



Chapter 3

Tourism and Heritage Development

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Republic of Botswana



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Acronyms

ATP	Areas with tourism Potential
HATAB	Hotel and Tourism Association Botswana
LACs	Limits of Acceptable Change
MNP/NTs	Makgadikgadi-Nxai Pans National Parks
MFMP	Makgadikgadi Framework Management Plan
MIMP	Makgadikgadi Integrated Management Plan
MWS	Makgadikgadi Wetland System
GIS	Geographic Information Systems
GR	Game Reserve
ITAs	International tourist arrivals
KAZA	Kavango-Zambezi Transfrontier Conservation Area
KTP	Kgalagadi Transfrontier Park
LDCs	Less Developed Countries
MCA	Multi-criteria analysis
MSO	Mobile Safari Operator
NP	National Parks
ODMP	Okavango Development Management Plan
TDA	Tourism Development Area
TDZ	Tourism Development Zones
VFR	Visiting Friends and Relatives
WTO	World Tourism Organisation
WTTC	World Travel and Tourism Council

Chapter details

This report is part of volume two of the Makgadikgadi Framework Management Plan prepared for the Botswana government by the Department of Environmental Affairs, Ministry of Environment, Wildlife and Tourism in partnership with the Centre for Applied Research.

Volume two contains technical reports on various aspects of the MFMP. Volume one contains the main MFMP plan.

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1 Introduction

Tourism is one of the largest and fastest growing industries in the world. It is an increasingly important source of income, employment and wealth in many countries. However, its rapid expansion has also had detrimental environmental (and socio-cultural) impact in many regions.

Tourism has been identified as a key strategy to contribute to the alleviation of poverty in the country and is considered to be the second largest contributor to economic growth next to mining. The Makgadikgadi Wetlands System (MWS) already has an incipient level of tourism taking place at present, although the main focus of tourism in the country to date has been around the Chobe and the Okavango Delta due to the presence of significant populations of large charismatic wildlife species.¹ It is therefore important to factor tourism into the Makgadikgadi Framework Management Plan (MFMP) as a key economic activity, carefully balancing the implications of promoting further tourism development against the impacts it might have upon the environment.

Although the MFMP area has a significant portion of its area already protected through the Makgadikgadi and Nxai Pans National Parks (MNP/NPs), several of its more sensitive ecological and archaeological areas and sites (hotspots) are outside of these formally protected areas. The MFMP will therefore enable any other sensitive areas and sites to be adequately protected whilst permitting certain levels of use that will contribute to improving and securing people's livelihoods into the future.

Through the MFMP the area will be zoned to delineate what types and levels of tourism may take place within an overarching marketing framework that will 'brand' certain areas according to their major attractions and the levels and types of use that will be promoted in each brand area. This will enable the Botswana Tourism Organisation (BTO) to more effectively attract tourists to each area. The zonation will also enable the government to manage and control the 'carrying capacities' of the different types of activities and what extent of development may be allowed, both as a means of protecting the environment and to ensure that marketed visitor experiences are achieved.

1.1 Objectives

The objectives of this tourism study, as defined by the MFMP Inception Report are to assess the potential for tourism development within the study area within the context of protecting and managing key ecosystems as well as important biodiversity, archaeology, cultural, historical and landscape sites in the area, as well as to develop an understanding of the market potential of the area.

To achieve these objectives it is important to have collected analysed the following data including:

1. Assessment of the tourism potential of the MFMP area in general and up to ten tourism spots in particular and linking this with ecological and archaeological hot spots;
2. Review of the current tourism market in and around the pans;
3. Review of the market potential of the pans; and
4. Development of a market strategy to tap the potential.

The terms of reference for this component were given as:

¹ Large 'charismatic' wildlife species such as elephants, lion, leopard, buffalo, rhino, cheetah, hippo etc. are the species most tourists prefer to see during their African wildlife experiences and adventures.

1. Review the potential of the ten sites with the largest tourism potential based on archaeological/historical sites and scenery/ ecological value. Make an assessment of the ten sites in terms of use potential, ecological sensitivity, management needs and requirements etc.
2. Review of the current tourism market in and around the pans;
3. Review of the tourism market potential of the pans;
4. Design an MWS tourism marketing strategy based on the areas comparative advantages and proximity to other major tourism hubs in cooperation with the Botswana Tourism Board.

1.2 Methods and activities

Identification and description of ten most valuable tourism spots (e.g. in terms of scenery, archaeology, history and culture): desktop studies, local consultations, expert opinions and ground-truth/ link with ecological hotspots.

Tourism potential assessment

- Using the GIS map of the area from component 5.1 and MCA to indicate the ecological and archaeological/historical hotspots and relate them to economic potential of the tourism spots.
- Land zoning of the MWS using GIS mapping and establish different tourism potential zones, with related carrying capacities and management planning recommendations e.g. zone specific LAC's

Explore different tourism and resource management models through desk top study and consultation with stake holders

Area specific marketing strategies:

- Review national and African-wide area specific, archaeological and unique ecosystem based marketing strategies
- Design of a skeleton for a tourism marketing strategy in line with existing tourism policies and strategies through desk top study and consultations with stakeholders, particularly those in the tourism sector

Activities undertaken include:

- Collecting data on tourism in the area;
- Travel in the area and identify potential sites;
- Analysing data according to a matrix of criteria;
- Use results of analysis to identify Tourism nodes and Tourism Areas with development potential;
- Use characteristics of the MWS to determine zonation and marketing brand potential;
- Use brands to develop a framework for a marketing strategy.

The tourism component is an integral element of the overall plan in that it provides for the single greatest alternative economic sectoral option to mining and agriculture which are currently the two dominant economic factors undertaken in the MFMP..

In addition, the non-consumptive use element of tourism provides a strong rationale to protect remaining natural areas within the area to support the development of further tourism in the area. This in turn enables sensitive ecological systems and archaeological areas to be better protected into the future. Planning such tourism developments requires a close integration with other sectors, especially those that provide for bulk infrastructure development such as roads, electricity, water

supplies, telecommunications etc. All of these sectors have a significant ability to negatively impact upon the quality of a 'nature-based' tourism experience that lies at the heart of the MFMP area.

Tourism is generally accepted to mean travel for recreational, leisure or business purposes - or the provision of services to support such travel. The World Tourism Organization (WTO) defines tourists as people who "travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited". Additionally, elements and categories of tourism include:

- Domestic tourism, which involves residents of the given country travelling only within this country.
- Inbound tourism, involving non-residents travelling in the given country.
- Outbound tourism, involving residents travelling in another country.

Further descriptions of market segments and types of activities undertaken by tourists include:

- Transit: Travellers who move through a country from a place outside that country to another destination outside that country and who do not intend to visit destinations within the country.
- Business: Travellers whose main activities at a destination are primarily centred around conducting business and not undertaking major leisure activities. Such travellers may however carry out some leisure or recreational activities when not engaged in the business activities. It also includes the provision of facilities and services to the millions of delegates who annually attend meetings, congresses, exhibitions, business events, incentive travel and corporate hospitality.
- Leisure: Travellers who purposefully travel to destinations to seek varying combinations of rest, relaxation, adventure, exercise and excitement outside of the realms of business activities.
- Visiting Friends and Relatives: Just as it indicates – travellers who visit friends and relatives for social reasons and often indulge in some form of leisure tourism as part of the visit.

