staff and community members agreed that they personally benefit from tourism. Staff members indicated that the most important benefits they receive are their salaries, the training they receive and the fact that the area is now conserved for the future. For community members
the most important benefits were the development of the entire community area and the training that each individual in the community receives.

*Does anyone else in your household benefit from tourism?*
Fifty per cent of the staff and 60% of the community members indicated that other members of their households received benefits from tourism. Other members of their families are also employed by the Campsite and Cultural Village, the Santawani Lodge or the Sankuyo Trust. Some of the respondents also indicated that “*old people, males and females, get pensions from the Trust*”.

*Does the broader community benefit from tourism?*
All the interviewees agreed that the broader community benefits from tourism. Money from the Sankuyo Trust is used for many community development projects within the community. All the houses in the Sankuyo villages now “have taps and toilets in their yards”. Each household in the community receives a “*dividend every year of around 600 Pula*”, while pensioners also receive monthly pensions. Each household also receives meat regularly from either the hunting operations quota or from the removal of problem animals by the Department of Wildlife and National Parks. Other community income sources besides employment include the sale of crafts made by community members at the various tourism concerns operated by the Sankuyo Trust.

*Does tourism create jobs for local people?*
All the staff and the community members agreed that tourism creates jobs for local people.

*Does the money spent by tourists remain in the community?*
All the staff and the community members indicated that the money spent by tourists remains in the community. One community member also stated that “*some money goes to the Land Board for the concession area*”. The community therefore feels that besides payments to the Land Board all the money spent by the tourists stays in the community.

**Issue 6: Culture**

**Indicator 6.1: Cultural appreciation and conservation**

**Visitor opinion**
Visitors felt that they had a good experience involving local culture. The average score (AS) was 3.63. Visitors felt that cultural sites were well maintained but their perception was that the sites are not accessible. Average scores were 3.83 and 3.5 respectively. Visitors had no particular opinion about the availability of good souvenirs and crafts (AS=3).
Staff and community members’ opinion

**Are there more crafts and more cultural activities because of tourism?**

All the staff and community members agreed that there are more crafts and cultural activities because of tourism. A community member indicated that “at the traditional village at Kaziikini [Shandreka], the people do traditional dances and make baskets and other natural crafts”. A staff member also commented that “now we are going back to our cultural ways, because of tourism”. Some of the staff members also said that the cultural village is “another way of making money”. Culture is an important aspect of life for the Botswana people. In this respect a staff member said, “Sir Seretse Khama once said, ‘A Nation without culture is not a nation.’” Sir Seretse Khama was the first president of Botswana after independence from Britain. Some of the cultural activities offered at Shandreka are illustrated in Figure 6.17.
Figure 6.17: Shandreka Cultural Village activities: (a) traditional singing and dancing, (b) basketry and crafts, (c) traditional trap demonstration and (d) traditional foods

6.3.3 Economic issues

Issue 7: Sustaining tourist satisfaction
Indicator 7.1: Level of tourist satisfaction

Enjoyment sub-indicators

Visitors enjoyed their experience at Kaziikini (AS=4.55) and would recommend Kaziikini to their friends (AS=4.45). Visitors, however, felt that Kaziikini did not provide a good variety of experiences (AS=3.67). It may be concluded that visitors enjoyed their visit to Kaziikini. However a wider variety of experiences should be on offer for visitor enjoyment.
Figure 6.18: Visitor responses to tourist satisfaction at Kaziikini Campsite

Access sub-indicators
Visitors felt that although the roads in the area made travel easy they were not in a particularly good condition (AS= 3.36). Although all the roads in the area are dirt roads that are in a very poor condition, visitors did not perceive them as very poor, since most tourists to the area are either en route to Moremi Game Reserve or the Chobe National Park which can only be entered with a four-wheel drive vehicle. It is therefore believed that the visitors did not perceive the roads as being particularly poor, because they drive vehicles that are built for such conditions. Visitors indicated that the state of the signage had assisted them with their journey (AS=3.73)
(Figure 6.19) and that the destination was easy to get to (AS=4.27). Although visitors indicated that the signage to the Campsite had assisted them, some of the signs were illegible and in a poor state that needs attention, when compared to other signage along the same route.

![Signage Comparison](image)

**Figure 6.19:** Comparison of signage to Kaziikini Campsite and other tourism ventures

**Environmental sub-indicators**

Visitors perceived Kaziikini to be very clean (AS=4.45) and regarded the state of the natural environment as very good (AS=4.45). They also felt that Kaziikini has a fairly interesting and varied landscape (AS=3.73). Visitors were also not bothered by solid waste (stated negatively), with an AS of 2.27. However, visitors had definitely been bothered by noise, and six visitors indicated that they strongly agreed with the statement that they had been bothered by noise. This negatively stated statement received an AS of 4 which is cause for concern. One visitor indicated that the “only problem was noisy, drunken guests but not in Kaziikini’s control”. However, the researcher feels that it is within Kaziikini’s control and that if necessary a code of conduct for visitors should be implemented or the staff members on duty should have requested visitors to restrict their noise levels.

**Service sub-indicators**

The visitors had no particular opinion about the local cuisine, resulting in a neutral AS of 3. The quality of the accommodation was rated slightly better at an AS of 3.82. The accommodation facilities are very rustic, as would be associated with traditional hut accommodation and a campsite. The level of service and the competency and helpfulness of the staff were rated as above average with ASs of 3.8 and 3.91 respectively. The service levels as well as the cuisine on offer could be improved.

**Safety sub-indicator**

Visitors felt very safe and secure during their visit (AS = 4.36).
Indicator 7.2: Perception of value for money

Visitors perceived the Kazikini Campsite as being very good value for money (AS=4.18).

Figure 6.20: Visitor scores relating to the perception of value for money at Kazikini Campsite

Indicator 7.3: Percentage of return visitors

Thirty per cent of the visitors interviewed had been to the Campsite before, and 63.6% indicated that they intended visiting the campsite again. The visitors indicated that they would stay an average of 2.14 days next time. Visitors showed strong agreement (Figure 6.21) with the statement that they would visit Kazikini Campsite again (AS=4.27).

Figure 6.21: Visitor scores relating to return visitation at Kazikini Campsite

Although it is encouraging to see that visitors intended visiting the CBE venture again, it is worrying that they indicated that their next stay would only be for an average of 2.14 nights. A greater variety of experiences and a better level of service could possibly result in a higher number of return visitors staying for longer. A visitor confirmed this by saying that the Campsite is “a very good stay-over place. Maybe I would stay longer if more activities were ‘visibly’ available. The restaurant and bar was a nice surprise.”

Indicator 7.4: Perception of sustainability

All the visitors who filled in questionnaires indicated that they perceived Kazikini Campsite to be sustainable. One visitor stated that “this place is beautiful and peaceful. You get nature under your skin.” This indicates the unspoilt nature of the natural environment. Another visitor stated that the venture can be perceived as sustainable “if they get enough tourists coming through and the camp is organized”. Here the economic viability and the management of the Campsite are alluded to.
Indicator 7.5: Tourist complaints

On being asked what could be done to improve their visits, 45.5% of the visitors made comments. Improvements suggested include “better and cleaner facilities”, “light at the ablution facilities” and “more toilet paper and more repairing”. Another visitor indicated that the “toilets and showers should have ropes to show they are engaged”. All the improvements suggested by the visitors relate to the ablution facilities. The management of the Kaziikini Campsite should give these suggestions serious attention in order to address the visitors’ concerns.

Staff member responses

Do you know of any complaints received from tourists?

According to the staff members, tourists complain about the fact that the camp does not have enough water. The tourists also indicated that the camp should be extended. It could be difficult to solve these issues as a water shortage may be exacerbated if the Campsite is extended. The issue of water at the campsite clearly needs to be managed carefully. Other complaints indicated by the staff members are that the “service is poor and the roads are bad”. The service levels of the staff members could be improved but the condition of the road is unlikely to change without State assistance.

Issue 8: Tourism seasonality

Indicator 8.1: Tourist arrivals by month

Tourist data covering 23 months was collected from Kaziikini Campsite. The data records run from August 2006 until the end of June 2008. The total number of tourists is illustrated in Figure 6.22. This CBE venture experiences its highest number of visitors during the southern African winter months of July to October. Besides the holiday periods being a possible reason for this peak, another major reason may be that the highest water levels in the Okavango Swamps are experienced during these months, attracting high numbers of visitors. The lowest number of visitors is usually associated with January and February, which are also the hottest months of the year. The average monthly number of visitors to Kaziikini Campsite is 209.87. From the available data it is difficult to determine a trend in the visitor numbers. However, the manager indicated that there are more visitors to the campsite every year. This situation bodes well for the economic sustainability of Kaziikini.
Indicator 8.2: Occupancy rates for accommodation by month

The occupancy rate for the same 23-month period was calculated. The Kazikini Campsite has 12 pitches, accommodating a total of 96 tourists per night, while the four traditional huts accommodate eight visitors per night. The highest occupancy rates are experienced during the July to October period. The lowest occupancies are experienced during January and February. The average monthly occupancy for the 23-month period is very low at 6.61%.
Indicator 8.3: Percentage of tourist industry jobs which are permanent or full-time (compared to temporary/seasonal jobs)

All 14 of the employees at Kaziikini Campsite are employed on a permanent basis. The venture has no temporary employees.

Issue 9: Economic benefits of tourism

Indicator 9.1: Number of local people (and ratio of men to women) employed in tourism

All 14 the employees are from the local community. Six are males while eight are females.

Indicator 9.2: Revenue generated

The income generated by the sale of accommodation is BWP161 148.60 per annum.

The formulas used for the calculation are:

1. AMCV x ACCA x 12 = ERC
2. \((AMHV/2) \times ACHA \times 12 = ERH\)
3. \(ERC + ERH = ERA\)

Where:
- \(AMCV\) = Average monthly camping visitors
- \(ACCA\) = Average cost of camping accommodation per person per night
- \(ERC\) = Estimated annual revenue generated through the sale of camping pitches
- \(AMHV\) = Average monthly hut visitors/2 (2 beds per hut)
- \(ACHA\) = Average cost of hut accommodation per hut per night
- \(ERH\) = Estimated annual revenue generated through the sale of hut accommodation
- \(ERA\) = Estimated annual revenue generated through the sale of accommodation

Calculated as follows:
1. \(185.96 \times BWP60 \times 12 = BWP 133,891.20\)
2. \(23.91/2 \times BWP190 \times 12 = BWP 27,257.40\)
3. \(133,891.20 + 27,257.40 = BWP161,148.60\)

Indicator 9.3: Revenue spent in area

No detailed information on the way revenue is spent was available. It was however stated that BWP1 000 is paid to the state annually for each of the concession areas (NG33 and NG34). Besides the running expenses relating to salaries and stock (the latter which is purchased from Maun), all other revenue goes to the Sankuyo Trust. The Sankuyo Trust is responsible for the management of the two concession areas as well as for the utilization of the remaining revenue for community development projects or the equitable distribution of profits.
6.3.4 Environmental issues

Issue 10: Energy management

Indicator 10.1: Per capita consumption of energy (per person per day)

The energy utilization at Kaziikini Campsite is indicated in Table 6.3. The total amount of energy used is 3,889 kWh per month. The average energy used per person per day is 18.53 kWh.

<table>
<thead>
<tr>
<th>Type of energy</th>
<th>Units</th>
<th>Purpose of energy use</th>
<th>Quantity of energy used in units</th>
<th>Quantity of energy used in kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas (LPG)</td>
<td>kg</td>
<td>Refrigeration, cooking, water heating</td>
<td>144</td>
<td>1,971</td>
</tr>
<tr>
<td>Diesel</td>
<td>litres</td>
<td>Water pumping, transport</td>
<td>178</td>
<td>1,899</td>
</tr>
<tr>
<td>Petrol</td>
<td>litres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grid electricity</td>
<td>kWh</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solar power</td>
<td>w</td>
<td>Radio</td>
<td></td>
<td>19</td>
</tr>
<tr>
<td>Other e.g. wood</td>
<td>kg</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Indicator 10.2: Energy-saving measures

Self-igniting gas water geysers have been installed which cuts down on gas wastage as no pilot flame needs to be fuelled continuously.

Indicator 10.3: Percentage of energy consumption from renewable resources

Solar power is the only source of renewable energy that is used. Solar power accounts for 0.49% of Kaziikini's energy use.

Issue 11: Water availability and conservation

Indicator 11.1: Water use (total water volume consumed and litres per tourist per day)

While the daily consumption of water is estimated to be 10,000 litres for the Campsite, the average use per overnight visitor is 1,449.28 litres. This is very high and seems to be impossible. It should however be remembered that all the staff employed at the Kaziikini Campsite and at the Shandreka Cultural Village and their families live in an area adjacent to the Campsite and utilize water from the Campsite.

Indicator 11.2: Water conservation measures

No water conservation measures have been implemented.

Issue 12: Quality of drinking water

Indicator 12.1: Water treated to international potable standards

The results of the water quality analysis are indicated in Table 6.4. All the determinants tested except sodium were within Class I limits. Although sodium is classified as being in Class II it is
near the bottom end of the Class II range. It is advisable that this determinant be monitored carefully through future water testing.

Table 6.4: Kaziikini Campsite water quality analysis results (in the table green cells indicate Class I, while red cells indicate Class II)

<table>
<thead>
<tr>
<th>Water quality determinant</th>
<th>Units</th>
<th>Class I (recommended operational limit)</th>
<th>Class II (maximum allowable for limited duration)</th>
<th>Class II maximum water consumption period*</th>
<th>Results of water analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>pH value</td>
<td>pH units</td>
<td>5.0 - 9.5</td>
<td>4.0 - 10.0</td>
<td>No limit</td>
<td>8.0</td>
</tr>
<tr>
<td>Conductivity</td>
<td>mS/m</td>
<td>&lt;150</td>
<td>150 - 370</td>
<td>7 years</td>
<td>112</td>
</tr>
<tr>
<td>Dissolved solids</td>
<td>mg/l</td>
<td>&lt;1000</td>
<td>1 000 - 2 400</td>
<td>7 years</td>
<td>830</td>
</tr>
<tr>
<td>Chemical characteristics (macro-determinants)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 2.0</td>
<td>No limit</td>
<td>&lt;0.3</td>
</tr>
<tr>
<td>Calcium</td>
<td>mg/l</td>
<td>&lt;150</td>
<td>150 - 300</td>
<td>7 years</td>
<td>24.1</td>
</tr>
<tr>
<td>Chloride</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 600</td>
<td>7 years</td>
<td>106.0</td>
</tr>
<tr>
<td>Fluoride</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 1.5</td>
<td>1 year</td>
<td>0.5</td>
</tr>
<tr>
<td>Magnesium</td>
<td>mg/l</td>
<td>&lt;70</td>
<td>70 - 100</td>
<td>7 years</td>
<td>8.0</td>
</tr>
<tr>
<td>Nitrate and Nitrite</td>
<td>mg/l</td>
<td>&lt;10</td>
<td>10 - 20</td>
<td>7 years</td>
<td>&lt;0.3</td>
</tr>
<tr>
<td>Potassium</td>
<td>mg/l</td>
<td>&lt;50</td>
<td>50 - 100</td>
<td>7 years</td>
<td>13.6</td>
</tr>
<tr>
<td>Sodium</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 400</td>
<td>7 years</td>
<td>20.6</td>
</tr>
<tr>
<td>Sulphate</td>
<td>mg/l</td>
<td>&lt;400</td>
<td>400 - 600</td>
<td>7 years</td>
<td>78.0</td>
</tr>
<tr>
<td>Zinc</td>
<td>mg/l</td>
<td>&lt;5.0</td>
<td>5.0 - 10</td>
<td>1 year</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Microbiological characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heterotrophic plate count</td>
<td>count/ml</td>
<td>Alert level = 5000</td>
<td></td>
<td></td>
<td>200</td>
</tr>
</tbody>
</table>

* The limits for the consumption of class II water based on the consumption of 2ℓ of water per day by a person of mass 70 kg over a period of 70 years (SANS 241:2006 Edition 6.1) (Standards South Africa, 2006).

Issue 13: Sewage treatment

Indicator 13.1: Sewage treatment systems

All sewage is treated by means of septic tank and French drain systems. During the researcher’s visit the French drain had been opened up and was being refilled, allowing unwanted odours to escape.

Issue 14: Solid waste management

Indicator 14.1: Waste volume produced

Twenty bags of solid waste, half of which is recyclable glass and metal and the other half is general waste, are collected every week.

Indicator 14.2: Waste disposal (landfill, recycling, etc.)

The staff members collect waste in three different bags: one each for glass, metal and other waste. The glass and metal waste is taken to Maun every two weeks and recycled. The other waste is burnt and buried underground (Figure 6.24). The metal and glass waste is usually placed on a platform so that wild animals such as honey badgers and hyenas cannot get hold of it (Figure 6.24). However, after two weeks the recyclable waste is more than what can be placed on the platform, allowing wild animals to access the waste. This creates a potentially harmful
situation for themselves as well as for the staff and tourists. Either the size of the platform should be increased or the waste should be recycled more often.

Figure 6.24: Waste disposal at Kazikini Campsite

**Issue 15: Controlling use intensity**

**Indicator 15.1: Number of tourists per square metre of the site**

The footprint of all the buildings, campsite clearings, roads and footpaths is equal to 20 975 m² (Figure 6.25). The average of 6.9 visitors per day provides an average of 3 039.86 m² per visitor or 0.0003 visitor per m².

Figure 6.25: Kazikini Campsite and Shandreka Cultural Village development footprint
Issue 16: Biodiversity and conservation

Indicator 16.1: Local community involvement in conservation projects in the area

Do the staff members do conservation projects in the community?

Most staff members (66.7%) replied that they are involved in conservation projects in the community. These projects include the cleaning up and recycling of litter as well as "teaching children about nature".

Is the community involved in conservation projects in the community?

All the community members interviewed indicated that they take part in conservation projects in the community. One community member also indicated that the Sankuyo Trust had appointed a number of Escort Guides who “look after the area and make sure that poaching is not done”. The Trust has established these ‘Escort Guides’ to monitor the hunting concession and to monitor and patrol both the concession areas.

6.3.5 Cross-cutting issues

Issue 17: Development controls

Indicator 17.1: Existence of a land use or development planning process including tourism

The Sankuyo Trust works very closely with the Department of Wildlife and National Parks as the Sankuyo Trust is the designated concession operator for the NG33 and NG34 wildlife concession areas in Ngamiland Province of Botswana. The Department of Wildlife and National Parks assists in the management of these two concession areas. The department also determines the size of the hunting quota annually, which is based on game counts they conducted. Besides managing hunting quotas, this state department also assists with fire management and control. No other development planning process is presently underway in the area.

Issue 18: Networking and collaboration

Indicator 18.1: Partnerships and collaborations

The Sankuyo Trust is a member of the Botswana Community Based Organization Network (BOCOBONET) which facilitates networking and training for community-based organizations in Botswana. The Trust also has another collaboration agreement with the African Development Fund (ADF). The ADF is a donor organization assisting with financial planning and accounting training for the Trust’s other tourism venture, the Santawani Lodge. The Botswana State’s Department of Tourism also assists with the marketing of both the Kazikini and the Santawani ventures.
6.4 Informal joint venture: Malealea Lodge and Pony-trekking Centre

6.4.1 Background
The Malealea Lodge and Pony-trekking Centre is an informal joint venture between a private individual, Mr M Jones, and the community members of Malealea Village in Lesotho. Malealea Lodge is situated approximately 60 km south of Maseru (Figure 6.26). The major attraction at Malealea Lodge is the Lesotho pony trekking. The pony trekking can either be done by short day treks or overnight treks through the Lesotho highlands.