Tourism is sometimes also classified at a macro scale to identify major categories of interest. Smith (1989) provides six categories: ethnic tourism; cultural tourism; historical tourism; environmental tourism; recreational tourism; and business tourism.

More recently it has become vogue to refer to 'eco-tourism' which inherently infers a focus on ecology, although it has also been interpreted to encapsulate ethnic social-cultural elements. In many ways it falls into the area of tourism now referred to as nature-based tourism, which encompasses tourism with the intention of having experiences linked to aspects of nature, that is, wildlife game-viewing; mountain hiking; etc.

Tourism may be categorised and classified in many different ways, although from a marketing perspective it is common for planners to categorise tourism by a combination of types of activities linked to economic or financial factors which are usually the type of accommodation and service expected by the visitor i.e. Fly-in Safari Luxury etc. This is covered in more detail in later sections of this plan.

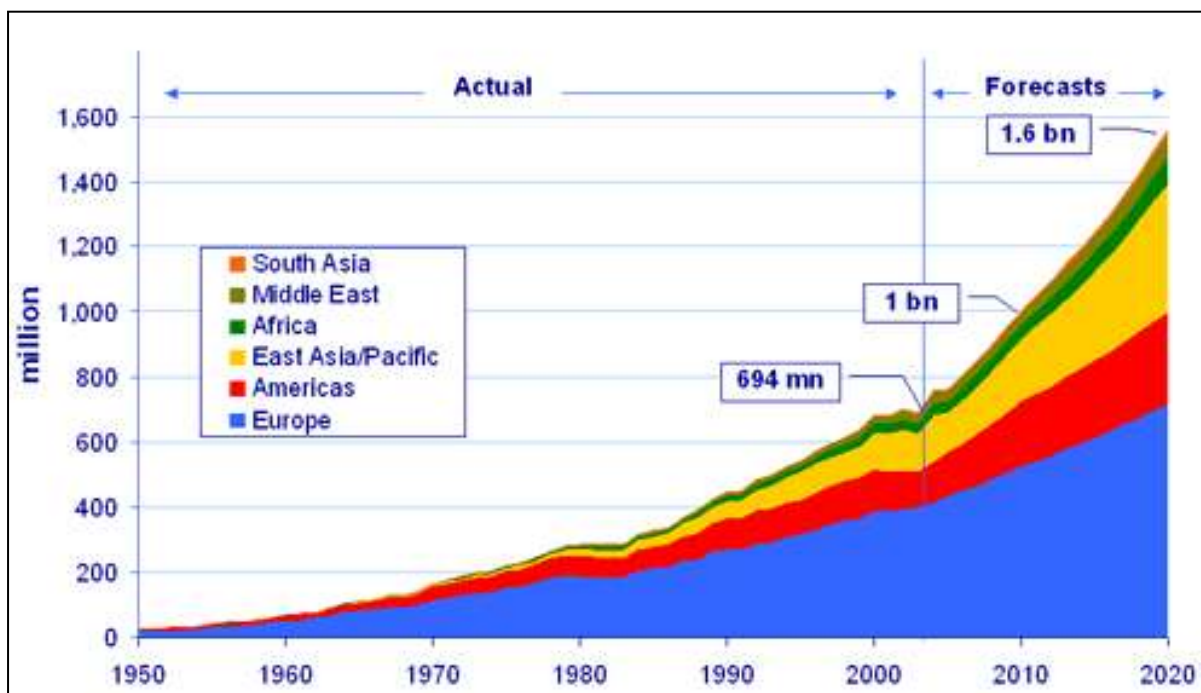
2 General trends in tourism

2.1 Global tourism trends

Tourism has been increasingly recognised for its economic potential to contribute to the reduction of poverty in developing countries. The labour intensive nature of the sector ensures that it can compete with other economic sectors, particularly in remote and rural areas. WTO statistics show that tourism in Less Developed Countries (LDCs) is still limited, being just 2.6% of the world market share in terms of international tourist arrivals (ITAs) and of international tourism receipts (ITRs). However, the growth in ITAs has been faster in LDCs than in the developing countries as a whole being 42.5% in the former and 30.8% in the latter between 2001 and 2005 (15.8% for the world). Also in terms of ITRs, there has been 50.3% growth in LDCs and only 40.6% in the developing world between 2001 and 2004 (33.2% for the world) (WTO, 2010). Botswana is one of the best placed southern African countries to take advantage of this trend.

Although the evolution of tourism in the last few years has been irregular, UNWTO indicates that its long-term forecast remains robust and will materialise. "The underlying structural trends of the forecast are believed not to have significantly changed. Experience shows that in the short term, periods of faster growth (1995, 1996 and 2000) alternate with periods of slow growth (2001 to 2003)." While the pace of growth till 2000 actually exceeded the *Tourism 2020 Vision* forecast, it is generally expected that the current slowdown will be compensated in the medium to long term.

Figure 1: Forecasted evolution of tourism from 1950, through the present, to 2020.



Source: WTO 'Tourism 2020 Vision', 2010

UNWTO's *Tourism 2020 Vision* forecasts that international arrivals are expected to reach nearly 1.6 billion by the year 2020. Of these worldwide arrivals in 2020, 1.2 billion will be intraregional and 378 million will be long-haul travellers (see Figure 1).

The total tourist arrivals by region shows that by 2020 the top three receiving regions will be Europe (717 million tourists), East Asia and the Pacific (397 million) and the Americas (282 million), followed by Africa, the Middle East and South Asia. Although the percentage arrivals for Africa are small, one of the key attractions for long-haul tourists to the continent is its charismatic wildlife adventure experience, for which Botswana is already considered to be a major destination.

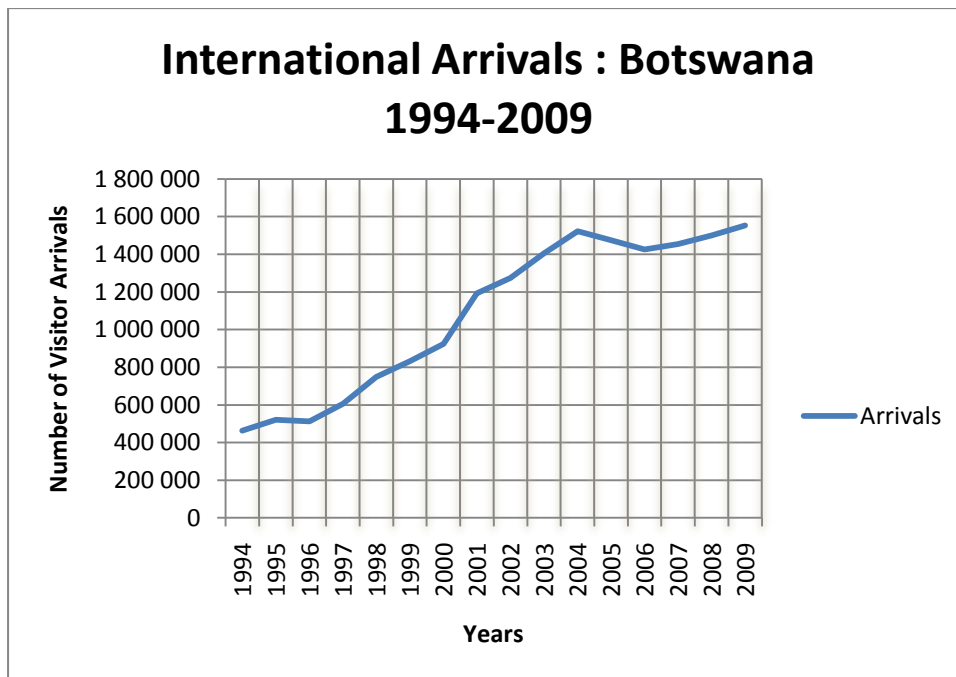
Given the world-wide recession, all world regions showed negative results in 2009, except for Africa, which bucked the global trend, showing a growth of 5%, with sub-Saharan destinations doing particularly well. Despite the recent economic recession, East Asia and the Pacific, Asia, the Middle East and Africa are forecasted to record growth at rates of over 5% year, compared to the world average of 4.1%. Long-haul travel worldwide will grow faster, at 5.4 per cent per year over the period 1995-2020, than intraregional travel, at 3.8 per cent. This is a good sign for Botswana over the next 20 years as it is an already established long-haul market and will be able to attract a good percentage of this growth through its plans to diversify its current markets based solely around wildlife.

2.2 Tourism trends in Botswana

Botswana is a global tourism destination of choice with regard to the superior African Wildlife Experience that it offers. However, although it's very concentrated marketing approach, focused on the 'high-value low-impact' luxury wildlife adventure markets has served it well to date, this strategy may now need to be re-evaluated to ensure that tourism remains the second most important economic engine of growth in the country into the future. This is aptly highlighted in the World Travel and Tourism Council's (WTTC) 2007 report on the impacts of travel and tourism on jobs and the economy in Botswana:

“Although Botswana’s Travel and Tourism has shown good growth over the last decade, and the country is one of Africa’s most exciting travel destinations, it remains relatively unknown, and is heavily dependent on intra-regional tourists. Indeed, as far as long-haul markets are concerned, it is probably Africa’s best-kept tourism secret. Botswana has not traditionally featured in many major tour operators’ brochures, instead catering to small, select groups of high-yield travelers on luxury wildlife safaris.”

The total number of tourist arrivals into the country over the past decade has increased steadily (see Figure 2), the government has been concerned that the current strategies may be fragile and susceptible to changes in market demands in the future, and thus the overall tourism approach needs to be diversified somewhat. Of the nearly 1,5 million international tourist arrivals in 2005, more than 88% were from other parts of Africa (mainly southern Africa) and the average length of stay was 5.6 nights, where some 56% only stayed for one to three nights – showing the high proportion of visits to friends and relations (VFR travel). It is not surprising that the growth in visitor spending has not kept pace with overall tourism arrivals.

Figure 2: Tourism arrivals into Botswana (1994 – 2009)

Source: CSO.

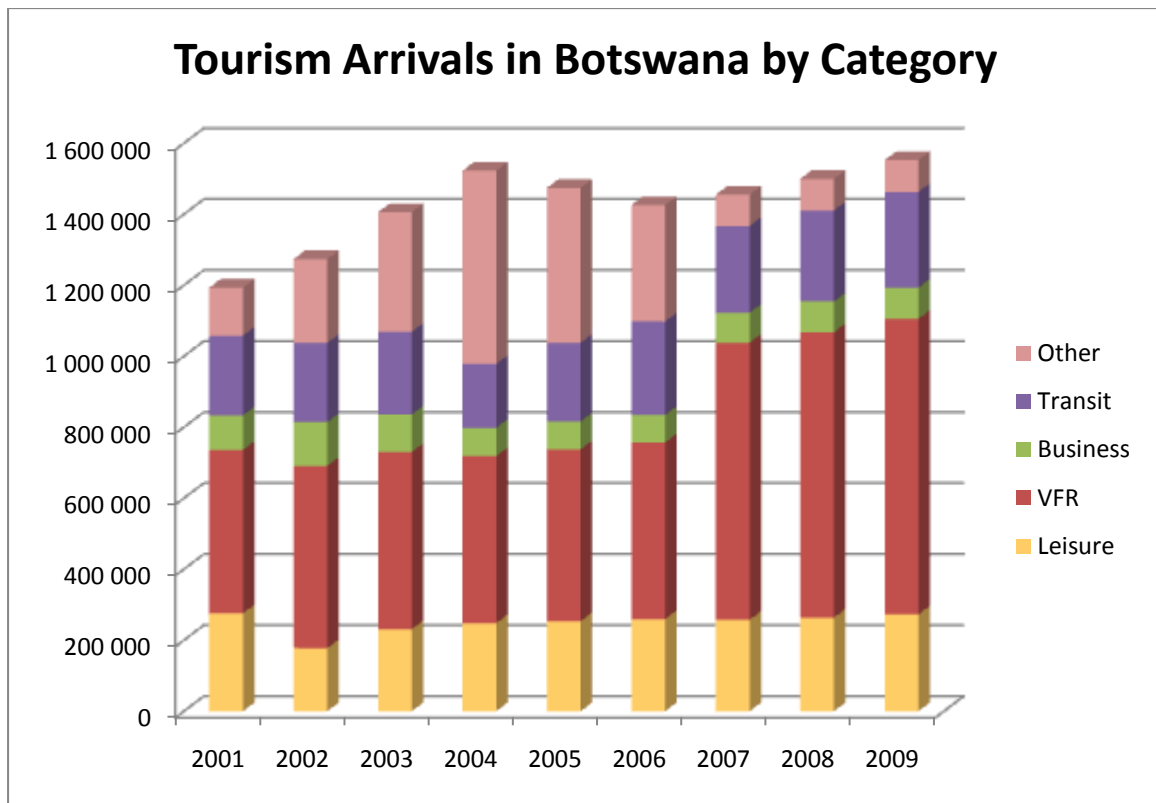
An analysis of international tourist arrivals from 1994 through to 2009 shows a steady increase up until 2004, at which stage the numbers begin to hover around the 1, 5 million visitors per year up to 2009. However a deeper analysis of the figures broken down into the different categories or descriptions of purpose of entry into the country, it shows very clearly (Figure 3) that the leisure travel market who make up the majority of the visitors to the country's major wildlife or nature-based destination in the north of the country, had already begun in 2001 to level out at around 200,000 visitors per year.

This may be interpreted varyingly as a function of the limited number of products on offer, that saturation levels for the type of products offered is being reached, that the products on offer have begun to lose their appeal as a 'value-for-money' destination. This latter factor might in turn be affected by the actual products being seen to be expensive when compared to other comparable destinations that offer similar experiences or that the airfares have made the travel component an expensive long-haul destination.

Although VFR may appear to be a significant factor to consider in the planning of tourism for the MWS, it is understood that many of these arrivals may be linked to the insecurity in countries to the north and many of the arrivals are seeking asylum or work in the country. A small proportion of these are understood to have arrived with the intention of visiting tourism destinations for leisure type purposes.