![Geographic location of Malealea Lodge](Google Earth)

Figure 6.26: Geographic location of Malealea Lodge (Google Earth)

The pony-trekking portion of this tourism venture is co-ordinated by a pony-trekking association which consists of 30 members; each member is allowed to have a maximum of four ponies. Fifteen members’ ponies are on duty every second week. Each pony owner is paid for each day the pony is ridden. All the ponies are used on a rotational basis, thereby allowing an equitable distribution of income to the members of the association.

Besides pony trekking Malealea also offers guided hiking trails and village walks through the local community as well as scenic drives through the highlands. A local museum is housed in traditional huts, where the many herbs the Basotho people use can also be seen. The history of the Basotho people and their traditional ways are explained, and cups of herbal Basotho tea can also be enjoyed. Visitors may even make an appointment to see a traditional Basotho healer or ‘sangoma’ who can ‘throw the bones’ and discuss the future of the visitor’s travels, health and well-being.

Malealea Lodge offers accommodation for 110 overnight visitors in comfortable farmhouse style rooms with en suite bathrooms. Self-catering facilities are also available. The Lodge has a fully
licensed bar and restaurant. Overnight accommodation rates range from 120 to 220 Maluti (1 Maluti is equivalent to 1 South African Rand) per person per night.

The Malealea Lodge and the surrounding community are inter-reliant. The relationship with the local community is crucial to the overall success of the Lodge operation, and the success of the Lodge directly affects the well-being of the communities around the Lodge. As a result of this close association, the Malealea Lodge has established the Malealea Development Trust (MDT) together with the community. The MDT’s objective is to “promote and support community empowerment and community participation for the advance of the quality of life of members of the Malealea community” (MDT, 2008, p. 4).

The MDT strives to achieve this objective through various projects within the Malealea community. The MDT has five key focus areas on which all projects within the Malealea Community are focused. These five focus areas and some of the associated projects involve the following:

- **Education projects** include preschool teacher education, stationery, books and school shoes for children, a computer centre, television and video equipment, and libraries and literacy projects. In addition, adult education projects have been organized by the MDT and entail topics such as primary health care for horses, bee-keeping, agriculture, water harvesting, learning English, using drama for development, HIV/AIDS, business skills, craft production, paper making, candle making, making homemade health and cosmetic products using local materials, and using recycled materials to make a range of products.

- **Infrastructure development projects** include the construction of latrines, three primary school classrooms, preschools, community sports fields, a community centre, a handicraft sales room, a village marketplace, administrative offices for the chief of the valley, dams and other water harvesting facilities, roads and bridle paths and the electrification and renovation of a secondary school.

- **Health and well-being projects** include supporting the local clinic, HIV/AIDS treatment, education and awareness projects, care of orphans and vulnerable children, food production, sanitation, and animal well-being projects.

- **Environmental** involve the prevention and reclamation of soil erosion, reforestation, water harvesting, protection of wetlands, and waste management and recycling.

- **Income generation and self-sufficiency projects** include handicrafts, agricultural projects, small business development projects as well as grants and loans to community members (MDT, 2007; MDT, 2008).
Figure 6.27: Malealea Lodge (a) accommodation, (b) restaurant and (c) pony trekking

The Malealea Lodge has been acknowledged a number of times for outstanding work in the field of sustainable tourism and community development. The Lodge, together with the pony-trekking centre, has been awarded three IMVELO Awards: in 2002 it was a finalist in the Best Community Involvement Programme and in 2003 it received the award for the winner in the category of Best Practice – Economic Impact and was the overall winner of the Responsible Tourism award. The mission of the IMVELO awards is to promote sustainable tourism development that meets the needs of the present generation without compromising the needs of future generations.

6.4.2 Social issues

Issue 1: Local satisfaction with tourism
Indicator 1.1: Local satisfaction level with tourism

_Is tourism good for the community?_

All the staff and community members interviewed replied that tourism is good for the community. The most important benefits the staff members indicated is that tourism is good for
the community as it provides jobs for the people and it is a “good income earner for the people”. Tourism gives people a way to earn income through pony trekking and guiding, selling crafts, singing and playing music or accompanying visitors for walks through the village. Community members indicated that tourists also give the local people donations such as “clothes, shoes, food and money”, and that they “support HIV orphans by paying their school fees”. A staff member summarized the general feeling with respect to the community’s overall perception of tourism by saying, “since tourism has been here things have been good in the community”.

**Do you want more or less tourism in your area?**

The staff and the community members all agreed that they would like to see more tourism in their area in the future. One of the reasons they gave was that it would create “more jobs and income for the community”. They also stated that “money from tourism keeps this community going” and “[it] brings life to the community”. Moreover, the increased income from additional tourists to the area would lead to an increase in the income for the Malealea Development Trust which in turn would bring “development to the community”.

The responses to these two questions indicate that there is a high level of local satisfaction with tourism and that there is a general feeling amongst both staff and the community members that there is a need for more tourism in the area.

**Indicator 1.2: Local community complaints**

Is there anything that bothers you about tourism in your community?

Twenty per cent of the staff members and 40% of the community members interviewed indicated they had concerns relating to tourism. Three important concerns were raised regarding tourism. The first concern was the “competition from other lodges that do the same thing like, Semonkong Lodge”. Such competition poses a challenge for Malealea and it is important that Malealea differentiate itself from the other tourism providers in the region. The next two concerns both relate to the youth of the community and their future. A staff member said that he was “not sure of the future and young people have massive expectations to earn money, their willingness to work hard is very little. If tourism is not here then these young people will have very big problems.” A community member responded by saying that “tourism is destroying our children; children don’t listen to their parents, children are now independent from their parents and ignore parents’ advice. It is destroying their future.” The expectations and changes that have been brought about through tourism have not all been positive and these two comments highlight some of the negative effects that the development has had on the community. One of the major causes of negativity in the community is that tourists demand to have English-speaking guides while taking village walks through the community. Since the teenagers who have had some schooling are the only English speakers in the community they now earn relatively easy money from tourism. Consequently they have become independent and autonomous through tourism. These teenagers have now become unruly and ignore the
advice of their parents and other community members. While the researcher was in the area a funeral was held for a young person who had been stabbed to death by one of the unruly youths while under the influence of alcohol. The Lodge will have to address this problem in conjunction with the community in order to resolve this situation.

**Do you know of any complaints received from local residents regarding tourism?**

Fifty per cent of the staff members and 40% of the community members indicated that they were aware of complaints received from the local community regarding tourism. Many of the complaints received relate to the lack of employment opportunities for the local community at the Lodge. The unruly teenage village guides was also a cause for concern. Some community members believe that the “Lodge takes too large a percentage of the money earned from the tourist for pony trekking”. These concerns need to be addressed to ensure that a mutually beneficial relationship exists between the Lodge and the Malealea community.

**Issue 2: Effects of tourism on communities**

**Indicator 2.1: Percentage who believe that tourism has helped bring new services or infrastructure**

**Does tourism help the community obtain services?**

All the staff and 80% of the community members agreed that tourism assists the community in obtaining services. Many of the services the community has received through tourism have been facilitated through the Malealea Development Trust (MDT). These include educational, infrastructure, health care, business and environmental projects and services.

**Indicator 2.2: Other effects of tourism on the community**

**Does tourism employ local youth?**

Forty per cent of staff members replied that tourism employs local youth, while all the community members indicated that tourism employs youth. However, some of the respondents indicated that “both young and old people” are employed by tourism.

**Does tourism increase or decrease the prices of local goods?**

Only one staff member indicated that the prices of goods close to the Lodge are higher than elsewhere in the community. However, the consensus amongst staff and community members was that they were not sure of the effect tourism had on the prices of local goods.

**Does tourism increase or decrease crime in the area?**

Forty per cent of the staff members indicated that crime had increased because of tourism, while 40% indicated a decrease in crime. Some staff members were undecided as to the effect tourism had on crime in the community. The staff members however all agreed that the decrease as well as the increase were the result of increased employment in the community. Although some individuals now earned money and no longer needed to commit crime to
supplement their livelihoods, some staff members also indicated that community members were now “drinking a lot and fighting because of the money they get from here [the Lodge]”. All the community members indicated that there was a decrease in crime as many people were now employed by tourism. The community members also indicated that the community was aware that tourists provide benefits to the community and that no crime was committed against tourists.

**Does tourism change the behaviour of the community?**

Seventy per cent of the staff members and 100% of the community members indicated that tourism had changed the behaviour of the community. The staff members indicated that “people’s lives have changed as they now have money”, and that there have been “lots of changes, clothes; people now go to school and people also have money now”. A community member indicated that “before tourism people were starving, people now have more horses that they hire to tourists so the people have got more money to buy food and clothes now. More people also go to school to get a better education as the schools are better.” Although the community has benefited from many of the changes, some of the changes have had a negative effect, particularly for the younger people in the community. The “young people now drink beer” and “are lazy and don’t want to work hard”. These negative effects need to be addressed by the Malealea Lodge in conjunction with the community members.

**Does tourism damage or destroy nature?**

Thirty per cent of staff members and 60% of community members felt that tourists damage and destroy nature. The worst cause of impacts to the environment relate to quad bikes and motorbikes that cause erosion: “Tourists are sensitive to nature; the only tourists that damage nature are the quad bikers. They [the tourists] help us think of ways we can protect the environment like the waste on the pony rides is now brought back.”

**Does tourism use the resources people need, like firewood and water?**

All the staff and community members agreed that tourists use the resources that the community needs. The most important resource mentioned here is water. Since running water is in short supply in the immediate vicinity of the village and Lodge, the community and the Lodge have to use the same underground water sources.

**Are there areas that people cannot access because of tourism?**

Ninety per cent of staff members and 80% of community members interviewed indicated that there were no areas that people from the community could not access because of tourism.

**Can the local community visit/use the tourism facility?**

The staff (90%) and community (80%) generally agreed that community members could visit the tourism facility. Although the community members were allowed to visit the facility, the reason
for the visit had to be stated and the access was controlled: “Begging children are not allowed to enter the Lodge”.

What can be done to make tourism better in your community?
Community suggestions for bettering tourism include increasing the size of the Lodge, improving the roads and attending to the training needs of the staff members of the Lodge to ensure a better level of service. A community member indicated that “guides must be of the same standard, they should have uniforms, must have better language skills, and must all have the same information to share with visitors. Guides should have better training about the culture and the nature in the area.” A staff member also indicated that “the community should take a more proactive role in the management and future of tourism in the area and should not be dictated to by the Lodge.”

Issue 3: Education

Indicator 3.1: Education of tourists
According to the owner/manager the major way in which tourists are educated is through interaction with guides during the pony trekking and village walks. Tourists are also educated informally through exposure to the community and staff members.

Indicator 3.2: Education of the community
Do community members receive any skills training through the tourism venture?
Sixty per cent of the community indicated that they received training through the tourism venture: “The lodge teaches people new skills and the MDT also does training amongst the community.” Although the Lodge does some training with community members, most of the training that takes place in the community takes place through the MDT.

Does the community receive any training about nature and culture through the tourism venture?
The community members generally agreed (80%) that they do not receive any training relating to nature and culture through the tourism venture.

Indicator 3.3: Training and skills development of staff members
Did you receive any training/skills development to do this work?
Although 80% of the staff members indicated that they had received training to do the jobs they do at the Lodge, all training had been done through in-service training.

Do staff members receive any skills training through the tourism venture?
Seventy per cent of the staff indicated that they had received training through the Lodge. All training had been in the form of in-service training.
Does the staff receive any training about nature and culture through the tourism venture?

Only one staff member indicated that he had received some training on nature and culture from the owner/manager of the Lodge.

Issue 4: Community decision making

Indicator 4.1: Community decision-making structures

Does the community have control over tourism?

Forty per cent of the staff indicated that the community controlled tourism in the area. While a significant portion (50%) of the staff indicated that they were not sure if the community controlled tourism, all the respondents replied that the “owner controls the Lodge, while the Lodge and the pony association control the ponies together”. It is important to note that the Malealea Lodge and the Pony Trekking Association are mutually dependent on each other and the two parties have to have a very close working relationship in order to ensure that tourism is well managed. Although community responses were very similar, 60% of the community members indicated that tourism was run by the community, “but the Lodge and the community worked jointly”. The confusion with respect to the control of tourism should not be seen as reflecting a negative situation, but as the control does take place jointly, it may be necessary for the community and the staff members to be informed in a transparent manner of the true nature of the association between the different entities.

Issue 5: Community benefits

Indicator 5.1: Community benefits from tourism

Do you personally benefit from tourism?

All the staff members and community members agreed that they personally benefit from tourism. The staff members generally benefit through the employment they have at the Lodge and the income they earn either through their salaries or through tips. Community members indicated that they also profit from the sale of their crafts, the clothing they receive or the educational and other benefits associated with the MDT.

Does anyone else in your household benefit from tourism?

Family members generally benefit either through employment at the Lodge or as pony owners and guides. All the benefits in this instance relate to some form of financial benefit.

Does the broader community benefit from tourism?

All the staff and community members indicated that the broader community benefits from tourism. Some of the comments to this question were that “the community likes tourists as they help us to build schools, primary school classes and a nursery school and the people get money from hiring horses to tourists”. Other replies were that “some people make handcrafts and sell them; they collect rubbish to clean up the area and get donations from tourists, like clothes”, and
that the community “gets jerseys and t-shirts for the local soccer team; we also get gifts from the tourists”.

**Does tourism create jobs for local people?**
All the staff members and community members agreed that tourism does create jobs.

**Does the money spent by tourists remain in the community?**
All the community members and 80% of the staff members indicated that they believed that the income from tourism stays in the community. The respondents all indicated that most of the money stays in the community. All the respondents were aware that some of the money goes to the Lodge owners.

**Issue 6: Culture**
**Indicator 6.1: Cultural appreciation and conservation**
**Visitor opinion**
Visitors had very good experiences involving local culture, with an AS of 4.8 for this question. Visitors also felt that the cultural sites were very well maintained and accessible with average scores of 4.63 and 4.5 respectively (Figure 6.28). However, visitors showed less agreement with the statement that good souvenirs and crafts were available (AS=3.88).

![Figure 6.28: Visitor opinion on cultural appreciation and conservation at Malealea Lodge](image-url)
Staff and community members’ opinion

*Are there more crafts and more cultural activities because of tourism?*

All the staff and community members indicated that tourism had brought about more crafts and more cultural activities. One community member indicated that “there are two choirs and two bands, which perform every night at the Lodge. There are three craft shops in the village and sometimes we also have real traditional dancing.” The demand for crafts is so great that the community has created a handicraft centre where larger volumes of crafts are manufactured, in an attempt to satisfy the demand for crafts from the Lodge. Crafts are also brought in from other areas. In addition, a community member recently opened a museum to portray Basotho customs in a traditional homestead (Figure 6.29).

![Crafts and cultural activities](https://example.com/fig629.jpg)

**Figure 6.29:** Crafts and cultural activities: (a) handicraft centre, (b) museum, (c) choir and (d) band

### 6.4.3 Economic issues

**Issue 7: Sustaining tourist satisfaction**

**Indicator 7.1: Level of tourist satisfaction**

**Enjoyment sub-indicators**

Visitors enjoyed the experience they had at Malealea Lodge (AS=4.7) and would recommend the Lodge to their friends (AS=4.9). The visitors also felt that the Lodge as a destination
provided a good variety of experiences (AS=4.2). In may be concluded that visitors enjoyed their visit to Malealea Lodge.

![Figure 6.30: Visitor responses to tourist satisfaction at Malealea Lodge](image)

**Access sub-indicators**

Visitors felt that the roads were in a bad condition (AS= 2.6). All the roads in the area are dirt roads and they are in a very poor state. Visitors also indicated that they felt that the signage in the area did not make their travel easy (AS=3.3). Some of the signage as indicated in Figure...
6.31 is in a very bad state and needs to be renewed. However, visitors felt that the destination was fairly easy to get to (AS=3.9).

![Figure 6.31: Deteriorating state of the signage to Malealea Lodge](image)

**Environmental sub-indicators**
Visitors perceived Malealea Lodge to be very clean (AS=4.7) and they felt that the state of the natural environment was very good (AS=4.5). Visitors also felt that Malealea had an interesting and varied landscape (AS=4.8). Visitors were not bothered by noise or solid waste (these statements are stated negatively) and the ASs were 2.1 and 2.2 respectively, which indicate a very positive perception.

**Service sub-indicators**
The visitors felt that the local cuisine was very good (AS=4.22), while the quality of the accommodation was also perceived as being very good (AS=4.4). The level of service and the competency and helpfulness of the staff were rated very high with ASs of 4.56 and 4.8 respectively.

**Safety sub-indicator**
Visitors felt very safe and secure during their visit (AS=4.7).

**Indicator 7.2:  Perception of value for money**
Visitors perceived the Malealea Lodge as being excellent value for money (AS=4.7).

![Figure 6.32: Visitor scores relating to perception of value for money at Malealea Lodge](image)
Indicator 7.3: Percentage of return visitors

Ten per cent of the visitors interviewed had been to Malealea before their present visit. Half of the visitors indicated that they would like to visit the Lodge again and that they would stay an average 3.4 days next time. Visitors show strong agreement (Figure 6.33) with the statement that they would visit Malealea Lodge again (AS=4.11).

![Visitor scores relating to return visitation at Malealea Lodge](image)

It is encouraging to see that a large number of the visitors to the Lodge intend visiting the venture again.

Indicator 7.4: Perception of sustainability

All the visitors indicated that they perceived Malealea Lodge to be sustainable. Some comments on sustainability were that "it [Malealea Lodge] generates income for the community through jobs and pony treks" and "it works hand-in-hand with the community". These two comments show the interdependence between the Lodge and the community. Another visitor commented that “there are obvious attempts in sustainability. I would suggest grey-water recycling into the toilet systems and more waste recycling on the tourists’ side. Have separate bins that give the tourists the responsibility to separate waste. Solar and wind electricity generation could also be considered.” Here three important issues are raised: grey-water reuse, waste recycling and management, and renewable power generation. Although the Lodge is addressing issues surrounding waste recycling and management and renewable energy generation to some extent, grey-water recycling is an important consideration that has not yet been implemented.

Indicator 7.5: Tourist complaints

Although many visitors had no suggestions or comments about improving their visit, some visitors did indicate that the “guides have to look after the horses and the guests better” and that there had to be “more transparency regarding the finances associated with the pony trekking, so that the horse owners could be less suspicious of the amounts of money going their way”. Both these aspects need to be addressed in order to improve visitor satisfaction and community opinion.

Staff member responses

Do you know of any complaints received from tourists?