Most of these leisure tourists would have either made the purpose of their visit to the country to be a visit to the Chobe National Park, the Moremi Game Reserve and/or other areas of the Okavango Delta. A small proportion would have included visits to other local destinations as 'add-on' activities such as a short trip to the CKGR or the Makgadikgadi Pans. With the absence of hard data, it is fair therefore fair to estimate that only a small percentage of the arrivals visit the overall area.

Figure 3: Breakdown of visitor arrivals by category (2001 – 2009)



Source: CSO

Table 1: Average amount spent per trip and per day by selected markets (2005)

Market	Mean spend (US\$)	
	Per trip	Per day
Canada	1,036.0	110.0
USA	783.8	132.9
UK	660.9	123.7
France	643.6	117.8
Germany	615.3	90.4
Australia	457.9	67.7
Namibia	293.5	66.3
South Africa	167.5	63.6
Zambia	153.6	45.2
Zimbabwe	73.2	37.2
Overall	US\$ 177.7	US\$ 53.6

Source: Visitor Survey. Department of Tourism

Box 1**Economic Impact and Growth of Tourism in Botswana (2007)****Economic Impact**

In 2007, Botswana's Travel & Tourism is expected to generate P9,973 mn (US\$ 1,620 mn) of economic activity (total demand). The industry's direct impact includes:

- 23,226 - jobs representing 4.2% of total employment;
- P2,995 mn - (US\$486 mn) of Gross Domestic Product (GDP) equivalent to 4.3% of total GDP.

However, since Travel & Tourism touches all sectors of the economy, its real impact is even greater.

Botswana's Travel & Tourism economy in 2007 directly and indirectly accounted for:

- 58,783 jobs representing 10.6% of total employment.
- P6,787 mn - (US\$1,102 mn) of GDP equivalent to 9.7% of total GDP.
- P6,041 mn - (US\$981 mn) of Exports, Services & Merchandise or 13.5% of total Exports.
- P596 mn - (US\$97 mn) of Capital Investment or 5.4% of total investment.
- P 792mn - (US\$129 mn) of Government Expenditures or a 6.1 % share

Growth

- 5.3% in Travel & Tourism Industry GDP as P2,995 mn (US\$486 mn) for the industry directly and 7.4% to P6,787 mn (US\$1,102 mn) for the Travel & Tourism Economy overall (direct and indirect expenditures).
- 3.8% in Travel & Tourism Industry Employment (direct impact only), to 23,226 jobs, and 2.9% to 58,783 jobs in the Travel & Tourism Economy overall (direct and indirect).

Over the next ten years, Botswana's Travel & Tourism is expected to achieve annualized real growth of:

- 5.0% in total Travel & Tourism Demand, to P25,544 bn (US\$3,078 mn) in 2017.
- 6.4% in total Travel & Tourism GDP, to P8,749 mn (US\$1,054 mn) in 2017 for the industry directly and to P 18,819 mn (US\$2,267 mn) for the Travel & Tourism Economy overall.
- 2.9% in Travel & Tourism Employment, to 30,825 jobs directly in the industry, and 3.0% to 78,538 jobs in the Travel & Tourism Economy overall in 2017.
- 5.7% in Visitor Exports, rising to P 16,094 mn (US\$1,939 mn) by 2017.
- 5.2% in terms of Capital Investment, increasing to P1,559 mn (US\$188 mn) in 2017.
- 4.3% in terms of Government Expenditures to P1,899 mn (US\$229 mn) in 2017.

Source: WTTO, 2007.

The economic importance of tourism to Botswana has been clearly recognized by government who rate it as the second most important economic sector next to mining. The Government has also recognized its potential as a 'strategic economic development tool' as evidenced by the decisions taken to prioritize the industry's development and to 'factor Travel and Tourism into mainstream policy and decision-making' (WTTC, 2007).

The 'mean spend' or average amount spent in US Dollars in the country by visitors from various countries is shown in Table 1. It is clear that the mean spend by the visitors from Canada, European countries, Australia and the United States is significantly higher than that of regional visitors, however, when one takes into account that the number of visitors from the southern African region accounts for 88% of the arrivals, the total spend is actually a key factor.

Of particular importance for the MFMP are the predictions shown in Box 1 relating to growth in the tourism industry over the next decade, with a growth of 5.0% in total Travel & Tourism demand, to P25,544 billion (US\$3,078 million) in 2017. Linked to this is foreseen an increase of 6.4% in total Travel & Tourism GDP, to P8,749 million (US\$ 1,054 million) by 2017 for the industry directly and to P 18,819 million

(US\$2,267 million) for the Travel & Tourism Economy overall. Again improvements of 2.9% in Travel & Tourism Employment, to 30,825 jobs directly in the industry, and 3.0% to 78,538 jobs in the Travel & Tourism Economy overall are expected to be achieved by 2017. The implementation of this MFMP will guide the government as to how the MWS will contribute to these growths.

2.3 Key tourism markets and destinations in Botswana

The overall tourism market in Botswana is heavily dependent upon the prime attraction of having a “premier African wildlife adventure experience” with relative ease and being accommodated in comfortable, even luxurious accommodation within an ‘exotic’ African wilderness landscape. It is this single package that has made tourism grow so rapidly in the country to the point that it has reached currently, enabling it to now diversify and offer a wider range of products.

Visitation to the parks and reserves nationally has grown steadily over the years as shown in Figure 4. The increase in revenue to the parks was boosted by the introduction of the ‘high-value low-volume’ policy in 2000. Much of the existing wildlife adventure tourism experiences being offered have been in the northern parks and game reserves (See Figure 5). The greater contribution of revenue is clearly generated in the northern parks as depicted in Figure 6.

In terms of visitation to the country it is well understood that the majority of visitors travel to the northern sector of the country as their primary destination, to find the widely marketed exciting wildlife adventure experiences offered in the Chobe NP, the Moremi GR and the Okavango Delta generally. A smaller portion visits the other districts of the country, as these do not offer the rich wildlife experience available in the north. This is shown in the number of visitors recorded to the various parks as shown in Figure 5. This is of consequence to the MFMP, given its close proximity to the two key destinations in the north, and the potential to ‘piggy-back’ on the existing markets in these destination, and to offer products that will enable those markets to diversify their existing markets which have begun to show that they have reached saturation levels.

Figure 4: Total visitor numbers and revenue to Parks and Reserves

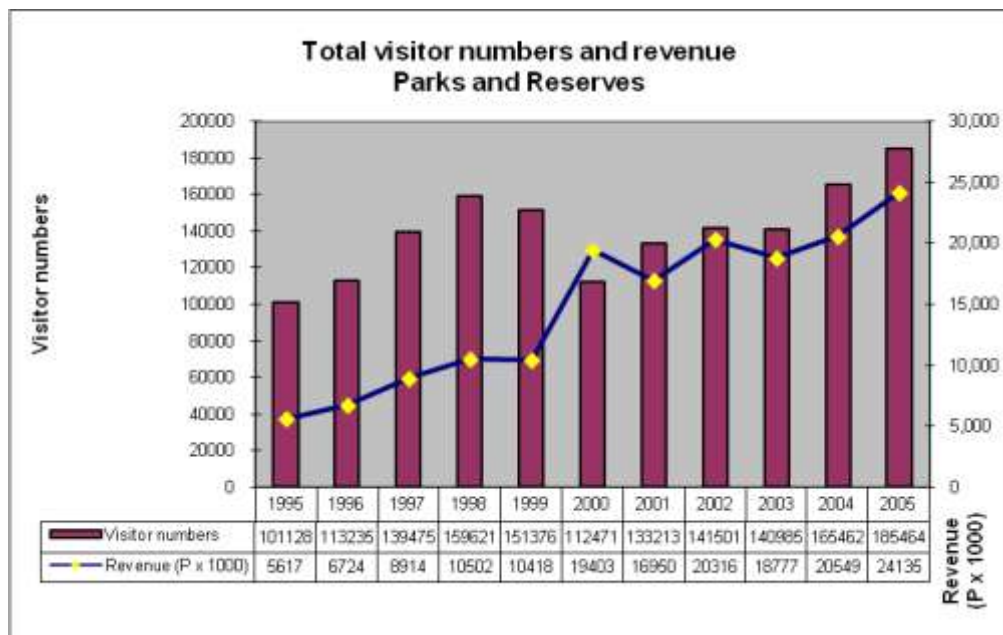
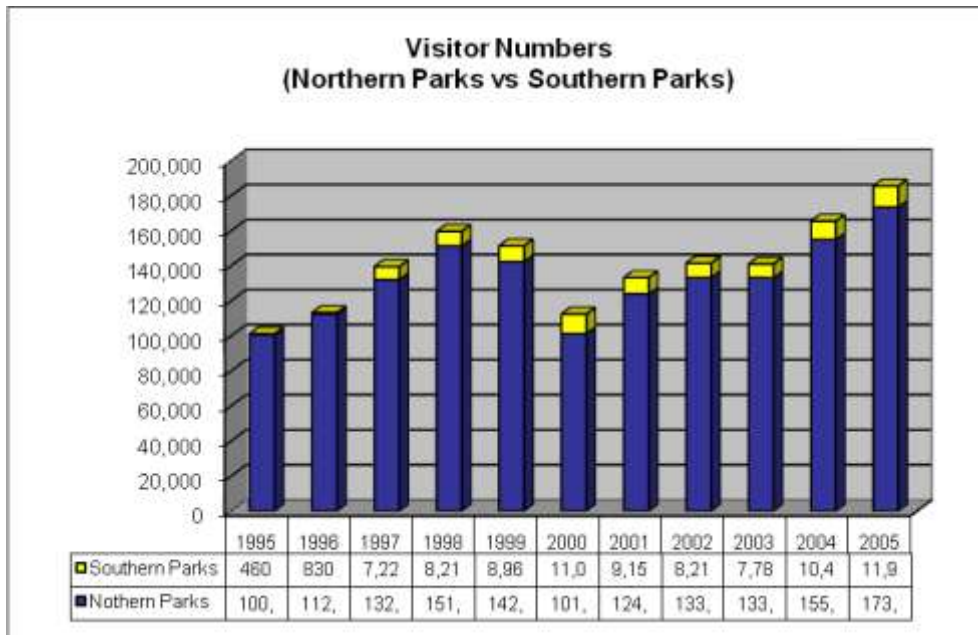
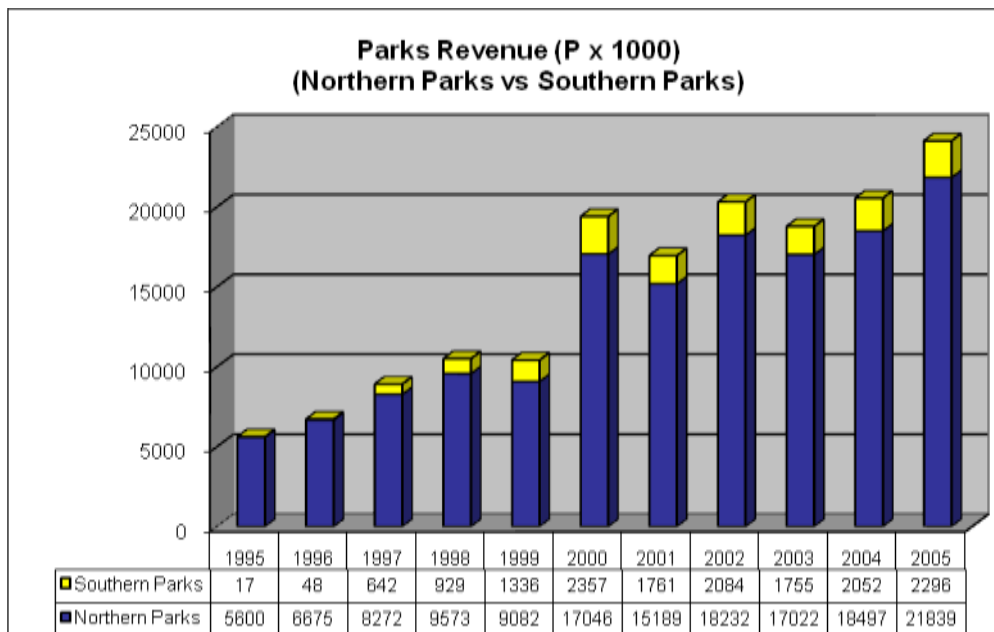
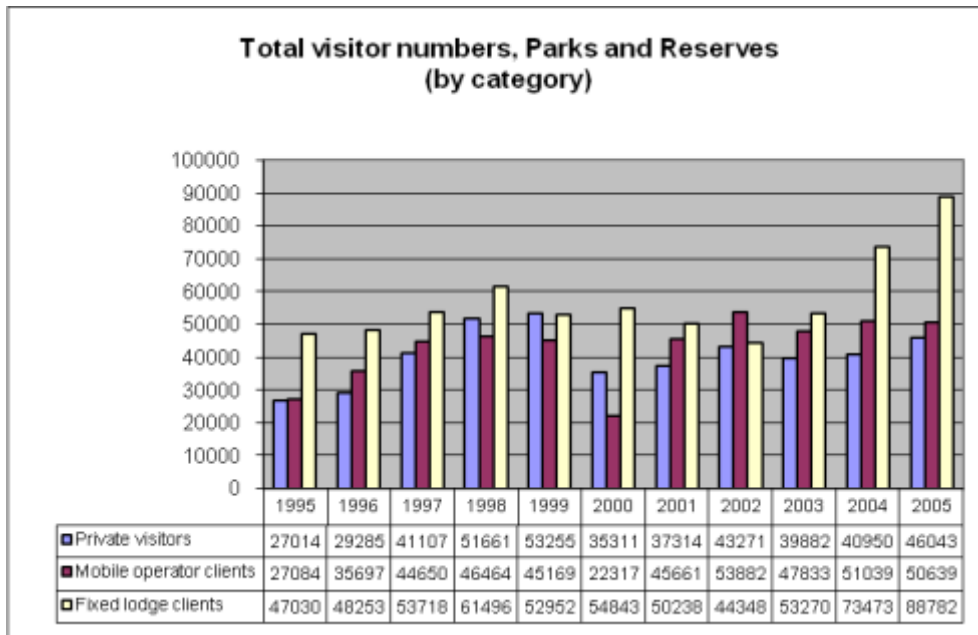