Staff members indicated that tourists complain about “fixable problems like light bulbs blown or geysers not working”. Comments relating to the pony treks include comments such as “some
Guides are negligent” and “the guides beating the horses and the horses fighting”. Other complaints relate to the “noise from the community shebeens (bars)”. These complaints should be investigated and resolved where possible. All the pony-trekking guides have undergone some basic training on both tourism and animal husbandry. All formal complaints lodged against guides are investigated by the Pony-Trekking Association.

**Issue 8: Tourism seasonality**

**Indicator 8.1: Tourist arrivals by month**

Tourist data covering 21 months was collected from the manager at Malealea Lodge. At Malealea they only started collecting the data because the state of Lesotho wanted to collect statistics on tourism and they requested all tourism establishments to start reporting their arrival and occupancy statistics. The data records relevant to this study cover the period January 2007 to September 2008.

The total number of tourists who visited Malealea Lodge over the 21-month period is illustrated in Figure 6.34. This tourism venture experiences its highest number of visitors during the southern African summer months from October to December, with smaller peaks in April and July, which coincide with the Easter and winter vacation periods in southern Africa. The lowest number of visitors is received during May-June and January-February. The average number of monthly visitors over the 21-month period is 1,447.62. According to the manager/owner the Lodge is experiencing a slight downward trend in visitors because other tourism ventures in Lesotho now also offer similar products to Malealea. The owner sees this as negligible.

![Figure 6.34: Total number of tourists visiting the Malealea Lodge from January 2007 to September 2008](image)
**Indicator 8.2: Occupancy rates for accommodation by month**

The average monthly occupancy for the 21 months of data collected was 43.26%. Malealea Lodge has accommodation for 110 overnight visitors. The highest occupancy rates are experienced between October and December, with other minor peak periods in April and July. The lowest occupancy levels are recorded in May and January-February.

![Graph showing occupancy rates from January 2007 to September 2008](image)

*Figure 6.35: Occupancy at the Malealea Lodge from January 2007 to September 2008*

**Indicator 8.3: Percentage of tourist industry jobs which are permanent or full-time (compared to temporary/seasonal jobs)**

Malealea Lodge employs 27 people, 16 of whom are permanent employees and 11 temporary.

**Issue 9: Economic benefits of tourism**

**Indicator 9.1: Number of local people (and ratio of men to women) employed in tourism**

All 27 employees are from the local community. Eight are males while 19 are females.

**Indicator 9.2: Revenue generated**

The income generated by the sale of accommodation is estimated to be M2 992 577.97 per annum.
The formula used for the calculation is:

\[ AMV \times ACA \times 12 = ERA \]

Where:
AMV = Average monthly visitors
ACA = Average cost of accommodation per person per night
ERA = Estimated annual revenue generated through the sale of accommodation

Calculated as follows:
(1) \( 147.62 \times 172.27 \times 12 = M\ 2992\ 577.97 \) per year

**Indicator 9.3: Revenue spent in area**

Although no accurate data on the expenditure of the Lodge was provided to the researcher, the owner estimated that 25% of the revenue goes to paying salaries while 75% of the expenses relate to operating expenses. Besides a small amount of local produce such as spinach and cabbage as well as some crafts, all other produce and services needed are purchased from Maseru, Lesotho’s capital, 60 km away.

**6.4.4 Environmental issues**

**Issue 10: Energy management**

**Indicator 10.1: Per capita consumption of energy (per person per day)**

The energy use at Malealea Lodge is indicated in Table 6.5. The main power source for the Lodge is generated through diesel powered generators which operate from dawn till 21:30 in winter and till 22:00 in summer. The total amount of energy used (excluding wood) is 24 827 kWh per month. The average energy used per person per day is 17.15 kWh (excluding wood).

**Table 6.5: Average monthly energy use at Malealea Lodge**

<table>
<thead>
<tr>
<th>Type of energy</th>
<th>Units</th>
<th>Purpose of energy use</th>
<th>Quantity of energy used in units</th>
<th>Quantity of energy used in kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas (LPG)</td>
<td>kg</td>
<td>Refrigeration, cooking, water heating</td>
<td>1200</td>
<td>16428</td>
</tr>
<tr>
<td>Diesel</td>
<td>litres</td>
<td>Power generation and transport</td>
<td>600</td>
<td>6402</td>
</tr>
<tr>
<td>Petrol</td>
<td>litres</td>
<td>Transport</td>
<td>200</td>
<td>1900</td>
</tr>
<tr>
<td>Grid electricity</td>
<td>kWh</td>
<td>Not available</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Solar power</td>
<td>w</td>
<td>Lighting</td>
<td></td>
<td>97</td>
</tr>
<tr>
<td>Other e.g. wood</td>
<td>kg</td>
<td>Firewood</td>
<td>Not quantifiable</td>
<td></td>
</tr>
<tr>
<td><strong>Total monthly energy used in kWh</strong></td>
<td></td>
<td></td>
<td><strong>24827</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Indicator 10.2: Energy-saving measures**

The fact that the power generators do not operate for 24 hours a day is an important energy-saving measure. Energy-saving light bulbs are also used throughout the Lodge.
Indicator 10.3: Percentage of energy consumption from renewable resources
Wood is used for making fires at the bar area. The amount of wood used is however not quantifiable. All the wood used at the Lodge is grown on the Lodge premises. Solar power is used for lighting the reception and dining hall area. Solar power accounts for 0.39% of the Lodge’s energy use.

Issue 11: Water availability and conservation
Indicator 11.1: Water use (total water volume consumed and litres per tourist per day)
The daily consumption of water at the Lodge is estimated to be 15 600 litres. The average use per overnight visitor is 327.8 litres.

Indicator 11.2: Water conservation measures
Rainwater is collected from the roof of the main reception and dining area. The water is collected through a network of pipes to a storage dam. The water from the storage dam is then pumped to the water tanks for use.

Issue 12: Quality of drinking water
Indicator 12.1: Water treated to international potable standards
Although notices on the notice boards indicated that visitors should not drink the water, the quality of the water was found to be within accepted water quality standards. The results of the water quality analysis are provided in Table 6.6. All the determinants were found to be within accepted water quality standards.

Table 6.6: Malealea Lodge water quality analysis results (in the table green cells indicate Class I)

<table>
<thead>
<tr>
<th>Water quality determinant</th>
<th>Units</th>
<th>Class I (recommended operational limit)</th>
<th>Class II (maximum allowable for limited duration)</th>
<th>Class II maximum water consumption period*</th>
<th>Results of water analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>pH value</td>
<td>pH units</td>
<td>5.0 - 9.5</td>
<td>4.0 - 10.0</td>
<td>No limit</td>
<td>7.6</td>
</tr>
<tr>
<td>Conductivity</td>
<td>mS/m</td>
<td>&lt;150</td>
<td>150 - 300</td>
<td>7 years</td>
<td>22</td>
</tr>
<tr>
<td>Dissolved solids</td>
<td>mg/l</td>
<td>&lt;1000</td>
<td>1000 - 2400</td>
<td>7 years</td>
<td>172</td>
</tr>
<tr>
<td>Chemical characteristics (macro-determinants)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 2.0</td>
<td>No limit</td>
<td>&lt;0.3</td>
</tr>
<tr>
<td>Calcium</td>
<td>mg/l</td>
<td>&lt;150</td>
<td>150 - 300</td>
<td>7 years</td>
<td>25.3</td>
</tr>
<tr>
<td>Chloride</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 600</td>
<td>7 years</td>
<td>0.0</td>
</tr>
<tr>
<td>Fluoride</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 1.5</td>
<td>1 year</td>
<td>&lt;0.2</td>
</tr>
<tr>
<td>Magnesium</td>
<td>mg/l</td>
<td>&lt;70</td>
<td>70 - 100</td>
<td>7 years</td>
<td>6.8</td>
</tr>
<tr>
<td>Nitrate and Nitrite</td>
<td>mg/l</td>
<td>&lt;10</td>
<td>10 - 20</td>
<td>7 years</td>
<td>3.5</td>
</tr>
<tr>
<td>Potassium</td>
<td>mg/l</td>
<td>&lt;50</td>
<td>50 - 100</td>
<td>7 years</td>
<td>7.6</td>
</tr>
<tr>
<td>Sodium</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 400</td>
<td>7 years</td>
<td>0.4</td>
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<tr>
<td>Sulphate</td>
<td>mg/l</td>
<td>&lt;400</td>
<td>400 - 600</td>
<td>7 years</td>
<td>8.0</td>
</tr>
<tr>
<td>Zinc</td>
<td>mg/l</td>
<td>&lt;5.0</td>
<td>5.0 - 10</td>
<td>1 year</td>
<td>0.27</td>
</tr>
<tr>
<td>Microbiological characteristics</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heterotrophic plate count</td>
<td>count/ml</td>
<td>Alert level = 5 000</td>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

* The limits for the consumption of class II water based on the consumption of 2l of water per day by a person of mass 70kg over a period of 70 years (SANS 241:2006 Edition 6.1) (Standards South Africa,2006).
**Issue 13: Sewage treatment**

**Indicator 13.1: Sewage treatment systems**

All sewage is treated by means of septic tank and French drain systems. At Malealea the outflow from the septic tank systems flows into a group of artificial wetlands where the wetlands are allowed to naturally purify the water further before it is released into the environment.

**Issue 14: Solid waste management**

**Indicator 14.1: Waste volume produced**

Seventy bags of solid waste are produced each week.

**Indicator 14.2: Waste disposal (landfill, recycling, etc.)**

As a result of the rural location of Malealea Lodge it was necessary to devise mechanisms for the disposal of waste. All the waste collected from the Lodge is sorted and separated. The edible waste is fed to pigs in the community, while the glass and tins are recycled, and the remaining waste is burnt and buried underground. As far as possible the tins have been used to construct useful objects such as tables in each room of the Lodge.

**Issue 15: Controlling use intensity**

**Indicator 15.1: Number of tourists per square metre of the site**

The footprint of all the buildings, roads and footpaths is equal to 13 675 m² (Figure 6.36). The average of 47.59 visitors per day gives an average of 287.35m² per visitor or 0.003 visitors per m².

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**Figure 6.36:** Malealea Lodge development footprint
Issue 16: Biodiversity and conservation

Indicator 16.1: Local community involvement in conservation projects in the area

Do the staff members do conservation projects in the community?

The general opinion of the staff is that the community is responsible for conservation projects in the community, while the Lodge is the responsibility of the staff members. Only 10% of the staff indicated that they are involved in conservation projects. A staff member indicated that “the staff clean up Lodge area and the community outside”.

Is the community involved in conservation projects in the community?

All the community members indicated that they are involved in conservation projects in the community. They mentioned projects such as tree planting, soil erosion prevention and rehabilitation, litter cleanups and conservation farming. The community is also involved in a number of other community conservation projects such as waste collection, management and disposal as well as wetland conservation (MDT, 2008).

6.4.5 Cross-cutting issues

Issue 17: Development controls

Indicator 17.1: Existence of a land use or development planning process including tourism

No development controls or development planning processes are in place in the area.

Issue 18: Networking and collaboration

Indicator 18.1: Partnerships and collaborations

Malealea Lodge has two important partners: the Lesotho Tourism Development Corporation (LTDC) and the Malealea Development Trust (MDT).

The LTDC is responsible for the marketing and development of tourism in Lesotho. As Malealea Lodge is one of the oldest established tourism ventures in Lesotho it takes an active role in assisting the organization and associated emerging tourism entrepreneurs in Lesotho.

The Malealea Development Trust (MDT) strives to promote the development of the community surrounding the Malealea Lodge. The objective of the MDT “is to promote and support community empowerment and community participation for the advance of the quality of life of members of the Malealea community. This objective is achieved through engaging in educational, health, environmental, economic and infrastructural development projects. The MDT works hand in hand with members of the Malealea Community to improve opportunities and facilities that address the physical, social and intellectual needs for the common good” (MDT, 2008, p.1). The MDT generates its own funds through sponsorships and donations, the
majority of which come from the visitors to the Malealea Lodge. The MDT is controlled by a Board of Trustees elected by community members. The owners of the Lodge are also usually elected to serve on the Board of Trustees. The Board of Trustees is responsible for financing and implementing the projects identified by the community.

6.5 Formal joint venture: Damaraland Camp

6.5.1 Background
The Damaraland Camp is a formal joint venture between the Torra Conservancy and Wilderness Safaris. Damaraland Camp is situated in the Huab River Valley, in one of the most pristine wilderness areas in Namibia. The Camp is operated by Wilderness Safaris which pays an annual rental of N$3 000 for the land and a 10% bed levy to the Torra Conservancy. The Torra Conservancy is situated in the Bergsig-De Riet area of the previous district of Damaraland, now known as the Kunene Region (Figure 6.37). It covers an enormous area (some 5 000 km²). The Torra Conservancy is legally constituted and recognized by the Namibian state. The residents of the Damaraland area are of mixed heritage, including Herero and the displaced Riemvasmakers of South Africa. The Riemvasmakers were displaced from the Northern Cape Province in South Africa by the apartheid state to Namibia during the period of South African administration of the then South West Africa. The Damara name is derived from the Nama word 'Dama', meaning 'who walked here'. This is because the Damara were known to the Nama people by the footprints they left around water holes.

Damaraland Camp offers fully inclusive accommodation for 22 visitors in 11 thatch huts (Figure 6.38). The huts have recently been refurbished. Each hut has an en suite bathroom. Each hut also has a deck from which to view the picturesque environment. The spacious living area combines the dining area, lounge and bar. There is a swimming pool next to the bar. An open campfire and outdoor boma provide excellent conversation and stargazing opportunities. The activities include game drives, scenery viewing, desert elephant trekking, nature walks and mountain biking during which guests can see species such as desert-adapted elephant, gemsbok, kudu, springbok, and occasionally cheetah and black rhino as well as interesting flora like euphorbia spp. and the shepherd's tree. Day outings may also be arranged on request to Twyfelfontein, one of Africa's best rock engraving sites.
Damaraland Camp has received numerous awards. These include:
1997 – Silver Otter Award for tourism and sustainable development
2003 – Winner of the World Legacy Award
2004 – Equator Initiative 2004 award winner
2005 – Tourism for Tomorrow award for conservation
2005 – Recipient of 4/5 desert flowers from eco-award (Namibia)
2006 – Recipient of Imvelo award: Best single resource management in the category of energy
2007 – Re-assessment by eco-award (Namibia) and retained 4/5 desert flowers

6.5.2 Social issues

Issue 1: Local satisfaction with tourism
Indicator 1.1: Local satisfaction level with tourism
Is tourism good for the community?
All the staff and community members interviewed replied that tourism is good for the community. Staff members elaborated on the reasons for tourism being good with comments such as, “Why I say that tourism is very good for us as the Torra community is because it has created many jobs for us and has helped us a lot. The thing that is also good about tourism is that it has given us jobs and at the same time has helped us protect our animals” and “Very good, because it has brought many benefits to the community like jobs, we enjoy it to work with tourists, now the conservancy is also protecting nature now too.” Many other staff members also mentioned that tourism is good as it brings jobs and income to the community. This increased income helps “people’s living standards improve”. Community members commented on tourism being good for the community by making comments such as, “Farming does not always work well. Tourism can also provide benefits. Not just monetary benefits, but training as well. Guides, chefs, managers, housekeeping etc. In 1973, we were moved from South Africa and here was no tourism. We approached Wilderness Safaris in 1996 and we became the first community camp of Wilderness and now it has been taken to other areas.” Another community member commented by saying that “tourism is definitely good for the community. This community used to only have communal farming rights to practise subsistence agriculture. Later they learnt that there were other sources of income like through tourism. Tourism is now the most important source of income.” The staff and the community members’ comments indicate that the development of the community has been closely linked with the development of tourism in their community. This may be summarized well by a comment made by a community member who said that “we have come to where we are today because tourism has helped us”. Tourism has provided many benefits for the community in the form of jobs and income but has also provided the impetus for the conservation of the natural environment in the area. Other benefits derived from tourism include the improvement of skills and infrastructure in the area.

Do you want more or less tourism in your area?
Eighty per cent of the staff members and 100% of the community members interviewed indicated they would like more tourism in the area. Most of the reasons the respondents gave for wanting to increase the number of tourists to the area relate to increasing the income and the job opportunities for the community. Plans are already underway for additional tourism
developments within the area controlled by the Torra Conservancy. A community member commented that “extra sites for the establishment of additional camps have already been identified and we would like to phase out the trophy hunting tourism business. This will give us more income and provide more job opportunities for the people.” Cautionary comments were also made by both staff and community members who said that “tourism must be done so that it does not damage the area” and “if there is too much [tourism] then it gets crowded. Too many cars at an elephant sighting.” Although the area could develop additional tourism establishments it is encouraging to note that the staff and the community members are aware of the possible impacts on the environment if tourism is allowed to develop in an uncontrolled way.

There is a high level of local satisfaction with tourism and a general feeling amongst both staff and the community members interviewed that there is a need for more tourism in the area.

Indicator 1.2: Local community complaints

Is there anything that bothers you about tourism in your community?
Twenty per cent of both the staff and the community members indicated that there were aspects of tourism that bothered them. A staff member indicated that “tourism changes the people’s minds that they become conscious of money and leave their old ways. This is particularly true for the Himba people.” This comment relates to the cultural impacts tourism may have on the traditional way of life of people. Another staff member indicated that the salaries staff are paid is too low and this should be increased. A community member had a concern relating to the fact that “legislation does not permit the conservancy to control self-drive tourists yet. These tourists all also need to be educated about their impact on the environment.” Self-drive tourists driving through the area do not have to adhere to the conservancy rules or instructions. Conservancies have not been given rights to enforce rules or compliance to rules, only state officials have these rights.

Do you know of any complaints received from local residents regarding tourism?
Twenty per cent of the staff members and 20% of the community members interviewed indicated that they were aware of complaints from the local residents regarding tourism. The complaints related to two aspects of tourism: (1) Self-drive tourists who come and stay anywhere they want and (2) “the community does not like it when people drive past and take photos of them without asking permission. They [tourists] should ask before they take photographs.” Some community members also complain about elephants harming their crops. Although the latter is not a direct complaint about tourism, some community members believe that the conservancy should use the money they receive from tourism to address this problem, as the tourists come to see the desert elephants.
Issue 2: Effects of tourism on communities

Indicator 2.1: Percentage who believe that tourism has helped bring new services or infrastructure

**Does tourism help the community obtain services?**

Seventy per cent of the staff members and 60% of the community members indicated that tourism helps the community obtain services. The most important services which tourism assists with are the schools: “A lot of the people [tourists] are generous to help the school as the school gives the people education. Many of the tourists that come here would also like to see where the guides went to school.” Tourists have donated books and stationery and have provided funds for the improvement of the local schools. Negative comments about the service provision were received from community members of the small, remote village of De Riet, which has no schools, clinic or any other services.

Indicator 2.2: Other effects of tourism on the community

**Does tourism employ local youth?**

All the community members interviewed and 90% of the staff members indicated that the majority of the people employed by tourism are local young people.

**Does tourism increase or decrease the prices of local goods?**

Although the staff members felt that the prices of local goods had increased in the area they all indicated that the price increases had nothing to do with the tourists. Sixty per cent of community members in turn felt that tourists were the cause of prices increasing in the area. Community members perceived tourists as the cause for price increases while staff members agreed that tourists are not responsible for the increasing prices. This mismatch between the staff and the community needs to be addressed as this may be a cause for concern later.

**Does tourism increase or decrease crime in the area?**

Ninety per cent of the staff members and 40% of the community members agreed that tourism had decreased crime in the area. The remainder of the respondents were undecided. Staff members’ comments include: “This community is like a family, because there is less unemployment; there is now much less crime” and “A lot less people now have work.” Community members commented that “crime is lower because people now have something on the table and there is no need to poach anymore” and “idleness is the devil's ear cushion, now people have work so they are all busy and crime has dramatically dropped”. In terms of crime in the area tourism has had a very positive impact.

**Does tourism change the behaviour of the community?**

Ninety per cent of the staff indicated that their behaviour had changed because of tourism. The changes in behaviour mentioned relate to changes in spoken language and clothes worn by the staff. A staff member commented that “we speak more English, the tourists help us sometimes if
we do not have the right word and we now wear uniforms”. Sixty per cent of the community members indicated that their behaviour had changed. Community members said that “young people get used to fancy food, and things like rice and other foods not maize meal and meat. The people are all also changing more and more to the westernized lifestyle” and “the people eat healthier food, the people eat more vegetables. The quality of life is also much better now.” Staff members have changed the language they speak and the clothes they wear while the community feels the major changes relate to the food the people now eat and the changes towards a westernized lifestyle.

**Does tourism damage or destroy nature?**

There is general consensus (90% amongst staff members and 80% amongst community members interviewed) that tourists do not damage and destroy nature. A community member indicated that tourism can damage nature and “must be carefully managed as the PTO [Permission to Occupy] says that the Camp may not drive off road except in the river beds, but some self-drive visitors from SA especially drive all over, damaging the environment”. Another community member indicated that whether damage is caused or not “depends on the management, the tourism operator is responsible to manage this, like not driving all over and protecting the natural vegetation for the next visitor to see. With good management and environmental education of the staff and the visitors the impacts of the tourism can be minimized and the area can be used in a more sustainable way.”

**Does tourism use the resources people need, like firewood and water?**

Staff members (70%) and community members (80%) indicated that tourists do use resources the community needs, like firewood and water. However, they indicated that Damaraland Camp brings in all the wood they use and a lot of the water for the tourists by truck, while the self-drive tourists use wood from the river beds and often get water from the community members.

**Are there areas that people cannot access because of tourism?**

Some staff members (20%) indicated that there are areas that people cannot access as a result of tourism. A staff member commented on the question by saying that “the community respects the place [Damaraland Camp] so they don’t come here. If they want something we can go and buy it for them. It does not look nice if somebody from the community walks into the Lodge in a yellow dress and wants to buy a cold drink.” Only 20% of the community members indicated that there are limitations on community access. This community member commented on the question by saying that “some areas have been zoned for agriculture and some areas have been zoned for tourism. Some areas are also mixed zoning. We have done this to ensure the future and everybody agreed on this zoning so even if people are limited, they may still access the areas but they may only do certain activities in these areas.”
Can the local community visit/use the tourism facility?
All the staff and community members interviewed agreed that the members from the local community may visit the tourism facility. It was however stated that the community members should report to the reception when they arrive and they should have a reason for visiting the facility. One community member indicated that “the tourists should have an undisturbed experience so it is strictly controlled”. Although access is controlled the community has free access to the facility.

What can be done to make tourism better in your community?
All the staff and the community members had suggestions to improve tourism in the area. Staff members suggested that the marketing could be improved: “the community and the conservancy should become part of the marketing, making the community component central to the marketing, so that the tourists who arrive here already know about the community element of Damaraland Camp. Also to give the visitors more information about the community and the Torra Conservancy.” Other suggestions from staff members include more training for staff, the sale of crafts made by the community and better communication with the visitors about the weather conditions they could expect. Community suggestions include “more notice boards; to create more awareness, we also need to have control gates into the area, to stop the damage by the self-drive visitors. We also need legislation to make sure the conservancies can enforce control over the area.” Another suggestion is that “toilets should be built at the parking and water should be sold” at the Fonteinepos Village car park.

Issue 3: Education
Indicator 3.1: Education of tourists
All tourists are accompanied on all activities by qualified guides who provide informal education to the tourists during game drives, hikes and other activities. The Camp managers as well as the guides, eat meals with the guests, which creates an opportunity for guests to have informal discussions with guides. During the evenings guests are also entertained by the staff members through traditional song and dance. Star-gazing and discussions around the campfire are also excellent opportunities for guests to interact with guides and staff members.

Indicator 3.2: Education of community
Do community members receive any skills training through the tourism venture?
All the community members interviewed indicated that community members do receive training through the tourism venture. A community member also indicated that “lots of in-service training takes place at the Camp, some of the training is also open to the community to attend like the guide training and when they have the training the chances for them to get work is even better.”
Does the community receive any training about nature and culture through the tourism venture?
Sixty per cent of the community indicated that they had received training about nature and culture. The guides of the Lodge, together with the Conservancy staff, provide education for the general community members. The De Riet Village community members however felt that they did not receive any training about nature and culture. This could be as a result of the remote location of the De Riet Village. It is however important that even these remote areas be included in all the community activities so that they do not feel isolated or neglected.

Indicator 3.3: Training and skills development of staff members
Did you receive any training/skill development to do this work?
Ninety per cent of the staff members did receive training in order for them to do their work at Damaraland Camp. The majority of the training was done in service and it was provided on site by Wilderness Safaris either at Damaraland Camp or at other Wilderness Safaris camps in Namibia. Some of the members of staff also received training at Wilderness Safaris Namibia Head Office in Windhoek. The areas of training include waitressing, housekeeping, hospitality, maintenance, guiding, first aid, bookkeeping, administration and management.

Do staff members receive any skills training through the tourism venture?
Eighty per cent of the staff members received training from Wilderness Safaris in order to do their specific job functions.

Does the staff receive any training about nature and culture through the tourism venture?
Eighty per cent of the staff indicated that they had received training regarding nature and culture. All the guides had undergone intense training on nature and some aspects of culture through Wilderness Safaris. The other staff members had only received basic information regarding nature and culture from Wilderness Safaris. The members of staff however also indicated that they continually receive informal information from guides regarding their experiences, through casual conservation.

Issue 4: Community decision making
Indicator 4.1: Community decision-making structures
Does the community have control over tourism?
Ninety per cent of the staff members interviewed believed that the community has control over tourism. The staff members believed that tourism in the area is controlled by the Torra Conservancy on behalf of the entire community. Only one respondent indicated that Wilderness Safaris is in control of tourism in the area. Eighty per cent of the community feel that tourism is controlled by the community. The comments of the community are generally that “the Torra
Issue 5: Community benefits

Indicator 5.1: Community benefits from tourism

Do you personally benefit from tourism?
All the staff members agreed that they personally benefit from tourism. The benefits they list include their jobs, the salaries and tips they receive, as well as the uniforms, shoes, food and transport. Some staff members also mentioned that the training they received and the interaction with tourists had given them a wealth of knowledge. One staff member mentioned that a number of the staff members had been invited to sing at a festival in Estonia – something they really enjoyed. All the community members interviewed indicated that they receive benefits from tourism in the form of food, money or employment through the Torra Conservancy.

Does anyone else in your household benefit from tourism?
Seventy per cent of the staff members and 40% of the community members indicated that other members of their households benefit from tourism. Most staff members indicated that other members of their household benefit either through employment opportunities created in the area or through the better schooling provided now as a result of tourism in the area. A staff member also said that her “grandmother lives in Vrede, and the tourists that come here go on village visits and my grandmother tells them about the time they came from South Africa and the tourist[s] like to hear this because it is interesting for them. The tourists want to know why we live here, they say here is nothing and they ask how we survive here. The guides from the lodge drop the tourists to talk to the people there. She then gets a little something [donation] from them for her story.”

Community members indicated that other members of their households receive benefits “indirectly through the Conservancy, the fact that we are farmers and members of the Conservancy, we also benefit from the communal projects. The Conservancy creates a platform for collective decision making and therefore better decisions and better management can take place in the area. Better planning and decision making. My son is a guide here at Damaraland Camp and my brother is a guide for the Conservancy.”

Does the broader community benefit from tourism?
All the staff members and the community members indicated that the broader community benefits from tourism. Some of their comments are the following:

“Torra gives the old people a present every Christmas time, like blankets, pots, plates from Torra’s money that comes from the tourists. In the hunting season we also get a piece of meat.”
“Through job opportunities, living standards improve. Many people from the area have now got jobs through the tourism; many people also receive training and more people can now read and write. We also have game guards that look after the environment for us. Ten people work for Torra Conservancy as well.”

“Old people get Christmas presents. [There are] cash payouts to households and a funeral plan is paid for. The money comes from the 10% bed night levy at the camp.”

“Sixty per cent less unemployment and the incomes have increased. As a result of this successful joint venture other communities have also started tourism camps; these are all based on our model. Some of the people from our community have now gone to work at these other camps as well, because they have skills and experience. The quality of living and the aims of the project have been achieved.”

**Does tourism create jobs for local people?**

All the staff members and 60% of the community members agreed that tourism creates jobs for local people. The negative responses from community members were received from the De Riet Village.

**Does the money spent by tourists remain in the community?**

Ninety of the staff members indicated that the money spent by the tourist remains in the community. They are however aware that a significant portion of the income from the Camp goes to Wilderness Safaris. Only 40% of the community believed the money spent by tourists remains in the community. Sixty per cent of the community members interviewed believed that the money spent by tourists goes to Wilderness Safaris. It is important for the entire community to be made aware of the details of the joint venture partnership so that they understand how revenues are shared.

**Issue 6: Culture**

**Indicator 6.1: Cultural appreciation and conservation**

**Visitor opinion**

Visitors indicated that they had good experiences involving local culture with the average score (AS) being 4.43. Visitors also felt that cultural sites were well maintained (AS=4.0) and very accessible (AS=4.17). Visitors however did not agree that good souvenirs and crafts were available (AS=2.9). The Damaraland camp can definitely improve in the area of souvenirs and crafts. Besides offering these services to visitors it could also be an additional source of income for local communities in the vicinity of the Camp.
Staff and community members’ opinion

*Are there more crafts and more cultural activities because of tourism?*

Sixty per cent of the staff members indicated that there are more crafts and cultural activities because of tourism. Staff comments indicate that “there is more than there was and there are plans to have even more cultural activities. We also have cultural evenings at the Camp on Tuesdays and Wednesdays.” Another staff member said that “here is still very little here but it is much more than it used to be before tourism came to our area. The cultural festivals and village visits are also very popular with the tourists.” All the community members interviewed indicated that there are more crafts and cultural activities as a result of tourism. Community members also indicated that they have already had discussions with the Damaraland Camp staff regarding the sale of crafts and additional cultural activities at the Camp. These discussions have however not been finalized.

### 6.5.3 Economic issues

**Issue 7: Sustaining tourist satisfaction**

**Indicator 7.1: Level of tourist satisfaction**

**Enjoyment sub-indicators**

Visitors really enjoyed the experience they had at Damaraland Camp (AS=5) and would strongly recommend Damaraland Camp to their friends (AS=4.7). Visitors also felt the Camp did provide a good variety of experiences (AS=4.1). In may be concluded that visitors really enjoyed their
visit to Damaraland Camp and that they would recommend the Camp to their friends. The visitors also felt that the camp provided a good variety of experiences for the visitor to enjoy.

![Visitor responses to tourist satisfaction at Damaraland Camp](image)

**Figure 6.40:** Visitor responses to tourist satisfaction at Damaraland Camp

**Access sub-indicators**

Visitors did not feel that the roads were in a good condition (AS= 3). All the roads in the vicinity of the Camp are dirt roads which are only accessible by four-wheel drive vehicles. All visitors arriving in sedans have to leave their vehicles at a designated car park and be picked up by the Camp's vehicles. Visitors did not agree very strongly with the statement that the signage made
travel easy (AS=3.86) (Figure 6.40). Visitors did however agree that the destination was easy to
get to (AS=4.4). This response may be skewed because some visitors flew to the area by
charter aircraft and were driven to the Camp in the Camp’s vehicles.

![Image](image1.png)

**Figure 6.41:** Signage to Damaraland Camp

**Environmental sub-indicators**
Visitors perceived the Camp to be very clean (AS=4.8) and they felt that the state of the natural
environment was very good (AS=4.6). Visitors also felt that Damaraland Camp has an
interesting and varied landscape (AS=4.7). Visitors were not bothered by noise or solid waste at
all (these statements are stated negatively), which gave high ASs of 1.4 and 1.1 respectively.

**Service sub-indicators**
The visitors felt that the local cuisine was excellent (AS=4.7). The quality of the accommodation
was also rated as excellent (AS=4.7), and the level of service and the competency and
helpfulness of the staff were also rated as excellent with ASs of 4.8 and 4.9 respectively. This
clearly indicates that staff members are providing the visitors with excellent service.

**Safety sub-indicator**
Visitors felt very safe and secure during their visit (AS=4.8).

**Indicator 7.2: Perception of value for money**
Visitors perceived Damaraland Camp as being excellent value for money (AS=4.7).

![Graph](image2.png)

**Figure 6.42:** Visitor scores relating to perception of value for money at Damaraland Camp
Indicator 7.3: Percentage of return visitors

Ten per cent of the visitors interviewed had visited Damaraland Camp before. Eighty per cent of the visitors interviewed indicated that they would visit the Camp again and that they would stay an average 2.5 days next time they visited the site. Visitors showed strong agreement (Figure 6.43) with the statement about whether they would visit Damaraland Camp again (AS=4).

<table>
<thead>
<tr>
<th>I would visit [destination] again.</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
</tr>
<tr>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

Figure 6.43: Visitor scores relating to return visitation at Damaraland Camp

It is very encouraging that 80% of the visitors interviewed indicated that they would like to visit Damaraland Camp again.

Indicator 7.4: Perception of sustainability

All the visitors perceived Damaraland Camp to be sustainable. Responses included comments on the environment and aspects of the community. Comments relating to the environmental sustainability include that “the camp is well integrated into the environment and there seems to be a strong respect for the natural environment here” and “water wise education done, solar heating and electricity, and trickle plant”. Some comments relating to the community are the following: “I learned that the camp is a partnership involving local people.” “It was great to hear about the community involvement.” “The staff seems to work well and English is excellent, training and education is good.” These comments indicate that the visitors have a good idea of the environmental and social aspects of sustainability.

Indicator 7.5: Tourist complaints

Fifty per cent of the visitors who were questioned made suggestions regarding improvements they would like to see. These suggestions include improvements to the bathrooms, the solar geysers, the vehicles and the roads. The improvement suggested for the bathrooms is that “window coverings on the shower windows would have made showering much easier for the women”. Other comments were “enclose water heaters to look more natural”, “warmer vehicles for the morning drives” and “better roads to access the camp”. These comments could be considered by the management of the venture and where feasible they could be addressed.

Staff member responses

Do you know of any complaints received from tourists?

Seventy per cent of the staff members indicated that they know of complaints received from tourists. Major complaints from tourists relate to the heat and the cold, as well as that the roads
are too bumpy and that the area does not have enough animals. A staff member also indicated that some visitors say "the food is cold and the service is too slow". Although not much can be done about the ambient temperature, the other concerns should be investigated to see if they could be addressed – especially complaints relating to food and service. Even though some guests regard the roads as being too bumpy, the roads do make the area exclusive as only four-wheel drive vehicles can access the area. The roads also add to the authenticity of the area – as a staff member said, “The tourists are used to smooth roads, if you are in Africa then you have to adapt to African roads.”

Issue 8: Tourism seasonality
Indicator 8.1: Tourist arrivals by month
Data covering 21 months was received from the staff at the Camp. The staff also informed the researcher that during this 21-month period the Camp was closed for refurbishment between 14 January 2008 and 22 March 2008. The refurbishment coincided with the low season which runs from January to March. The high season for Damaraland Camp is from July to October. The reason for the high season ending in October and the low season being from January to March could be that summers are extremely hot in this desert area. In an attempt to mitigate the adverse effects of the hot summers Wilderness Safaris has instituted reduced pricing for the summer months from December to April. The total number of tourists is illustrated in Figure 6.44. The average number of visitors per month is 307.35. According to the manager there has been an upward trend in the number of visitors over the last three to four years. This, together with the refurbishment that was completed in 2008, augurs well for the economic feasibility of the Camp.

![Figure 6.44: Total number of tourists visiting the Damaraland Camp from January 2007 to September 2008](image-url)
Indicator 8.2: Occupancy rates for accommodation by month
The occupancy rate for the same period was calculated. The Damaraland Camp has 11 accommodation rooms, each accommodating two visitors (22 in total). The highest occupancies are experienced from July to October, with the low periods being January to March (Figure 6.45). The average monthly occupancy rate is 48.53%. According to the management there is also an upward trend in the occupancy levels.

![Occupancy at the Damaraland Camp from January 2007 to September 2008](image)

**Figure 6.45:** Occupancy at the Damaraland Camp from January 2007 to September 2008

Indicator 8.3: Percentage of tourist industry jobs which are permanent or full time (compared to temporary/seasonal jobs)
All 28 employees are employed on a permanent basis. The venture has no temporary employees.

Issue 9: Economic benefits of tourism
Indicator 9.1: Number of local people (and ratio of men to women) employed in tourism
Twenty-six of the 28 employees are from the local community. Only the Camp manager and his wife, who co-ordinates the hospitality functions at the Camp, are not from the local community. Both of them are, however, Namibian citizens from Windhoek. The gender composition of the employees is 11 males and 17 females.
Indicator 9.2: Revenue generated

The income generated by the sale of accommodation is N$11 746 917 per annum. The formula used for the calculation is:

\[ AMV \times ACA \times 12 = ERA \]

Where:
- AMV = Average monthly visitors
- ACA = Average cost of accommodation per person per night
- ERA = Estimated annual revenue generated through the sale of accommodation

Calculated as follows:

\[ 307.35 \times N$3 185 \times 12 = N$11 746 917 \text{ per year} \]

Indicator 9.3: Revenue spent in area

Besides the salaries paid to the staff who work at the Camp, community members are also paid for providing parking facilities for visitors and for providing a laundry service to the Camp. Ten per cent of the night levy of visitors is paid to the Torra Conservancy. With an estimated revenue of N$11 746 917 the Torra Conservancy would therefore be paid N$1 174 691.70 as a bed night levy. A weekly supply truck brings in all the food, supplies and fuel from Windhoek. All incidental products and services that need to be purchased are usually purchased from the closest town, Khorixas, which is some 130 km away from the Camp.