Figure 5: Visitor numbers to the Northern Parks versus the Southern Parks**Figure 6: Comparison of revenue earned by northern parks versus southern parks**

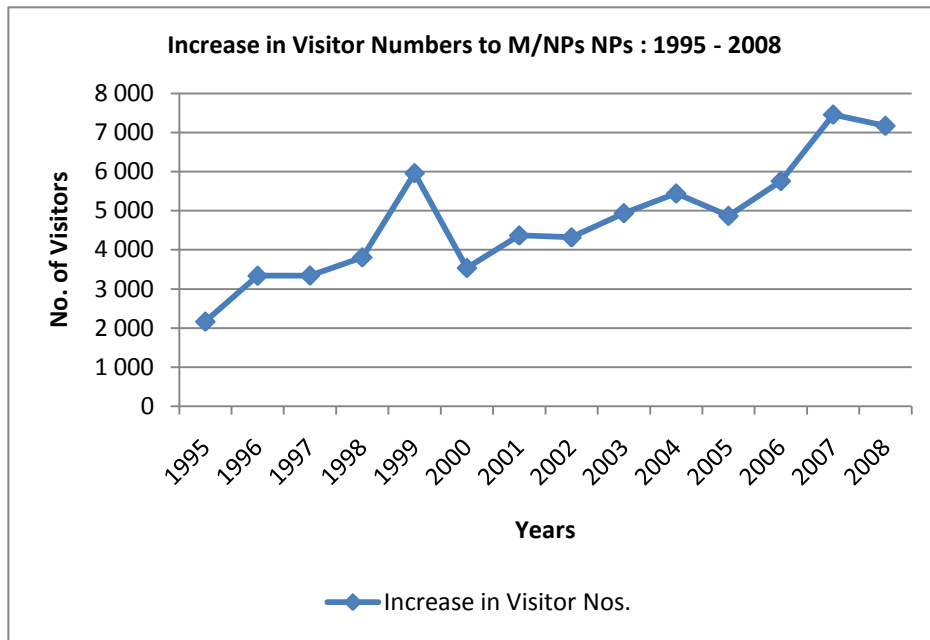
In terms of visitor preferences within the various parks in terms of choice of accommodation, the trends show that over the period 1995 to 2005 more and more travelers wanted to stay in fixed accommodation in or related to the parks or wild areas (See Figure 6). This may be a function of the increasing number of attractive lodges and camps that have been developed in the Okavango Delta and Chobe area (principally Kasane), the greater marketing that is taking place by the operators and by the government as well as improved ability of operators to provide the key elements of the expected wildlife experience – sightings and encounters with elephant, lion, leopard, buffalo and rhino.

Figure 7: Total visitor numbers to Parks by category

The implications of these trends for the MFMP are that, given the relatively under-developed status of tourism products in the area generally there are few options for travelers to choose from. Although the MNPNS have potentially interesting wildlife attractions to offer, the road networks in the areas prevent the operators from being able to offer their clients a quality experience in the short space of time available to most travelers.

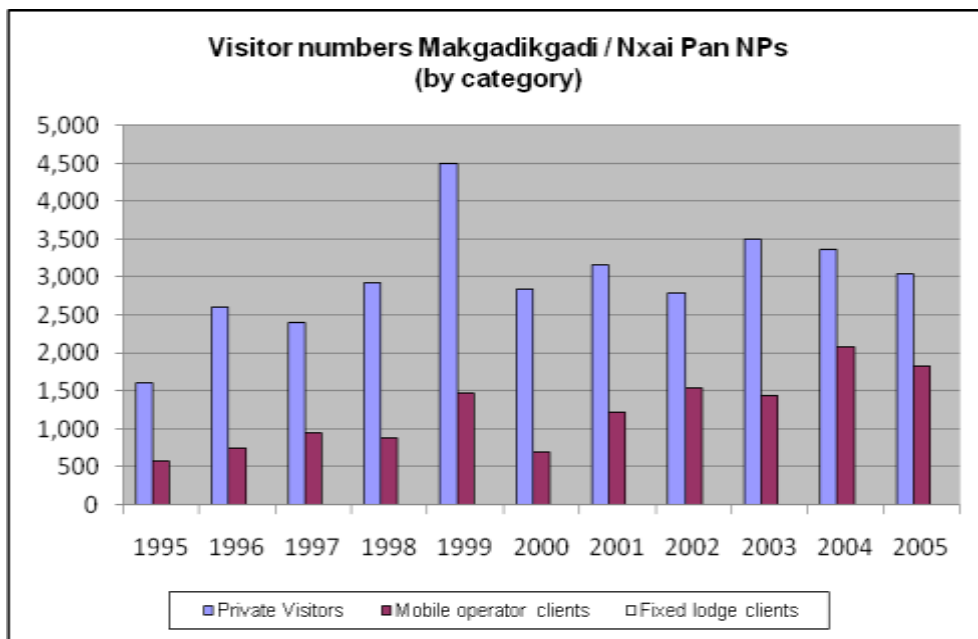
Although the MWS has within it the existing MNPNS as officially gazetted protected areas, these have not really emerged as true tourism destinations in their own right over the past two decades, during which their counterpart protected areas to the north (Chobe NP and Moremi GR) have flourished. This has possibly been due to the fact that the two latter have significant water-bodies related to them which offers an interesting element to the wildlife encounter experience, and provides a rich or verdant character to the product. The MNPNS are however situated in a slightly drier, harsher context which may not be as attractive to as many visitors who are seeking a 'softer' encounter with nature. Despite this the MNPNS has experienced a steady growth over the past decade, although in actual visitor numbers, the usage level is not as significant as the two northern 'premier' parks (See Figure 8).

Figure 8: Increase in visitor numbers to the MNPNP 1995-2008.



As a percentage of total visitor numbers to all Protected Areas in Botswana from 2000 to 2005 MNPNP rated as 3% in every year. As a percentage of total visitor revenues earned in each year from 2000 to 2005, MNPNP averaged 3% across the years with variations of 4% in 2003 and 2% in 2004. As a percentage of total Private Visitor numbers in all Protected Areas MNPNP averaged around 8%, with 2002 being 6%, 2003 being 9%, and 2005 being 6%. As a percentage of total Mobile Operator clients in all Protected Areas MNPNP averaged around 3.5% with years 2000-2003 being 3% and 2004-2005 increasing to 4%.

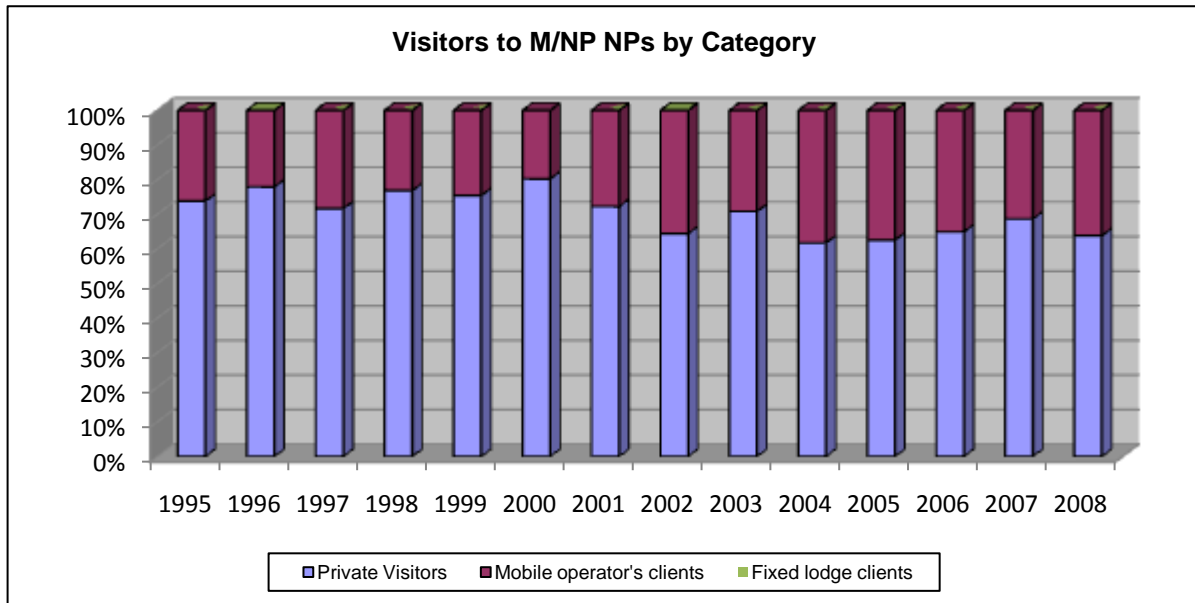
Figure 9: Visitor numbers to the MNPNP by category



In terms visitor usage of the MNPNP it would appear that given the nature of the product available, and the lack of development and facilities, it is still seen as a ‘camping’ destination frequented by individual parties, with only a small proportion of packaged trips being offered into the area by

Mobile Safari Operators (see Figures 9 and 10). Until recently there has been no fixed accommodation offered in the MNPNP, although in 2008 a lodge was developed in the Nxai Pan NP. There are very few other fixed lodges or camps servicing these two parks besides a set of tent-based camps outside of the MNPNP to the east (Uncharted Africa's camps) and two camps on the Boteti River to the west of MNPNP.

Figure 10: Visitors to the MNPNP by category – 100% perspective



Mobile operator's clients to MNPNP appear to have increased to about 30% of visitation in the last 7 years from 20-25% in preceding years, whilst overall percentage of visitation of Mobile Operator's clients, nationally, have remained around the 30% range overall.

2.4 Tourism in the MFMP area

Discussions with Mobile Safari Operators (MSO) indicate that very few of them take clients to the MFMP area except to the Nxai Pans for an overnight wildlife experience out of Maun with a visit to the historical Baines Baobabs. Mobile Safari Operators indicated that occasionally (about twice a year) they might be commissioned to take groups to Kubu Island or the Nata Sanctuary and then usually merely for an overnight trip to see the famed Baobab Island in the salt pan or to see huge numbers of flamingoes, respectively.

Tour operators and MWS stakeholders indicate that a relatively small number of adventure-oriented visitors either commission MSOs to traverse the greater (central) pans area, that is, between Kubu Island and Gweta/Zoroga, either way (north-south or south-north). Whilst no reliable data exists for such trips it is estimated that less than 500 such trips are carried out each year, with average group sizes ranging from 4-10 people and 2-4 vehicles. Given the vast size and scale of the core central area this current level of traffic and the extent of the current road network may not be having an adverse impact upon the area. However there are signs that a new segment of adventure tourists from South Africa are beginning to see the opportunity of visiting the area with fleets of quad bikes and roaming around in small groups of between 3-6 bikes. As these vehicles can traverse large areas in a day, they are effectively diminishing the 'wilderness' image of the area. Should this market grow significantly over the next few years, the area will lose its wilderness reputation and reduce the potential for the area to be used by high-value low volume opportunities.

In terms of other tourism activity, it is generally under-developed as a destination. A number of operations have grown over the past decade in response to emerging opportunities. Examples of this have been the development of a small camp in the village of Gweta in the late 1990s, along with Jacks Camp and what is now known as Camp Kalahari along the eastern boundary of the Makgadikgadi Pan NP in CT11.

Similarly the Nata Sanctuary development in the same period supported the emergence of the Nata Lodge which was a dual function operation of providing accommodation at the junction of the Kasane-Francistown road to regular 'in-transit' travelers, whilst also offering adventure and bird-watching experiences to passersby. Alongside this in the south east, the Mmatshumo community developed their community campsite at Kubu Island to service a growing market for tourists to visit the wonderful salt-pan wilderness experience in the presence of the primeval baobab 'forest'.

More recently the tourism potential of the area has begun to grow, with the emergence of a number of new products and accommodation facilities, most of which are associated with existing road routes to the south and north of the area. Most notable of these have been the development of:

- Meno a Kwena and Leroo le Tau on the western boundary of the MNPNP on the Boteti river;
- Planet Baobab just east of the Gweta village on the Maun-Nata road;
- A number of motel-cum-lodges at the Nata Village junction, including Northgate Lodge and Campsite, Nata Guest Lodge, Maya Guest Inn
- Nxai Pan Camp in the Nxai Pan NP
- A number of motels and guest house complexes in the town of Letlhakane (just outside of the boundary of the MFMP) including: Granny's Lodge and Mikelele Motel.

A complete list of the accommodation facilities currently existing in the area is shown in Table 2.

Table 2: Breakdown of Accommodation Facilities in the MFMP area (revenues in Pula million).

Type	No of facilities	No. Of rooms	No of beds	Max poss occupancy (bed nights)	Average % Annual Occupancy	Approximate Annual Revenue
Lodges & Camps (Wildlife & Nature Based)	12	145	597	130 305	7-66%	78.7
Hotels & Motels	11	157	225	82 125	40-60%	16.5
Camp Sites and Camping Grounds	11	43	415	151 475	2-25%	1.6
Mobile Safaris	1	10	20	7 300	75%	5.2
Total	35	355	1257	371 205		102.1

Based upon the above table of existing accommodation, it is possible to identify a preliminary segmentation framework (Table 3).

Table 3: Breakdown of existing accommodation facilities per market segment

Segment / Market	Range (Pula) price/person/night	No. of facilities
Hi-end Ultra-Luxury Safari	4,000+	1
Hi-end Luxury Safari	1,000 – 4,000	2
Mid-end Luxury Safari	400 – 1,000	3
Motels/Guesthouses/B&Bs	250 - 1,000	11
Hi-end Luxury Mobile Safaris	4,000+	1
Mid-end Luxury Mobile Safaris	1,000 – 4,000	?
Budget Mobile Safaris	400 – 1,000	?
Campsites - Safari	20 – 150	10
Campsites - Urban	100	1

The characteristics of the above existing accommodation facilities by market segment may be found in Appendix 1.