6.5.4 Environmental issues

Issue 10: Energy management

Indicator 10.1: Per capita consumption of energy (per person per day)

The energy use at Damaraland Camp is indicated in Table 6.7. The camp has four major sources of power supply. Diesel is used by all the vehicles as well as by the diesel generator which generates power eight hours a day for general use throughout the Camp. Grid electricity is used to extract and pump borehole water several km to the Camp. LPG is used for cooking and refrigeration. All the accommodation units generate their own power through solar panels. The Camp also has 17 solar-powered geysers (unfortunately the power saving of these geysers is not quantifiable). A small amount of wood is also used for firewood (not quantifiable), and all the wood that is used is brought in by the weekly supply trucks from Windhoek. According to the manager all wood is sourced from sustainable sources. The total amount of energy used (excluding solar water heating and wood) is 40 677 kWh per month. The average energy used per person per day is 132.35 kWh (this excludes solar water heating and wood use). Although this seems extraordinarily high, it includes all the energy used by the 28 staff members and their families, who live on the Camp premises.
Table 6.7: Average monthly energy use at Damaraland Camp

<table>
<thead>
<tr>
<th>Type of energy</th>
<th>Units</th>
<th>Purpose of energy use</th>
<th>Quantity of energy used in units</th>
<th>Quantity of energy used in kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas (LPG)</td>
<td>kg</td>
<td>Cooking, refrigeration</td>
<td>384</td>
<td>5257</td>
</tr>
<tr>
<td>Diesel</td>
<td>litres</td>
<td>Transport, generator</td>
<td>3250</td>
<td>34678</td>
</tr>
<tr>
<td>Petrol</td>
<td>litres</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Grid electricity</td>
<td>kWh</td>
<td>Water pumping</td>
<td>529</td>
<td>529</td>
</tr>
<tr>
<td>Solar power</td>
<td>w</td>
<td>Power supply, water heating (not quantifiable)</td>
<td>213</td>
<td></td>
</tr>
<tr>
<td>Other e.g. wood</td>
<td>kg</td>
<td>Firewood</td>
<td>Not available</td>
<td>?</td>
</tr>
<tr>
<td><strong>Total monthly energy used in kWh</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>40677</strong></td>
</tr>
</tbody>
</table>

Indicator 10.2: Energy-saving measures
All the energy needs for the 11 tourist accommodation units are supplied through solar panels and solar water geysers. An additional six solar water geysers provide hot water for the kitchen and for staff use. All the light fittings in the Camp are either energy-saving or LED bulbs. The diesel-powered generator also only operates for eight hours per day.

Indicator 10.3: Percentage of energy consumption from renewable resources
Solar power accounts for 0.52% of the total quantifiable energy use at Damaraland Camp. Solar power is also used for water heating. Unfortunately this is not quantifiable. A small amount of wood is also used in the Camp, but it is also not quantifiable.

Issue 11: Water availability and conservation
Indicator 11.1: Water use (total water volume consumed and litres per tourist per day)
The daily consumption of water is estimated to be 10 000 litres for the entire tourism venture. The average use per overnight visitor is 990.1 litres, which seems excessive, but it includes water consumed by staff members and their families.

Indicator 11.2: Water conservation measures
All visitors are requested to run the cold water in the water pipes into buckets while waiting for the hot water to fill pipes. Staff use this cold water for cleaning purposes in each accommodation unit. All visitors are also requested to use water sparingly. The Camp aims to implement a grey-water recycling system in the near future.

Issue 12: Quality of drinking water
Indicator 12.1: Water treated to international potable standards
The results of the water quality analysis are indicated in Table 6.8. All the determinants tested were within accepted water quality standards except for fluoride and nitrate and nitrite. The result for fluoride causes the greatest concern as the SANS standard (241:2006 Edition 6.1) indicates the maximum consumption period for this Class II water as one year, and although this is not a problem for the guests who only stay for short periods, it is definitely a concern for the
staff members. High fluoride levels lead to brittle and mottled teeth. Alternative supplies of water should be investigated for human consumption if possible. Harvesting the morning fog could be a likely alternative. Although the nitrate and nitrite levels are also in Class II, these results are not as worrying but these levels should be monitored regularly.

Table 6.8: Damaraland Camp water quality analysis results (in the table green cells indicate Class I, while red cells indicate Class II)

<table>
<thead>
<tr>
<th>Water quality determinant</th>
<th>Units</th>
<th>Class I (recommended operational limit)</th>
<th>Class II (maximum allowable for limited duration)</th>
<th>Class II maximum water consumption period*</th>
<th>Results of water analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>pH value</td>
<td>pH units</td>
<td>5.0 - 9.5</td>
<td>4.0 - 10.0</td>
<td>No limit</td>
<td>8.1</td>
</tr>
<tr>
<td>Conductivity</td>
<td>mS/m</td>
<td>&lt;150</td>
<td>150 – 370</td>
<td>7 years</td>
<td>99.2</td>
</tr>
<tr>
<td>Dissolved solids</td>
<td>mg/l</td>
<td>&lt;1000</td>
<td>1000 - 2400</td>
<td>7 years</td>
<td>752</td>
</tr>
<tr>
<td>Chemical characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 2.0</td>
<td>No limit</td>
<td>&lt;0.3</td>
</tr>
<tr>
<td>Calcium</td>
<td>mg/l</td>
<td>&lt;150</td>
<td>150 – 300</td>
<td>7 years</td>
<td>57.0</td>
</tr>
<tr>
<td>Chloride</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 – 600</td>
<td>7 years</td>
<td>106.0</td>
</tr>
<tr>
<td>Fluoride</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 1.5</td>
<td>1 year</td>
<td>1.0</td>
</tr>
<tr>
<td>Magnesium</td>
<td>mg/l</td>
<td>&lt;70</td>
<td>70 – 100</td>
<td>7 years</td>
<td>11.9</td>
</tr>
<tr>
<td>Nitrate and Nitrite</td>
<td>mg/l</td>
<td>&lt;10</td>
<td>10 – 20</td>
<td>7 years</td>
<td>15.3</td>
</tr>
<tr>
<td>Potassium</td>
<td>mg/l</td>
<td>&lt;50</td>
<td>50 – 100</td>
<td>7 years</td>
<td>1.2</td>
</tr>
<tr>
<td>Sodium</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 – 400</td>
<td>7 years</td>
<td>128.0</td>
</tr>
<tr>
<td>Sulphate</td>
<td>mg/l</td>
<td>&lt;400</td>
<td>400 – 600</td>
<td>7 years</td>
<td>100.0</td>
</tr>
<tr>
<td>Zinc</td>
<td>mg/l</td>
<td>&lt;5.0</td>
<td>5.0 – 10</td>
<td>1 year</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Microbiological characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heterotrophic plate count</td>
<td>count/ml</td>
<td>Alert level = 5000</td>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

* The limits for the consumption of class II water based on the consumption of 2 l of water per day by a person of mass 70 kg over a period of 70 years (SANS 241:2006 Edition 6.1) (Standards South Africa, 2006).

Issue 13: Sewage treatment

Indicator 13.1: Sewage treatment systems

Sewage is treated by means of a trickle plant and a bio-digester; plans are also in process to reuse the grey water back through the separate system to the toilets. According to the manager 90% of the grey-water recycling system pipes have already been laid and will be completed within the next period the camp is closed for maintenance.

Issue 14: Solid waste management

Indicator 14.1: Waste volume produced

According to the manager 50 bags of solid waste are produced per week.

Indicator 14.2: Waste disposal (landfill, recycling, etc.)

All the kitchen waste is fed to pigs in the nearby village of Fonteine. All the waste is sent back to Windhoek on the weekly supply trucks. In Windhoek the waste is then dumped in a landfill site (550 km away).
Issue 15: Controlling use intensity
Indicator 15.1: Number of tourists per square metre of the site
The footprint of the Damaraland Camp, including all buildings, roads and footpaths, is 11,375 m² (Figure 6.46). The average of 10.1 visitors per day gives an average of 1,126.24 m² per visitor or 0.0009 visitors per m².

![Figure 6.46: Damaraland Camp development footprint](image)

Issue 16: Biodiversity and conservation
Indicator 16.1: Local community involvement in conservation projects in the area
*Do the staff members do conservation projects in the community?*
Forty per cent of the staff indicated that they participate in conservation projects in the area. However, the majority of the staff indicated that conservation projects are the responsibility of the Torra Conservancy game guards. This was summarized well by a staff member who stated that the staff “help when there are fires in the area; we also assist the Conservancy with game counts. A lot of projects are also done by the Conservancy game guards.” Other conservation projects in which staff members have been involved include the erection of dams for the elephants and litter clean-ups in the Camp as well as in the communal areas.
**Is the community involved in conservation projects in the community?**

Although 60% of the community members interviewed indicated that the community is involved in conservation projects, the Torra Conservancy is seen to be responsible for the conservation projects. Comments affirming this include “There are a number of game rangers of the Torra Conservancy that look after the animals and the natural vegetation” and “the Conservancy is a conservation organization. The whole aim is to manage the area in a sustainable way. All projects in area are driven with this aim in mind.”

6.5.5 **Cross-cutting issues**

**Issue 17: Development controls**

**Indicator 17.1: Existence of a land use or development planning process including tourism**

The only development controls or planning process being undertaken in the area is the Northwest Tourism Master Plan as previously mentioned.

**Issue 18: Networking and collaboration**

**Indicator 18.1: Partnerships and collaborations**

The tourism ventures work in very close association with the Torra Conservancy which holds the rights to the management of the area. The Torra Conservancy has a number of partners that support its programmes. Two such partners are the Integrated Rural Development and Nature Conservation (IRDNC) which provides a facilitation and advisory service and the Save the Rhino Trust (SRT) that also provides training and conservation advice to the Torra Conservancy.

All the marketing and bookings for the tourism venture are handled by the Wilderness Safaris Office in Windhoek.

6.6 **Triple joint venture: Tembe Elephant Lodge**

6.6.1 **Background**

Tembe Elephant Lodge is a triple joint venture CBE venture. The Tembe Lodge is 50% owned by a private individual entrepreneur, 50% by the community. The 50% community ownership is split in two halves: the first half (25%) belongs to the community trust, the second half (25%) is divided into five parts that are owned by the Chief and four other prominent members of the community. The third non-shareholder partner is the Ezemvelo KwaZulu-Natal Wildlife Service (EKWS), which is responsible for the management and custodianship of the Tembe Elephant Park on which the Lodge is located.
Tembe Lodge offers fully inclusive accommodation in furnished tents (Figure 6.48). The Lodge can accommodate 37 visitors in 12 tents. Each tent has en suite facilities. The Lodge also has two lounges, a central dining area, a bar and a swimming pool. Daily morning and afternoon guided game drives are also offered to visitors. Cultural activities and community visits may also be arranged by the Lodge on request.

The Tembe Elephant Park is a 30 000 ha reserve of unique sand forest and grassland ecosystems which is roamed by over 220 of the last free-ranging elephant in KwaZulu-Natal province (South Africa). The reserve also boasts the other members of the Big Five – lion, leopard, black and white rhino and buffalo – as well as over 340 bird species and other abundant mammal species right down to the tiny suni, one of the smallest antelope in the world. The original reason behind the proclamation of the Park was however, not for conservation, but to ensure the safety of the local communities from the elephant. The Park received its name from the Tembe people of the area (Ezemvelo KZN Wildlife, 2007). The land still belongs to the community but is managed by the EKWS.
Figure 6.48: Tembe Elephant Lodge: (a) bar, (b) lounge, (c) standard tented accommodation exterior and (d) interior, (e) bush camp accommodation exterior and (f) interior

6.6.2 Social issues

Issue 1: Local satisfaction with tourism

Indicator 1.1: Local satisfaction level with tourism

*Is tourism good for the community?*

All the staff members interviewed replied that tourism is good for the community. The majority of the staff members indicated that tourism was good as it provided jobs and employment opportunities for the community. Other reasons provided by staff members for tourism being good for the community include "cultural interaction" and "learning more about nature".
Eighty per cent of the community members indicated that tourism is good for the community. All
the community members indicated that it provides employment opportunities and money for the
community. One community member also said that “Northern KwaZulu-Natal has poor soil that
is not good for sugarcane, maize-meal or other stuff. Soil is good for grass and trees. Tourism
wants animals and birds that use the grass and trees so tourism is a good option.” A negative
comment received from a community member indicated that “no help or anything goes to the
community. Nothing goes to the community. The staff that work there, work long hours and get
little salary.” When the researcher enquired why they continue working there, the community
member replied that there is “no other place to work”. These comments indicate that tourism is a
good opportunity for communities to get employment in the area. It is also however one of the
only employment opportunities in the area.

Do you want more or less tourism in your area?
All the staff and community members interviewed indicated that they would like more tourism in
their area. All the staff members indicated that they would like to have more tourism in the area
so that more people from the community could be employed and get jobs through tourism. Staff
members also indicated that if there was more tourism it would lead to “better schools and
services for the people”, “better understanding between the cultures of the tourists and the
communities” and “more jobs, which would lead to less crime in the area”. Although all the
community members agreed that they wanted more tourism in the area, their comments were
more critical of Tembe Lodge. Some of these negative comments were:

“We want work and clinics so that the community can be supported. And schools.
This lodge there is nothing. Other places like Phinda is working very well but not
here.”

“More tourism equals more jobs which equals more benefits. We are not happy
with the tourism there at Tembe Elephant Lodge, the owner made promises but
nothing happens, owner lied to us. Like somebody who wants you to vote –
promise lot of things, after the vote they kick you and don’t do the promises. One
lodge is not enough for this area; more people can stay here [tourists staying
overnight].”

“Competition could be higher, opportunities created left, right, bottom and centre.
More jobs and more community projects.”

“Not the way this is, more jobs, more benefits and community must have a
greater say in decision making, profits and benefits.”

These comments raised a number of issues such as the lack of promised benefits for the
community, the lack of community decision making and the need for additional tourism
enterprises in the community to provide additional jobs and community benefits. These
comments need to be seriously considered by the management of the Tembe Lodge.
Although there is a high level of local satisfaction with tourism and a general perception amongst both the staff and the community members interviewed that there is a need for more tourism in the area there is a great need for more transparent decision making and a need to create open channels of communication.

**Indicator 1.2: Local community complaints**

*Is there anything that bothers you about tourism in your community?*

Seventy per cent of the staff members and all the community members interviewed indicated that there were things that bothered them about tourism in their area. Some of the things that bother the staff members are evident from the following responses:

"The lack of the local people ownership of the tourism facilities …"

"We need more tourism to lift up economy in the area as we have no industries here."

"Local people are made promises then they move and then there are no jobs."

"If the relationship between the owner/boss and the management and the staff is bad it affects the guests."

The issues that bother the community members are listed below:

"We are not working well together [the community and the Lodge]."

"Shortage of jobs for the local youth, bursaries are needed for the local youth for tourism and to educate the future generations. Education is better than a job."

"The relationship between the Lodge and the community is not good."

"No benefits to people, only helping that person [staff members] it is not helping us."

Important issues were raised regarding tourism in the area and the concerns of the staff and the community members regarding tourism in their area. These concerns should be addressed by all three the partners of the Tembe Lodge to ensure a sustainable future for Tembe Lodge.

**Do you know of any complaints received from local residents regarding tourism?**

Eighty per cent of the staff and 60% of the community members interviewed were aware of complaints from local communities regarding tourism. The staff members indicated that the major complains from the community are that not enough jobs are created through the tourism venture and that the community does not benefit enough through tourism. One staff member also indicated that the community complains about non-local people being employed at the Lodge. The community members said that community members complained that tourism did not provide enough jobs and that the salaries offered by tourism are too low. The community also complained about people from outside the area working at the Lodge. The community members interviewed commented that the community is “not happy with Lodge and say we must develop our own lodge”.

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Issue 2: Effects of tourism on communities

Indicator 2.1: Percentage who believe that tourism has helped bring new services or infrastructure.

*Does tourism help the community obtain services?*

Seventy per cent of the staff members and 20% of the community members indicated that tourism helps the community obtain services. The staff members indicated that tourists support the local schools and the local hospital. Only one community member interviewed indicated that tourism has helped the community obtain services. This community member stated that “two tourists from France who visited Tembe Lodge were taken to nearest school. They helped school with three or four classes and a fence which cost R73 000 to erect around the school”. Other community members interviewed all indicated that tourism does not help the community to obtain services.

Indicator 2.2: Other effects of tourism on the community

*Does tourism employ local youth?*

All the staff members and 80% of the community members interviewed indicated that the majority of the people employed by tourism are local young people.

*Does tourism increase or decrease the prices of local goods?*

Seventy per cent of the staff members indicated that tourism increases the prices of local goods. Staff members mentioned that the prices of handicrafts had increased most. Community members interviewed generally indicated that the prices of local goods had generally remained the same.

*Does tourism increase or decrease crime in the area?*

Seventy per cent of the staff and 60% of the community members felt that crime in the area has decreased as a result of tourism. Staff members indicated that crime and poaching have decreased because people now have jobs. One staff member also indicated that there is “less poaching since here are lions”. Community members commented on the perceived decrease in crime by saying that “tourism helps people understand what the park is for, there was poaching before, now people from the community understand the game reserve. Because the tourists are helping the community the crime is lower because the people understand the Lodge” and “There is less crime because poverty and unemployment cause crime. As a result of tourism employing people, families are benefiting so there is now less crime. Young people also involved in traditional dancing group.” Two staff members however indicated that tourism has increased crime in the area because, in their opinion, “tourists are targeted as they have expensive things”.

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Does tourism change the behaviour of the community?
Only 20% of the staff and 20% of the community members indicated that tourism changes the behaviour of the community. The changes indicated by the staff members relate to speaking more English with tourists and wearing more long pants. The community member who indicated that tourism is changing the people behaviour also indicated that women were wearing more long pants and short skirts as a result of tourism. One community member said that the changes in the community’s behaviour have been kept to a minimum by the Chief. The interviewee said that the “Amakhosi [King or Chief] rules the people; he tells them to follow culture and way of life. He has strict rules. The tourists are only in the Lodge so not outside, so not much influence in community areas.”

Does tourism damage or destroy nature?
There is general consensus (90% amongst staff members and 80% amongst community members interviewed) that tourists do not damage and destroy nature. One staff member indicated that day visitors and not the Lodge tourists pollute nature, as the Lodge tourists always have a guide. A community member responded negatively by saying that tourism does destroy nature as all the “rubbish from the Lodge gets dumped in the community area”.

Does tourism use the resources people need, like firewood and water?
Forty per cent of the staff members and all community members indicated that tourists do use resources the community need, like firewood and water. All the firewood used at Lodge comes from the community areas as people are not allowed to collect wood inside the Park. Some of the building materials used in the Lodge, such as reeds and grass for thatching, are bought from the local community. All the water used in the Lodge comes from the water supply pipelines.

Are there areas that people cannot access because of tourism?
Some staff members (20%) indicated that there are areas that people cannot access because of tourism. The Tembe Elephant Park is such an area with ‘limited access’. Although the Park belongs to the community it is controlled by the Ezemvelo KwaZulu-Natal Wildlife Services (EKWS), which also controls access. Sixty per cent of the community members interviewed felt that access to the Tembe Elephant Park limits the community’s access. The community members indicated that they may no longer enter the Park and visit their relatives. The community members now have to be met at the gate and escorted into the Park or to the Lodge which is also inside the Park. Mr WS Matthews, the regional scientist of EKWS, indicated through personal communication that the introduction of lions to the Park now poses a significant danger to unescorted community members. This has to be better communicated to communities so that they understand the reasons for the access controls.
Can the local community visit/use the tourism facility?
Sixty per cent of the staff and 20% of the community members interviewed agreed that the local community may visit the tourism facility. Although the community members are allowed to visit the tourism venture there is a perception because of the EKWS controls that they may not visit the area. This perception has to be changed by the Lodge and the EKWS to ensure that the community recognizes the Lodge and the Tembe Elephant Park as their property.

What can be done to make tourism better in your community?
Ninety per cent of the staff and 80% of the community members interviewed provided suggestions to make tourism better in the community. The suggestions made by staff members relate to additional tourism ventures, accommodation, roads and greater numbers of wildlife, as well as training for the staff and the community members so that they may better understand tourism and the associated benefits thereof. Staff would also like additional training so that they may "give the visitors a better experience". Staff members also suggested "a big screen TV for sports" and "help for the dancing groups so that they may become better". Community members indicated that additional lodges are necessary so that more jobs can be created. One community member said that “there must be no crime and we [the community and the Lodge] need to work together better, we need good customer service and the relationship with the tourists is important so that they talk about the area”. Another community member indicated that tourism could be improved by “more roads, more lodges and more clients. Because of lions and elephants, you need a guide in every car. Need to control tourists and inform them of dangerous lions and elephants. More guides to control clients.” These suggestions should be taken into consideration by all three the partners in this tourism venture to ensure that the tourism venture becomes even better.

Issue 3: Education
Indicator 3.1: Education of tourists
All tourists are accompanied on activities by qualified guides who provide education to the tourists. Guides and the camp manager are always on duty during the day and during the evenings to provide assistance and informal discussions in the Camp. During the evenings informal discussions are also held around the campfire.

Indicator 3.2: Education of community
Do community members receive any skills training through the tourism venture?
All the community members interviewed indicated that community members do not receive any skills training through the tourism venture.
Does the community receive any training about nature and culture through the tourism venture?

All the community members interviewed indicated that the community does not receive any training about nature and culture through the tourism venture. One staff member indicated that “the tourism Lodge should teach the community more about nature; we need to protect what we still have left”.

Indicator 3.3: Training and skills development of staff members

Did you receive any training/skills development to do this work?

All the staff members indicated that they received training to do the specific jobs that they do at the Lodge. This training varies from full-time courses to in-service training at the Lodge. The type of training includes hospitality, housekeeping, management, guiding and first aid training.

Do staff members receive any skills training through the tourism venture?

All the staff received training through the tourism venture.

Does the staff receive any training about nature and culture through the tourism venture?

Sixty per cent of the staff indicated that they have received training regarding nature and culture. All the guides have undergone training about nature. Some staff members have also undergone training from the guides at the Lodge with respect to nature and culture although they themselves are not guides. One staff member indicated that “the staff and the community should be shown how important nature is so that they realize the jobs that there are here at the Lodge are because of nature”.

Issue 4: Community decision making

Indicator 4.1: Community decision-making structures

Does the community have control over tourism?

Only 30% of the staff members interviewed and 20% of the community members indicated that the community controls tourism. One of the community members indicated that the community does not control tourism at the moment but they will in the future as “the community has control over the conservation people, and the conservation people control tourism”. This situation is not very favourable and could be a cause of friction in the future.

Issue 5: Community benefits

Indicator 5.1: Community benefits from tourism

Do you personally benefit from tourism?

All the staff members agreed that they personally benefit from tourism. The benefits they list include their jobs, salaries, training and the cultural interaction they receive from working with tourists. Forty per cent of the community members indicated that they have personally received
benefits from tourism, such as temporary work and the knowledge that they have received through talking to tourists.

**Does anyone else in your household benefit from tourism?**
Twenty per cent of both the staff members and the community members indicated that other members of their households have received benefits through tourism. They mentioned benefits such as the money they received, that family members have been sent to school, that one staff member could build a house for her family and that she paid for driving lessons for her brother so that he could get his driver’s licence. One community member indicated that a member of his family is employed as a housekeeper at the Lodge.

**Does the broader community benefit from tourism?**
Eighty per cent of the staff members indicated that the broader community receives benefits from tourism through employment and support and donations tourists give the schools and the community members. Only 20% of the community members interviewed believed that the broader community receives benefits from tourism through employment and through craft sales and traditional dancing for the guests at the Lodge.

**Does tourism create jobs for local people?**
All the staff members and community members agreed that tourism creates jobs for local people.

**Does the money spent by tourists remain in the community?**
Only 20% of the staff members believed that the money spent by tourists remains in the community. The majority (80%) of the staff members believed that the money spent by tourists goes to the owner and the shareholders of the Lodge. All the community members believed that the money tourists spend goes to the owner of the Lodge.

A very worrying comment was made by one of the community members who said that he is “not happy with the present situation. At supper time [at the Lodge] they say Lodge is controlled by community, and the tribal, our traditional leaders, so if you are here at Tembe, don’t think that your money is coming at Tembe [the Lodge]. That money it goes to the community, you’re not here to help only Tembe Safari Camp [Tembe Lodge]. But your money it goes to community, when I hearing that type of language talking, it make me feel un-, un-, unhappy! Every night especially when it is full camp. The guests keep visiting the Lodge because they say they are helping people.” This disturbing statement indicates a division between the community and the Lodge.
Issue 6: Culture
Indicator 6.1: Cultural appreciation and conservation

Visitor opinion

Visitors indicated that they had good experiences involving local culture with the average score (AS) being 4.33. Visitors also felt that cultural sites were well maintained (AS=4.13) and very accessible (AS=4.0). Visitors also agreed that good souvenirs and crafts were available (AS=4.0).

Staff and community members’ opinion

Are there more crafts and more cultural activities because of tourism?

All the staff members and the community members agreed that there are more crafts and cultural activities in the area as a result of tourism. A staff member commented that there are “more crafts and we also have dancing and singing at the Lodge”. One community member commented that “before Lodge no handicrafts, after Lodge established more tourists to buy crafts such as the craft shop at the gate. It also revives local culture through the singing and dancing group, the next generation is doing it both for earning something and for fun.” The development of the Lodge has also led to the development of the craft shop (Figure 6.50) at the entrance to the Tembe Elephant Park. The Lodge has had a very good impact on local crafts and cultural activities.
6.6.3 Economic issues

**Issue 7: Sustaining tourist satisfaction**

**Indicator 7.1: Level of tourist satisfaction**

**Enjoyment sub-indicators**

Visitors enjoyed their experience at Tembe Lodge, (AS=4.7) and would strongly recommend Tembe Lodge to their friends (AS=4.7). Visitors also felt the Camp did provide a good variety of experiences (AS=4.4).

**Access sub-indicators**

Visitors did feel that the state of the roads made travel easy (AS=4.2). All the roads on the reserve are dirt roads which are only accessible by four-wheel drive vehicles. All visitors arriving in sedans have to leave their vehicles at the Park entrance and are picked up by the Lodge’s vehicles. Visitors also agreed very strongly with the statement that the signage made travel easy (AS=4.3). Visitors strongly agreed that the destination was easy to get to (AS=4.7).

**Environmental sub-indicators**

The visitors to Tembe Lodge perceived the Lodge to be very clean (AS=4.7) and the state of the natural environment as excellent (AS=4.8). Visitors also felt that Tembe Lodge has an interesting and varied landscape (AS=4.7). Visitors were not bothered by noise or solid waste (these statements are stated negatively). Both aspects had excellent ASs of 1.3.

**Service sub-indicators**

The visitors felt that the local cuisine was excellent (AS=4.6) and that the quality of the accommodation was also rated as very good (AS=4.3). The level of service and the competency and helpfulness of the staff were also rated as high with ASs of 4.4 and 4.5 respectively. This gives a good indication that staff members are providing the visitors with a high level of customer service.
<table>
<thead>
<tr>
<th>Sub-indicator</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety sub-indicator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I felt safe and secure during my visit.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service staff were competent and helpful.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>The quality of accommodation was good.</td>
<td></td>
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<tr>
<td>The level of service provided was high.</td>
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</tr>
<tr>
<td>Service staff were competent and helpful.</td>
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</tr>
<tr>
<td>Enjoyment sub-indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I enjoyed my experience in [destination].</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>[Destination] provided a good variety of experiences.</td>
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<td></td>
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<tr>
<td>I would recommend [destination] to my friends.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access sub-indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It was easy to get to [destination] for my visit.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The state of the roads made travel easy.</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>The state of the signage made travel easy.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental sub-indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I found [destination] to be clean.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>I was bothered by noise.</td>
<td></td>
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<tr>
<td>I was bothered by solid waste.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The state of the natural environment was good.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[destination] has an interesting and varied landscape.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perception of value for money</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitors perceived Tembe Lodge as being good value for money (AS=4.11).</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Figure 6.51:** Visitor responses to tourist satisfaction at Tembe Lodge

**Safety sub-indicator**
Visitors felt very safe and secure during their visit (AS = 4.9).

**Indicator 7.2: Perception of value for money**
Visitors perceived Tembe Lodge as being good value for money (AS=4.11).
I feel I received good value for money.

Figure 6.52: Visitor scores relating to perception of value for money at Tembe Lodge

Indicator 7.3: Percentage of return visitors
Fifty per cent of the visitors interviewed had visited Tembe Lodge before and 80% of these visitors indicated that they would visit the Camp again and that they would stay for an average of 4.38 days next time they visited. Visitors showed very strong agreement (Figure 6.53) with the statement relating to whether they would visit Tembe Lodge again (AS=4.7).

Figure 6.53: Visitor scores relating to return visitation at Tembe Lodge

It is very encouraging that 80% of the visitors interviewed indicated that they would like to visit Tembe Lodge again.

Indicator 7.4: Perception of sustainability
Eighty per cent of the visitors perceived Tembe Lodge to be sustainable. Comments made by visitors include the following: “The local people are involved and get an income from the Lodge”, “employing local people” and “Game Park is well looked after, staff seemed happy and visitors happy.” Aspects such as the economic benefits for the community, visitor and staff satisfaction and the good state of the environment are highlighted through these comments.

Indicator 7.5: Tourist complaints
Thirty per cent of the visitors questioned provided suggestions for making tourists’ stay more enjoyable. One visitor commented: “Although I as visitor felt safe and secure, I noticed that the camp gate was left open and unattended through the night.” The safety and security aspect is important for the visitors and should be a matter of priority for the Lodge. Although the Lodge area does have electric fencing around it, the gates need to be closed at night to keep dangerous animals such as elephants, lions and buffalo out of the area at night. The same visitor also commented that he would have liked “more information on arrival, e.g. map of park, and up to date game and bird lists. I have a big 4x4 and don’t know where to drive it.” The Lodge management should attend to this matter. Two separate visitors commented that “the
accommodation was good, but I feel it was too expensive for what you get,” indicating that the cost of accommodation was far too high for what was offered. This relates specifically to the Bush Camp units. The management could possibly adjust the pricing for these units. Two visitors also suggested the possibility of having bushwalks for bird watching and animal tracking in the Park. A visitor commented that the Lodge provided a “very relaxed, calm environment; felt added benefit of visit by park being a community-based ecotourism site.”

Staff member responses

Do you know of any complaints received from tourists?

Eighty per cent of the staff members indicated that they know of complaints received from tourists. Major complaints from tourists relate to the noise made by the staff, especially in the kitchen area. One staff member commented that visitors complain that “the Bush Camp is not good value for money”. This confirms the comments made by the interviewed visitors. Other complaints relate to the low numbers of wild animals in the Park.

Issue 8: Tourism seasonality

Indicator 8.1: Tourist arrivals by month

Data covering 30 months was made available to the researcher (January 2006 to June 2008). During this period the camp was closed for maintenance for three four-day periods (July and September 2006 and November 2007). The high season for Tembe Lodge is April, July, October and December every year. This coincides with the South African school holiday periods. The low season is January, February and May annually. The total number of tourists is illustrated in Figure 6.54. The average number of visitors per month for the 30 months of data received is 338.13. According to the manager there has been a very slight upward trend in the number of visitors over the last two to three years. The Lodge added one more accommodation unit in June 2006, bringing the total overnight visitors that can be accommodated to 37.

![Figure 6.54: Total number of tourists visiting the Tembe Lodge from January 2006 to June 2008](image-url)
**Indicator 8.2: Occupancy rates for accommodation by month**

The occupancy rate for the same 30-month period was calculated. The Tembe Elephant Lodge has 12 accommodation units, accommodating a total of 37 visitors. The highest occupancies are experienced during April, July, October and December annually, while the lowest occupancies are during January, February, May, September and November every year (Figure 6.55). The average monthly occupancy for the 30-month period is 30.86%. According to the management there has been a slight upward trend in the occupancy levels.

![Figure 6.55: Occupancy at the Tembe Lodge from January 2006 to June 2008](image)

**Indicator 8.3: Percentage of tourist industry jobs which are permanent or full-time (compared to temporary/seasonal jobs)**

All 30 employees are employed on a permanent basis. The venture has no temporary employees.

**Issue 9: Economic benefits of tourism**

**Indicator 9.1: Number of local people (and ratio of men to women) employed in tourism**

Twenty-eight of the 30 employees are from the local community. The gender composition of the employees is seven males and 23 females. A community member commented that "[there are] too many jobs for women only at the Lodge. The reception and the bar people are from outside while the local people do the cleaning work and the kitchen work." This concern should be seriously considered by the management of the Lodge.

**Indicator 9.2: Revenue generated**

The income generated by the sale of accommodation is ZAR5 002 322.27 per annum.
The formula used for the calculation is:

\[
\text{AMV} \times \text{ACA} \times 12 = \text{ERA}
\]

Where:
- AMV = Average monthly visitors
- ACA = Average cost of accommodation per person per night
- ERA = Estimated annual revenue generated through the sale of accommodation

Calculated as follows:
\[
338.13 \times \text{ZAR} 1232.84 \times 12 = \text{ZAR} 5 002 322.27 \text{ per year}
\]

**Indicator 9.3: Revenue spent in area**

Besides the salaries paid to the staff members at the Lodge very little other revenue is spent in the local area. A small amount of local produce is purchased from local supplies, such as some fresh fruit and vegetables. Diesel is also purchased locally. All other supplies are delivered from Durban (430 km away).

### 6.6.4 Environmental issues

**Issue 10: Energy management**

**Indicator 10.1: Per capita consumption of energy (per person per day)**

Tembe Lodge has three main sources of energy: (1) electricity – the Lodge is linked into the national electricity grid through the conservation services infrastructure, (2) gas for water-heating and cooking and (3) diesel for transportation. The energy use at Tembe Lodge is indicated in Table 6.9. The Lodge also has one solar panel which provides power for the telephone lines. An amount of wood (not quantifiable) is used for firewood. Firewood is purchased from community members and is picked up when the waste is dumped in the community area. The total amount of energy used (excluding wood) is 23515 kWh per month. The energy use includes the energy used by the staff members who live on the tourism premises. The average energy used per person per day is 69.54 kWh (this excludes wood use).

<table>
<thead>
<tr>
<th>Type of energy</th>
<th>Units</th>
<th>Purpose of energy use</th>
<th>Quantity of energy used in units</th>
<th>Quantity of energy used in kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas (LPG)</td>
<td>kg</td>
<td>Cooking, water heating</td>
<td>816</td>
<td>11 171</td>
</tr>
<tr>
<td>Diesel</td>
<td>litres</td>
<td>Transport</td>
<td>840</td>
<td>8 963</td>
</tr>
<tr>
<td>Petrol</td>
<td>litres</td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Grid electricity</td>
<td>kWh</td>
<td>Lights, refrigeration, and general power supply</td>
<td>3 362</td>
<td>3 362</td>
</tr>
<tr>
<td>Solar power</td>
<td>w</td>
<td>Telephone line</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Other e.g. wood</td>
<td>kg</td>
<td>Firewood</td>
<td>Not available</td>
<td>?</td>
</tr>
<tr>
<td><strong>Total monthly energy used in kWh</strong></td>
<td></td>
<td></td>
<td><strong>23 515</strong></td>
<td></td>
</tr>
</tbody>
</table>
Indicator 10.2: Energy-saving measures
Gas bottles are closed and pilot flames are extinguished if accommodation units are not in use. Energy-saving light bulbs are also used throughout the Lodge.

Indicator 10.3: Percentage of energy consumption from renewable resources
Solar power used for the telephone line accounts for only 0.08% of the total quantifiable energy use at Tembe Lodge. A small amount of wood is also used in the Camp. This is however not quantifiable.

Issue 11: Water availability and conservation
Indicator 11.1: Water use (total water volume consumed and litres per tourist per day)
The daily average consumption of water is 3 909.62 litres (measured over the same 30-month period) for the entire tourism venture; this figure is accurate as water is purchased from the EKWS. The total water use includes the water used by the staff members living in the staff quarters at the tourism venture. The average use per overnight visitor is 351.58 litres.

Indicator 11.2: Water conservation measures
No water conservation measures have been implemented.

Issue 12: Quality of drinking water
Indicator 12.1: Water treated to international potable standards
All the determinants tested were within accepted water quality standards (Table 6.10).

Table 6.10: Tembe Lodge water quality analysis results (in the table green cells indicate Class I)

<table>
<thead>
<tr>
<th>Water quality determinant</th>
<th>Units</th>
<th>Class I (recommended operational limit)</th>
<th>Class II (maximum allowable for limited duration)</th>
<th>Class II maximum water consumption period*</th>
<th>Results of water analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>pH value</td>
<td>pH units</td>
<td>5.0 - 9.5</td>
<td>4.0 - 10.0</td>
<td>No limit</td>
<td>8.3</td>
</tr>
<tr>
<td>Conductivity</td>
<td>mS/m</td>
<td>&lt;150</td>
<td>150 - 370</td>
<td>7 years</td>
<td>108</td>
</tr>
<tr>
<td>Dissolved solids</td>
<td>mg/l</td>
<td>&lt;1000</td>
<td>1000 - 2400</td>
<td>7 years</td>
<td>110</td>
</tr>
<tr>
<td>Chemical characteristics (macro-determinants)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 2.0</td>
<td>No limit</td>
<td>0.3</td>
</tr>
<tr>
<td>Calcium</td>
<td>mg/l</td>
<td>&lt;150</td>
<td>150 - 300</td>
<td>7 years</td>
<td>20.0</td>
</tr>
<tr>
<td>Chloride</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 600</td>
<td>7 years</td>
<td>72.0</td>
</tr>
<tr>
<td>Fluoride</td>
<td>mg/l</td>
<td>&lt; 1.0</td>
<td>1.0 - 1.5</td>
<td>1 year</td>
<td>0.3</td>
</tr>
<tr>
<td>Magnesium</td>
<td>mg/l</td>
<td>&lt; 70</td>
<td>70 - 100</td>
<td>7 years</td>
<td>17.0</td>
</tr>
<tr>
<td>Nitrate and Nitrite</td>
<td>mg/l</td>
<td>&lt;10</td>
<td>10 - 20</td>
<td>7 years</td>
<td>&lt;0.3</td>
</tr>
<tr>
<td>Potassium</td>
<td>mg/l</td>
<td>&lt;50</td>
<td>50 - 100</td>
<td>7 years</td>
<td>2.0</td>
</tr>
<tr>
<td>Sodium</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 400</td>
<td>7 years</td>
<td>68.3</td>
</tr>
<tr>
<td>Sulphate</td>
<td>mg/l</td>
<td>&lt;400</td>
<td>400 - 600</td>
<td>7 years</td>
<td>27.6</td>
</tr>
<tr>
<td>Zinc</td>
<td>mg/l</td>
<td>&lt;5.0</td>
<td>5.0 - 10</td>
<td>1 year</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Microbiological characteristics</td>
<td></td>
<td>Heterotrophic plate count count/ml</td>
<td>Alert level = 5000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* The limits for the consumption of class II water based on the consumption of 2l of water per day by a person of mass 70kg over a period of 70 years (SANS 241:2006 Edition 6.1) (Standards South Africa, 2006).
Issue 13: Sewage treatment

Indicator 13.1: Sewage treatment systems
Sewage is treated by means of septic tanks and French drains.

Issue 14: Solid waste management

Indicator 14.1: Waste volume produced
According to the manager 20 bags of solid waste are produced per week.

Indicator 14.2: Waste disposal (landfill, recycling, etc.)
Waste is dumped on community land adjacent to the conservation area. The tin cans and the glass bottles are removed from the waste, to be recycled later. This has however not happened for a long time. After the tin cans and the glass bottles are separated the other waste is burnt.

Figure 6.56: Tembe Lodge waste dump site in community area adjacent to Tembe Elephant Park

Issue 15: Controlling use intensity

Indicator 15.1: Number of tourists per square metre of the site
The footprint of the Tembe Lodge, including all buildings, roads and footpaths, is 13 325 m² (Figure 6.57). The average of 11.12 visitors per day gives an average of 1 198.29 m² per visitor or 0.0008 visitors per m².
Figure 6.57: Tembe Lodge development footprint

Issue 16: Biodiversity and conservation
Indicator 16.1: Local community involvement in conservation projects in the area

**Do the staff members do conservation projects in the community?**

Thirty per cent of the staff indicated that they are involved in conservation projects in the community. The staff members identified education projects as the only projects in which they were involved. These projects were run in the schools in the area adjacent to the Conservation area. The only staff who indicated that they were involved in these projects were the guides.

**Is the community involved in conservation projects in the community?**

Forty per cent of the community members interviewed indicated that they were involved in conservation projects in the community. The respondents however indicated that their involvement was through “poverty relief money, not the Lodge”. The community members were involved through projects funded by the South African State’s Expanded Public Works Programmes aimed at poverty alleviation. The community’s involvement in conservation projects is in no way linked to the tourism venture.

6.6.5 Cross-cutting issues

Issue 17: Development controls
Indicator 17.1: Existence of a land use or development planning process including tourism

The Tembe Elephant Park and the associated Tembe Elephant Lodge fall within the core area of the proposed Tembe-Futi Trans-frontier Conservation Area (TFCA). The proposed Tembe-Futi TFCA is located across the South African and Mozambican borders. The aim of this TFCA
is to re-establish the age-old elephant migration routes extending from the Maputo Elephant Reserve along the Futi Swamps to the Tembe Elephant Park.

**Issue 18: Networking and collaboration**

**Indicator 18.1: Partnerships and collaborations**

The Tembe Lodge is co-owned and co-managed in a 50% private sector and 50% Tembe tribe partnership. The Tembe Lodge therefore has a close working relationship with the Tembe Tribal Authority under the leadership of Nkosi (Chief) Tembe, as well as the EKWS staff of the Tembe Elephant Park. A community member also commented that “the gap between conservation and the community and the tourism needs to be closed”. It is important that the three partners to the joint venture co-operate in order to make the venture successful.

The Tembe Elephant Lodge staff also work is close association with the booking office in Durban.

**6.7 Organization operated: !Khwa ttu – San Culture and Education Centre**

**6.7.1 Background**

!Khwa ttu, San Culture and Education Centre, is a tourism venture run by an organization through a board of trustees. !Khwa ttu’s Board of Trustees is made up of six members, two members representing the San of southern Africa elected by the Working Group for Indigenous Minorities of Southern Africa (WIMSA), two members representing UBUNTU (a Swiss philanthropic organization), the operations manager, and the chief executive officer.

!Khwa ttu is guided by a central theme, namely “A celebration of the San culture, present and past, for a better future”. !Khwa ttu’s mission statement conveys the centre’s primary objective as follows:

- To restore the heritage of the San as contained in their culture, history, folklore, visual arts, cosmology and language
- To educate the general public about the world of the San
- To provide training to the San in life skills, entrepreneurship, tourism, health, community development, and gender issues
- To promote the long-term financial sustainability of the San development in southern Africa

WIMSA, in conjunction with the UBUNTU Foundation, was instrumental in guiding the principles and plans for !Khwa ttu. San representatives from the southern African region were regularly involved in naming the centre, in planning exercises and in decision-making processes since the inception of !Khwa ttu. In 1999, the UBUNTU Foundation bought 850 ha of land for the culture centre. The first seven years were spent renovating and modifying the dilapidated old Cape
farm buildings according to the agreed plans. This included the conversion of the old sheep pen into training rooms and offices, the old cowshed into a gallery and audiovisual room, the original homestead and barn into a restaurant, craft shop and conference room, and the old cottage into a guesthouse. Accommodation for trainees and employees was newly built. The land, which had till then been used for growing wheat, was restored with indigenous flora (fynbos) and fauna. The Cape fynbos, which is the indigenous flora of the area, consists of about 8 600 plant species. A game fence was erected so that species such as eland and oryx – the most important animals for the San – as well as springbok, zebra, bontebok and ostrich could be introduced into the centre. !Khwa ttu is located on the West Coast of South Africa, 70 km north of Cape Town (Figure 6.58), within the area where the extinct |Xam San once lived.

The Centre was officially inaugurated and opened to the public in March 2006. !Khwa ttu offers San guided tours, a restaurant, a craft shop, a photo gallery, conference facilities and accommodation (Figures 6.59 and 6.60). The San guided tours offer visitors an opportunity to experience the culture, heritage, knowledge and contemporary life of the San with experienced San guides. The tour includes a ride on an open vehicle through the landscape, a short nature walk, a replica traditional village with demonstrations of ancient tools and traditional San way of life, a refreshing drink at the Boma, the highest point of the reserve where the tones and clicks of the San languages are introduced to the visitors. The tour ends at the photo gallery. Tours take place twice daily at 10:00 and 14:00. The restaurant provides excellent cuisine for visitors to enjoy while the craft shop sells arts and crafts produced by San peoples from all over southern Africa. The photo gallery collection and exhibition of images of the past and present of the San people of southern Africa displays assemblages of meaningful stories, repositories of social and technical knowledge, evidence of historical dilemmas and proof of solutions devised. !Khwa ttu also offers top quality conference facilities for 40 participants.
Figure 6.59: !Khwa ttu: (a) restaurant, (b) conference room, (c) craft shop and (d) photo gallery.

Figure 6.60: !Khwa ttu accommodation: (a) guest house, exterior (b) interior, (c) bush cottage and (d) bush camp.
Three different types of self-catering accommodation are available for tourists (Figure 6.60): a guest house which accommodates six people sharing, a bush cottage for four people sharing and a tented bush camp which sleeps 20. A series of short hiking trails may also be enjoyed on the 850 ha of land which is also home to a range of wildlife species.

### 6.7.2 Social issues

**Issue 1: Local satisfaction with tourism**

**Indicator 1.1: Local satisfaction level with tourism**

*Is tourism good for the community?*

All the staff and 80% of the community members interviewed indicated that tourism is good for the community. The staff indicated that tourism is good as the “community benefits financially” and tourism “generates income for the community”. A staff member indicated that tourism is good as the community “can earn money from the crafts they make like beads and bows. The tourists like buying them. The community can earn money this way.” The community members indicated that tourism is good as it helps people become aware of the San culture and way of life. A community member indicated that “tourism is good for the community. The tourists that come, come to see the traditions and the way the San people used to live. The San community will also be acknowledged in South Africa if people understand the San way of life and traditions. Tourism helps to do this in South Africa.” One community member felt that tourism was both good and bad. He explained this by saying,

“Yes, it good and it is bad. Bad as people want to come and see the San people that are in skins with bow and arrows and that live in small wooden huts. They come here and see the people in cloths and driving cars they say WOW, and want to see the ‘real’ Bushmen in skins of that time. People expect to see those Bushmen and then see something different. Their perceptions are wrong. On the other side, tourism is good as people come with wrong impressions to us and we then give them the reality so that they can understand how the people are today, which is good.”

*Do you want more or less tourism in your area?*

All the staff and all the community members interviewed indicated that they would like to see more tourism in their area. The majority of the staff members would like to see more tourists at !Khwa ttu so that more jobs can be created and more money can be made through tourism. One of the staff members indicated that more tourists would assist !Khwa ttu to “become sustainable in the first place and so that we can generate greater income so that a larger group of people may benefit by us ploughing the income back into the communities”. Other staff members also indicated that more tourists would spread the name of !Khwa ttu and more people would then learn of the San culture. Community members indicated that they would like more tourism so that “more work can be created in the area” and “people can get money to put bread on the
One community member also indicated that more tourists will give the community more opportunity to teach the tourists about the San culture and people.

Both the staff and the community are very satisfied with tourism in their area and would like more tourism in their area.

**Indicator 1.2: Local community complaints**

*Is there anything that bothers you about tourism in your community?*

Thirty per cent of the staff members indicated that there were aspects of tourism that did bother them. Two of the staff members made important comments relating to tourists' misconceptions of the San people. These staff members commented by saying:

"Some tourists struggle to understand our culture and sometimes it is painful. For example you can explain that we are not Bushmen or Khoi-San; the more you try and explain that there are two groups the Khoi and the San. They then ask you questions again about who are really the Bushmen and who are the San. They want answers but don’t listen and sometimes they start making personal remarks. Like why are you so short and why are your parents so tall then you are not really a Bushman. The tourists sometimes struggle to understand. If it continues, at the end of the day I will lose my identity."

"What bothers me, it is not a really big issue, but some of the tourists that come here have the total wrong perception of the San people. People [tourists] come here with that wrong perception and before you can correct it [their perception] then they can say things or do things that make you upset. For example: People [tourists] have a romantic idea around the San people. They will ask but where are the Bushmen, the wild people running around in the bush wearing skins."

Although these comments indicate the misconceptions and romantic ideas tourists may have of San people, this venture in actual fact changes these perceptions and helps visitors understand the San people of today.

Although all the community members interviewed indicated that there was nothing that bothered them about tourism, one community member did indicate that “we need to change people’s perceptions about the San people”. This comment again highlights the previous comments made by the researcher.

*Do you know of any complaints received from local residents regarding tourism?*

Thirty per cent of the staff and 20% of the community members interviewed indicated that they were aware of complaints from the local residents regarding tourism. Staff members indicated that the local community complains that there are not enough employment opportunities and
that tourism should employ more people. At the same time another staff member indicated that
the local complains that the people who work in tourism do not get paid enough. Other
comments made by the community are that all “the guides must be San people teaching other
people about San culture, so the San people need to be given the local and traditional
knowledge. Not people from outside.” Although this is the case at !Khwa ttu at present (i.e. the
guides are in fact all San people), the community is concerned that the traditional knowledge
should be kept by the San people. They feel that they should remain the guides and that non-
San guides should not teach people about the San. Community members indicated that
community members complain that “they make many art works and crafts but because not
enough tourists come here they cannot sell their handicrafts”.

Issue 2: Effects of tourism on communities
Indicator 2.1: Percentage who believe that tourism has helped bring new services or
infrastructure

Does tourism help the community obtain services?

Only 20% of the staff and 20% of the community members interviewed felt that tourism helps
the community obtain services. In cases where it was mentioned that tourism does help
communities with services, these services were usually in the form of educational materials for
schools in communities.

Indicator 2.2: Other effects of tourism on the community

Does tourism employ local youth?

Seventy per cent of the staff members indicated that tourism provides employment for local
youth while the community members felt that both young and old were employed in tourism.

Does tourism increase or decrease the prices of local goods?

Eighty per cent of the staff and 60% of the community members interviewed indicated that the
prices of local goods have increased because of tourism. Handicrafts are much more expensive
because of tourists. Their opinion was that especially the foreign tourists increase the prices as
they have “foreign money that is worth a lot more so they can afford it”.

Does tourism increase or decrease crime in the area?

Thirty per cent of the staff and 20% of the community members interviewed felt that tourism
increases crime because the community members now have more money and the money is
frequently used to buy alcohol. The increased alcohol consumption leads to crime. However,
50% of the staff and 40% of the community members felt that tourism decreases crime as it
provides people with the means to provide for their families and people do not have to resort to
crime to support their families.
Does tourism change the behaviour of the community?
Seventy per cent of the staff and 20% of the community felt that the community has changed because of tourism. They mentioned changes in the clothes the people wear and the food they eat. Another important change relates to the languages the people speak, as they now speak much more English and Afrikaans for the sake of the tourists and less of their own San languages. However, many of the community and staff members interviewed felt that the changes were happening not because of tourism but as a result of the influences of modern lifestyles on the people.

Does tourism damage or destroy nature?
Only 30% of the staff believed that tourism damages nature, while no members of the community felt that tourism damages nature. The perceived damage tourists do to nature is caused by large groups or too many visitors, which could lead to the trampling of the natural vegetation. They also believe that tourists sometimes remove artefacts or plants from the environment.

Does tourism use the resources people need, like firewood and water?
The majority of staff members (70%) and some community members (20%) indicated that tourists do use resources the community need, like firewood and water.

Are there areas that people cannot access because of tourism?
Sixty per cent of the staff members and 20% of the community members interviewed indicated that there were areas that the San people could no longer access because of tourism. The most important example mentioned by an interviewee is the Kalahari Gemsbok National Park (which is now known as the Kgalagadi Transfrontier Conservation Area). Traditionally the San people could use the area and access the area and now that the Park has been developed the San people may no longer access the area as it has now been designated to be used by tourists and wild animals.

Can the local community visit/use the tourism facility?
All the staff and community members interviewed agreed that the members from the local community may visit the tourism facility at any time. As one staff member said, "It is their place, they can come and visit here and stay here for free and have to only provide their own food."

What can be done to make tourism better in your community?
All the staff and the community members had suggestions to improve tourism in the area. The suggestions made by the staff and the community members fall in three groups, namely training, activities and accommodation. The staff and the community members indicated that both the staff and the community need to receive more training and education about tourism so that the tourism products they offer may be better. They also felt that additional activities should
be offered for tourists to enjoy and experience the San culture to a greater extent. Some of the examples they mentioned were storytelling, bow and arrow hunting and tracking, as well as traditional San food. They also felt that additional en suite accommodation was necessary as many clients requesting conference facilities wanted to stay overnight and accommodation at !Khwa ttu is limited.

**Issue 3: Education**

**Indicator 3.1: Education of tourists**
The majority of tourists visiting !Khwa ttu go on the San guided tours to experience the various aspects of San culture and veld knowledge. The San guided tours include an orientation, plant and animal interpretation, tracking skills, traditional homestead and craft making demonstrations as well as a language demonstration where visitors are encouraged to learn the various ‘clicks’ of the San languages. During the San guided tours visitors are accompanied by trained San guides who provide the visitor with an educational and enlightening experience. !Khwa ttu also has a photographic gallery which depicts various aspects of San culture, history and way of life, which also provides the visitor with an educational experience.

**Indicator 3.2: Education of community**

*Do community members receive any skills training through the tourism venture?*
All the community members interviewed indicated that community members do receive training through the tourism venture. They mentioned that training is offered regularly for the community members on topics like curio and craft making, hospitality training, tour guiding and computer skills. One community member also mentioned that there are presently four young people receiving in-service training at !Khwa ttu.

*Does the community receive any training about nature and culture through the tourism venture?*
All the community members indicated that they have received training about nature and culture from !Khwa ttu. Many of the people from the community have undergone training about nature and about San culture at !Khwa ttu.

**Indicator 3.3: Training and skills development of staff members**

*Did you receive any training/skills development to do this work?*
All the staff members indicated that they had received training from !Khwa ttu in order to do their various tasks. The training for the staff members varies from guiding, waitressing, hospitality, management and accounting to maintenance, plumbing and chainsaw handling.

*Do staff members receive any skills training through the tourism venture?*
All the staff members indicated that they have received training through !Khwa ttu.
Does the staff receive any training about nature and culture through the tourism venture?

Ninety per cent of the staff indicated that they had received training regarding nature and culture. Formal training is usually organized by !Khwa ttu. However, sometimes knowledgeable people from the community also come to !Khwa ttu and take the staff members for walks in the environment and teach them about nature and the San customs and beliefs.

Issue 4: Community decision making

Indicator 4.1: Community decision-making structures

Does the community have control over tourism?

Ninety per cent of the staff members and 100% of the community members interviewed believe that the community has control over tourism. The staff members believe that although the day to day decisions at !Khwa ttu are taken by Michael Diaber, the on-site manager, tourism at !Khwa ttu is controlled by a board of trustees and that the San community is represented on that board of trustees. The San community feels that the community has control over tourism at !Khwa ttu through the board of trustees.

Issue 5: Community benefits

Indicator 5.1: Community benefits from tourism

Do you personally benefit from tourism?

All the staff members agreed that they personally benefit from tourism. The benefits they listed include their jobs, the salaries, training they have received and cultural exchange. Only 20% of the community members interviewed indicated that they receive benefits from tourism in the form of knowledge from tourists.

Does anyone else in your household benefit from tourism?

Sixty per cent of the staff and 40% of the community members indicated that other members of their household have benefited from tourism. The majority of the benefits are either through jobs or employment they have received or through training that they received at !Khwa ttu.

Does the broader community benefit from tourism?

Seventy per cent of the staff members and all the community members indicated that the broader community benefits from tourism. One staff member indicated that “they benefit, most definitely. Because we are in the tourism industry we generate income which we plough back into the community through offering different types of training that the community can benefit from. For example we get people [community members] from different communities ... we pay for the entire training process, we get them here, and when they have finished the training then we try to get them placements at different places so that they can get work.” Various community members also get benefits from tourism through the crafts and artworks they sell as well as the dances they perform.
Does tourism create jobs for local people?
Ninety per cent of the staff and 60% of the community members agreed that tourism create jobs for local people.

Does the money spent by tourists remain in the community?
Eighty per cent of the staff members and all the community members indicated that the money spent by the tourists remains in the community. Although the staff and the community members were aware that some of the money from tourism at !Khwa ttu goes to salaries and running costs, they believed that the majority of the income is invested back into the San communities.

Issue 6: Culture
Indicator 6.1: Cultural appreciation and conservation
Visitor opinion
Visitors indicated that they had good experiences involving local culture with the average score (AS) being 4.09. Visitors also felt that cultural sites were well maintained (AS=4.2) and very accessible (AS=4.09). Visitors also agreed that good souvenirs and crafts were available (AS=4.13). The souvenirs and crafts sold at !Khwa ttu come from San communities across southern Africa.

Figure 6.61: Visitor opinion on cultural appreciation and conservation at !Khwa ttu
Staff and community members’ opinion

Are there more crafts and more cultural activities because of tourism?

All the staff and the community members interviewed indicated that tourism had increased the amount of crafts and the number of cultural activities. This has led to a “revival of the culture” and people now have the ability to benefit financially from the sale of their handicrafts or from performing dances, singing and storytelling. A staff member confirmed this by saying, “there are more crafts because the tourists want it and it is an important way that the communities can get money from doing it. The more crafts they make the better their income from the crafts. We also have the San guided tours, language sessions and we have the photo gallery. All of these are culture-oriented.”

6.7.3 Economic issues

Issue 7: Sustaining tourist satisfaction

Indicator 7.1: Level of tourist satisfaction

Enjoyment sub-indicators

Visitors enjoyed their experience at !Khwa ttu, (AS=4.67) and would strongly recommend !Khwa ttu to their friends (AS=4.42). Visitors also felt the camp provided a good variety of experiences (AS=4.0). In may be concluded that visitors really enjoyed their visit to !Khwa ttu and that they would recommend it to their friends. The visitors also felt that the camp provided a good variety of experiences for the visitor to enjoy.

Access sub-indicators

Visitors did not feel that the roads were in a good condition (AS= 3.91). All the roads in the vicinity of the venture are tarmac roads while all the internal roads are dirt roads. This low score could be attributed to the poor state of the internal roads at !Khwa ttu. Visitors agreed strongly with the statement that the signage (Figure 6.62) made travel easy (AS=4.2). Visitors also agreed that the destination was easy to get to (AS=4.33).

Figure 6.62: Signage to !Khwa ttu
Visitor responses to tourist satisfaction at !Khwa ttu

Environmental sub-indicators
Visitors perceived !Khwa ttu to be clean (AS=4.42) and they regarded the state of the natural environment as very good (AS=4.45). Visitors also felt that !Khwa ttu has an interesting and varied landscape (AS=4.0). Visitors were not bothered by noise or solid waste at all (these statements are stated negatively) and good ASs of 1.44 and 1.71 respectively were recorded.
Service sub-indicators
The visitors felt that the local cuisine was excellent (AS=4.7). The quality of the accommodation was also rated as excellent (AS=5), although only two of the respondents answered this question. This indicates that many visitors do not know of the availability of accommodation at !Khwa ttu. The level of service and the competency and helpfulness of the staff were also rated as very good with ASs of 4.13 and 4.36 respectively. This gives a good indication that staff members are providing the visitors with a high level of service.

Safety sub-indicator
Visitors felt safe and secure during their visit (AS = 4.5).

Indicator 7.2: Perception of value for money
Visitors perceived !Khwa ttu as being good value for money (AS=4.18).

Figure 6.64: Visitor scores relating to perception of value for money at !Khwa ttu

Indicator 7.3: Percentage of return visitors
Thirty-three per cent of the visitors interviewed had visited !Khwa ttu before. Of the visitors interviewed, 58.3% indicated that they would visit !Khwa ttu again and that they would stay for an average of 2.25 days next time they visited the venture. Visitors showed agreement (Figure 6.65) with the statement asking whether they would visit !Khwa ttu again (AS=3.92).

Figure 6.65: Visitor scores relating to return visitation at !Khwa ttu

It is very encouraging that 58.3% of the visitors interviewed indicated that they would like to visit !Khwa ttu again. Many of the visitors were not aware that accommodation facilities were available at !Khwa ttu.
Indicator 7.4: Perception of sustainability

Of the visitors interviewed, 90.9% perceived !Khwa ttu to be sustainable. The visitors commented on the sustainability by saying that “it is a great venue/experience for schools and educational visits”. Other comments include the following: “They appear to be running an economically viable enterprise”, “Additional advertising is needed to attract more local people” and “I presume the money earned is being used to upgrade even more.” All the comments relate to the economic sustainability and no specific comments were made in relation to either the environmental or the social aspects of sustainability.

Indicator 7.5: Tourist complaints

Three visitors provided suggestions for improvements. These include the “possibility of a guide to meet and greet to assist and educate you at the office”, “providing the times of the San guided tours at the gate visible to drivers” and “some fun activities, hunting tours, storytelling and dancing”. These suggestions may improve the service as well as the viability of the venture.

Staff member responses

Do you know of any complaints received from tourists?

All the staff members interviewed indicated that they were aware of complaints from tourists. The complaints received from tourists may be summarized by the comments “waiting for San tour, waiting too long for food, roads are bad on tour, toilets are dirty when there has been a big group”, “guides’ English and Afrikaans were not good enough” and that “we are not friendly for handicapped people in wheelchairs for example. The bathrooms are too few. We do not have enough accommodation. There are not traditional foods on the menu. The crafts in the curio shop are too expensive. They also complain that they do not see Bushmen in skins running around.”

Issue 8: Tourism seasonality

Indicator 8.1: Tourist arrivals by month

Data covering 21 months of arrivals was received from !Khwa ttu (October 2006 to February 2008). The staff informed the researcher that the whole tourism venture is closed annually in July for three weeks to allow all staff to visit their own communities and their families who live approximately 1 000 km away in the Kalahari area of the Northern Cape Province. The high season for !Khwa ttu is January, April and December annually. This coincides with three of the South African school holiday periods. According to the manager it was decided to schedule the annual leave period for July because the Western Cape receives most of its annual rainfall in the winter months of June to August. These months are therefore traditionally low season periods for the Western Cape as a result of the winter rainfall. The other low period for !Khwa ttu is February to March each year. The total number of tourists is illustrated in Figure 6.66. The average number of visitors per month for the 21 months of data received is 489.81. According to the manager there has been an upward trend in the number of visitors.
Indicator 8.2: Occupancy rates for accommodation by month

The occupancy data was only received for a 17-month period (October 2006 to February 2008). !Khwa ttu has three accommodation units, namely a guesthouse, a bush house and a bush camp. A total of 30 visitors can be accommodated per night. All the accommodation units are available on a per unit basis and not at a per person rate. The highest occupancies are experienced in January, April, August-September and December. The low periods are February, June-July and October (Figure 6.67). The average monthly occupancy over the period is 18.83%. The manager indicated that there had been an upward trend in the occupancy levels at !Khwa ttu.

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**Figure 6.66:** Total number of tourists visiting !Khwa ttu from October 2006 to June 2008

**Figure 6.67:** Occupancy at !Khwa ttu from October 2006 to February 2008
Indicator 8.3: Percentage of tourist industry jobs which are permanent or full-time (compared to temporary/seasonal jobs)

All 29 employees are employed on a permanent basis.

Issue 9: Economic benefits of tourism

Indicator 9.1: Number of local people (and ratio of men to women) employed in tourism

Twenty-three of the 29 employees are from the San community. Six members of staff, namely the manager, the chef, the bookkeeper, the fundraising officer and two teachers, are not from the San community. The gender composition of the employees is 14 males and 15 females.

Indicator 9.2: Revenue generated

!Khwa ttu has two main sources of revenue: the sale of accommodation and the San guided tours. Since the !Khwa ttu accommodation units are available on a per unit basis, the income from accommodation was calculated for each different type of accommodation and then added together. The income generated by the sale of accommodation is ZAR 109 440 per annum, while the San guided tours generate ZAR291 384 per annum. This amounts to ZAR400 824.00. !Khwa ttu also has other sources of income such as the restaurant, the craft shop and the conference facility. However, no information was available on these income streams.

The formulas used for the calculation are:

<table>
<thead>
<tr>
<th>Formula</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Guesthouse AMO x CA x12 =ERA$_{(1)}$</td>
<td>Estimated annual revenue generated through the sale of the guesthouse</td>
</tr>
<tr>
<td>(2) Bush House AMO x CA x12 =ERA$_{(2)}$</td>
<td>Estimated annual revenue generated through the sale of the bush house</td>
</tr>
<tr>
<td>(3) Bush Camp AMO x CA x12 =ERA$_{(3)}$</td>
<td>Estimated annual revenue generated through the sale of the bush camp</td>
</tr>
</tbody>
</table>

\[ \text{ERA} = \text{ERA$_{(1)}$} + \text{ERA$_{(2)}$} + \text{ERA$_{(3)}$} \]

<table>
<thead>
<tr>
<th>Formula</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>(4) San guided tours AMV x CT x12 = ERS</td>
<td>Estimated annual revenue from San guided tours</td>
</tr>
</tbody>
</table>

\[ \text{TOTAL Revenue} = \text{ERA} + \text{ERS} \]

Where:
- AMO = Average monthly occupation
- CA = Cost of accommodation per night
- ERA$_{(1)}$ = Estimated annual revenue generated through the sale of the guesthouse
- ERA$_{(2)}$ = Estimated annual revenue generated through the sale of the bush house
- ERA$_{(3)}$ = Estimated annual revenue generated through the sale of the bush camp
- ERA = Estimated annual revenue generated through the sale of accommodation
- AMV = Average monthly visitors on San guided tours
- CT = Cost of San guided tour
- ERS = Estimated annual revenue from San guided tours

Calculated as follows:

(1) **Guesthouse** 5.4 x ZAR650 x 12 = ZAR42 120 per year

(2) **Bush house** 7.4 x ZAR550 x 12 = ZAR48 840 per year

(3) **Bush camp** 4.4 x ZAR350 x 12 = ZAR18 480 per year
\[ \text{ERA} = 42\,120 + 48\,840 + 18\,480 = \text{ZAR}109\,440 \]

(4) San guided tours \(161.88 \times \text{ZAR}150 \times 12 = \text{ZAR}291\,384\) per year

(5) TOTAL revenue \(= 109\,440 + 291\,384 = \text{ZAR}400\,824.00\)

Indicator 9.3: Revenue spent in area
According to the manager 50\% of all the income from all the income sources goes towards paying the salaries of the staff members. Other revenues spent in the area relate to all the dairy produce and fresh produce that is purchased locally. All other purchases are made in Darling (23 km) or Cape Town (70 km). All the crafts sold in the craft shop are bought from San communities across southern Africa.

6.7.4 Environmental issues

Issue 10: Energy management
Indicator 10.1: Per capita consumption of energy (per person per day)
The energy use at !Khwa ttu is indicated in Table 6.11. The tourism venture is linked to the National Electricity Grid and uses primarily electricity for its energy needs. In all likelihood !Khwa ttu receives wind generated electricity from the national grid via the first three newly erected wind turbines in South Africa. Diesel and petrol are used for transportation. At !Khwa ttu the Bush House and the Bush Camp use solar power and gas for the needs of these two accommodation units. A small amount of wood is also used for firewood (not quantifiable). All the wood used is from the removal of invader species. The total amount of energy used (excluding wood) is 25 110 kWh per month. The average energy used per person per day is 51.26 kWh (this excludes wood use).

Table 6.11: Average monthly energy use at !Khwa ttu

<table>
<thead>
<tr>
<th>Type of energy</th>
<th>Units</th>
<th>Purpose of energy use</th>
<th>Quantity of energy used in units</th>
<th>Quantity of energy used in kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas (LPG)</td>
<td>kg</td>
<td>Cooking, water heating (bush house and bush camp)</td>
<td>144</td>
<td>1971</td>
</tr>
<tr>
<td>Diesel</td>
<td>litres</td>
<td>Transport</td>
<td>450</td>
<td>4802</td>
</tr>
<tr>
<td>Petrol</td>
<td>litres</td>
<td>Transport</td>
<td>150</td>
<td>1425</td>
</tr>
<tr>
<td>Grid electricity</td>
<td>kWh</td>
<td>Lights, general power supply, water heating and pumping</td>
<td>16815</td>
<td>16815</td>
</tr>
<tr>
<td>Solar power</td>
<td>w</td>
<td>Power supply (bush house and bush camp)</td>
<td>97</td>
<td>97</td>
</tr>
<tr>
<td>Other e.g. wood</td>
<td>kg</td>
<td>Firewood</td>
<td>Not available</td>
<td>?</td>
</tr>
<tr>
<td>Total monthly energy used in kWh</td>
<td></td>
<td></td>
<td>25110</td>
<td></td>
</tr>
</tbody>
</table>
Indicator 10.2: Energy-saving measures
All lights are fitted with energy-saving light bulbs. Gas is disconnected when not in use. The bush house and the bush camp use solar power for lighting.

Indicator 10.3: Percentage of energy consumption from renewable resources
Solar power accounts for 0.39% of the total quantifiable energy used at !Khwa ttu. A small amount of wood is also used. This is however not quantifiable.

Issue 11: Water availability and conservation
Indicator 11.1: Water use (total water volume consumed and litres per tourist per day)
The daily consumption of water is estimated to be 10 000 litres for the entire tourism venture. The average use per overnight visitor is 621.11 litres. Although this number seems excessive, it should be remembered that all the staff members and their families live on the premises and utilize the same water supply.

Indicator 11.2: Water conservation measures
All toilets are fitted with dual flush mechanisms.

Issue 12: Quality of drinking water
Indicator 12.1: Water treated to international potable standards
The results of the water quality analysis are indicated in Table 6.12. Two of the determinants tested were above accepted water quality standards. These two determinants are chloride and sodium. According to the SANS standard (241:2006 Edition 6.1) both have a maximum consumption period of seven years. The results are therefore not of concern to the guests who will only stay for short periods of time. It is however worrying for the staff members who may live at the venture for longer than seven years. The water quality should be carefully monitored in the future to establish whether these results repeat themselves over time. If the results of the water quality analysis remain high over the long term, remediation measures will have to be implemented.
Table 6.1: !Khwa ttu water quality analysis results (in the table green cells indicate Class I, while red cells indicate Class II)

<table>
<thead>
<tr>
<th>Water quality determinant</th>
<th>Units</th>
<th>Class I (recommended operational limit)</th>
<th>Class II (maximum allowable for limited duration)</th>
<th>Class II maximum water consumption period*</th>
<th>Results of water analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physical characteristics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>pH value</td>
<td>pH units</td>
<td>5.0 - 9.5</td>
<td>4.0 - 10.0</td>
<td>No limit</td>
<td>8.0</td>
</tr>
<tr>
<td>Conductivity</td>
<td>mS/m</td>
<td>&lt;150</td>
<td>150 - 370</td>
<td>7 years</td>
<td>46</td>
</tr>
<tr>
<td>Dissolved solids</td>
<td>mg/l</td>
<td>&lt;1000</td>
<td>1 000 - 2 400</td>
<td>7 years</td>
<td>327</td>
</tr>
<tr>
<td><strong>Chemical characteristics (macro-determinants)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td>mg/l</td>
<td>&lt;1.0</td>
<td>1.0 - 2.0</td>
<td>No limit</td>
<td>&lt;0.3</td>
</tr>
<tr>
<td>Calcium</td>
<td>mg/l</td>
<td>&lt;150</td>
<td>150 - 300</td>
<td>7 years</td>
<td>24.4</td>
</tr>
<tr>
<td>Chloride</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 600</td>
<td>7 years</td>
<td>431.0</td>
</tr>
<tr>
<td>Fluoride</td>
<td>mg/l</td>
<td>&lt; 1.0</td>
<td>1.0 - 1.5</td>
<td>1 year</td>
<td>-0.2</td>
</tr>
<tr>
<td>Magnesium</td>
<td>mg/l</td>
<td>&lt;70</td>
<td>70 - 100</td>
<td>7 years</td>
<td>43.4</td>
</tr>
<tr>
<td>Nitrate and Nitrite</td>
<td>mg/l</td>
<td>&lt;10</td>
<td>10 - 20</td>
<td>7 years</td>
<td>6.7</td>
</tr>
<tr>
<td>Potassium</td>
<td>mg/l</td>
<td>&lt;50</td>
<td>50 - 100</td>
<td>7 years</td>
<td>3.4</td>
</tr>
<tr>
<td>Sodium</td>
<td>mg/l</td>
<td>&lt;200</td>
<td>200 - 400</td>
<td>7 years</td>
<td>231.0</td>
</tr>
<tr>
<td>Sulphate</td>
<td>mg/l</td>
<td>&lt;400</td>
<td>400 - 600</td>
<td>7 years</td>
<td>69.0</td>
</tr>
<tr>
<td>Zinc</td>
<td>mg/l</td>
<td>&lt;5.0</td>
<td>5.0 - 10</td>
<td>1 year</td>
<td>0.07</td>
</tr>
<tr>
<td><strong>Microbiological characteristics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heterotrophic plate count</td>
<td>count/ml</td>
<td>Alert level = 5000</td>
<td></td>
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<td>20</td>
</tr>
</tbody>
</table>

* The limits for the consumption of class II water based on the consumption of 2ℓ of water per day by a person of mass 70kg over a period of 70 years (SANS 241:2006 Edition 6.1) (Standards South Africa,2006)

### Issue 13: Sewage treatment

**Indicator 13.1: Sewage treatment systems**

Sewage is treated by means of septic tanks and French drains.

### Issue 14: Solid waste management

**Indicator 14.1: Waste volume produced**

According to the manager only four bags of solid waste are disposed of per week.

**Indicator 14.2: Waste disposal (landfill, recycling, etc.)**

All the waste is separated, the biodegradable waste and kitchen waste is composted, and other waste such as glass, metal, paper and plastic is recycled. The remainder of the waste that cannot be composted or recycled is taken to Darling (20 km away) and disposed of at a landfill site.

### Issue 15: Controlling use intensity

**Indicator 15.1: Number of tourists per square metre of the site**

The footprint of !Khwa ttu, including all buildings, roads and footpaths, is 21 300 m² (Figures 6.68 and 6.69). The average of 16.10 visitors per day gives an average of 1 322.98m² per visitor or 0.0008 visitors per m².
Figure 6.68: !Khwa ttu (Main complex) development footprint

Figure 6.69: !Khwa ttu (Western complex) development footprint
Issue 16: Biodiversity and conservation

Indicator 16.1: Local community involvement in conservation projects in the area

*Do the staff members do conservation projects in the community?*

Eighty per cent of the staff indicated that they are involved in conservation projects. The two most prominent conservation projects the staff mentioned are the clearing of alien vegetation and the education of people with respect to nature. One staff member said the staff are involved in the "education of people about nature and also through the Water Affairs [the South African state's Working for Water programme] project help chop out the invader species. The most important thing we do because we grew up in nature is to teach future generations respect for nature." Another staff member also mentioned that the staff "remove alien vegetation, check and repair fences, do anti-erosion measures and rehabilitation of the gullies after the big rain we had last year".

*Is the community involved in conservation projects in the community?*

Eighty per cent of the community members interviewed indicated that the community is involved in conservation projects in the community. The eradication of invader plant species and the education of people as to the importance of the environment are mentioned as the most important projects in which the community is involved.

6.7.5 Cross-cutting issues

Issue 17: Development controls

Indicator 17.1: Existence of a land use or development planning process including tourism

!Khwa ttu is a participant in the development of the West Coast Biosphere Reserve. The aim is to develop a biosphere reserve along this section of the West Coast of South Africa. The area includes the West Coast National Park, marine reserves and protected areas, botanical reserves, private farms and nature reserves, and protected areas. !Khwa ttu falls within the proposed Biosphere Reserve.

!Khwa ttu is also an important part of the Darling Local Authorities plans to develop a paleo-tourism route along the West Coast.

Issue 18: Networking and collaboration

Indicator 18.1: Partnerships and collaborations

!Khwa ttu has received extensive support from a number of philanthropic organizations such as UBUNTU, the MSST Trust and the South African National Lottery. It has also received Norwegian church aid. These organizations have helped fund the establishment of !Khwa ttu. Although !Khwa ttu does its own marketing, it is also member of the Darling Tourism Association which markets the region.
6.8 Summary

This chapter presented a detailed description of the sustainability of the six identified case studies through the field testing of the constructed evaluation framework that made use of a number of issues and their associated indicators. The next chapter will present a cross-case analysis of the six case studies utilizing the structure provided by the evaluation framework.