2.5 Hunting in the MFMP area

Professional Sport Hunting is considered to be a specialist form of tourism (consumptive tourism) in that it attracts very specific visitors who require very specific needs to be met, that is, being provided with the opportunity to visit wild areas where desired wild animals occur and which may be hunted with a permit. Hunting is widely understood amongst conservationists and hunters to be one of the most productive forms of land use per hectare in the world, next to certain mining activities. Within the realms of commercial agriculture, subsistence agriculture, nature-based tourism, etc. professional sport hunting gives greatly increased financial productivity: “Trophy hunting generates 15% of tourism revenues from only 1% of tourist arrivals, making it one of the lowest impact forms of tourism in Botswana (Barnett & Patterson 2006).”

Botswana is world renowned for its sport hunting opportunities, although these may have recently been curtailed due to a revision in Government policies on such activities. In Botswana, 74% of the wildlife estate is dependent on earnings from consumptive wildlife utilization and if trophy hunting was precluded in those areas, wildlife production would likely give way to livestock production (Barnes 2001).

The major concessions within which sport hunting has been carried out have been NG47 and NG49, where the former has been a commercial concession and the latter a community concession with a Joint Venture Partner who conducts the hunting activities.

The status of professional sport hunting as a tourism strategy is being reviewed by the government in terms of its impact upon ecological processes linked to protected areas and its competitive advantage when compared to non-consumptive forms of tourism.

3 Potential for tourism in MFMP area

3.1 Areas with tourism potential

Within the MFMP area the potential demand for tourism has great, latent potential if provided with the right management framework through the proposed zonation plans in this report, as well as a conducive environment for investment (i.e. provision of appropriate bulk infrastructure in the right

places, incentives to invest etc.), vigorous marketing and branding campaign to ensure that the area is seen to be attractive to investors and that potential visitors in identified market segments know what is being offered.

A study of the area with a further analysis of potential areas showed what possible tourism facilities and products could be developed based upon a set of criteria showing levels of potential. The criteria used were:

1. Attractiveness and attractions within a particular area (attributes);
2. Existence of supporting bulk-infrastructure (roads, electricity, water, telecommunications etc.) and service facilities (urban areas that could supply essential goods and services i.e. fresh produce, fuel, etc.);
3. Existence of major or key events – in terms of cultural ceremonies, wildlife migrations etc.
4. Existence of an enabling environment in terms of ability to develop with ease and security of investment;

A scoring system indicated how each selected area 'performed' based upon a system of ranking of the criteria that indicated:

- 2 = Has significant aspects relating to a criteria;
- 1 = Has moderate aspects relating to criteria; and
- 0 = Has no or insignificant aspects relating to criteria.

After scoring the complete set of areas, the totals for all of the criteria were obtained and these totals were used to rank the areas.

Based upon a ranking of the areas with potential (appendix 2), it was possible to identify the areas with the greatest set of positive attributes within which various tourism facilities and products could be developed and where various activities might be offered. Each of these spatial areas of potential are called 'Areas of Tourism Potential' indicating that there may be a range of options within the area which at this stage are not fully defined, as it is possible that different investors and developers might identify different types of potential in the same area. Defining and prescribing the exact site or nature of the potential, might preclude some better option being suggested. In this case then, the Area of tourism Potential might be advertised to potential investors and their responses evaluated against each other to determine which best fits the management needs of the zone within which the area is situated, as well as the level of benefit the investment might provide locally, in the area and to the nation as a whole. These areas are shown in Table 4.

Table 4: Areas of Tourism Potential in the MFMP area

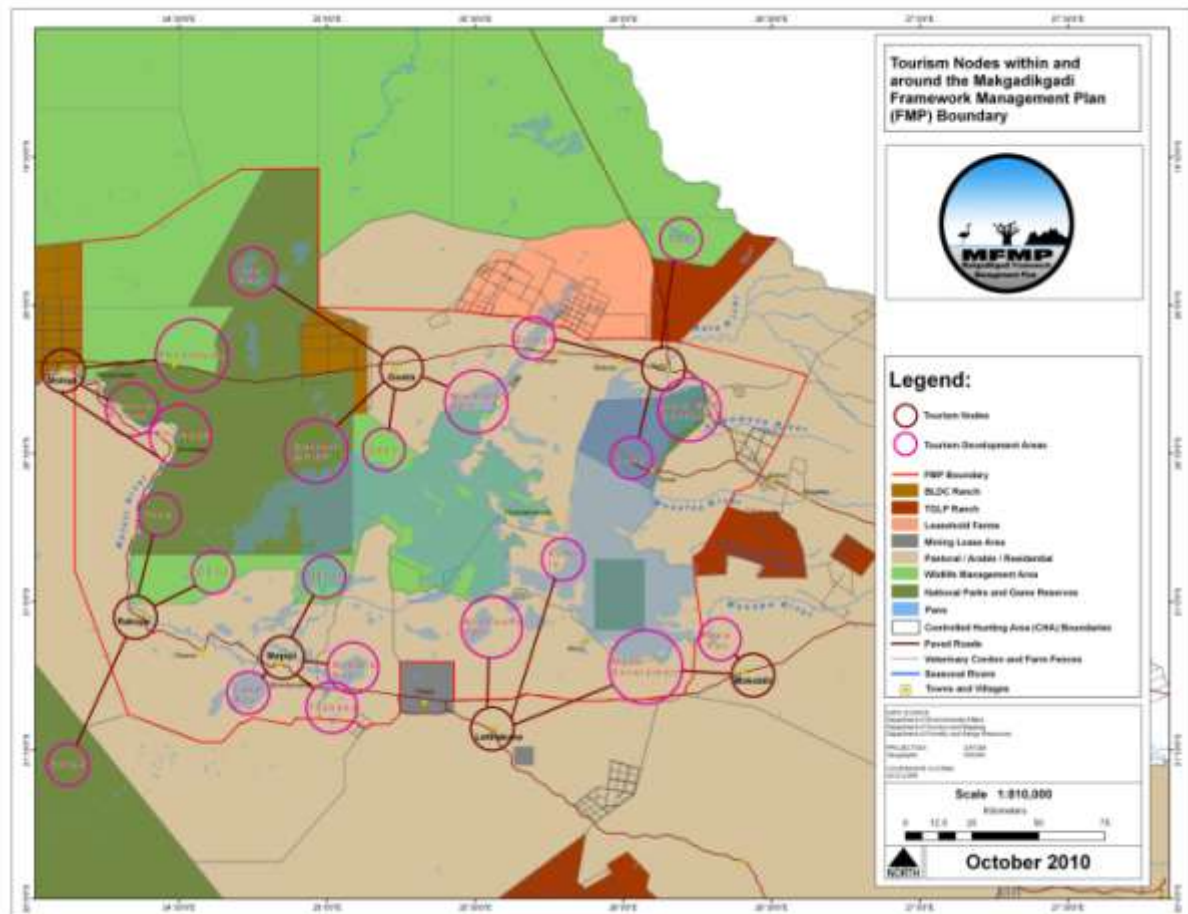
	Areas of Tourism Potential	Character of ATPs	Scores
1	Nata	Nature & Birding	110
2	MNPNP & CT11	Wildlife, Nature & Landscapes	93
3	Sua	Salt Mine	92
4	Gweta	Nature	92
5	Khumaga-Meno-LLT	Wildlife	87
6	Kubu-Mosu-Mea-Nkokwane	Wildness, Landscape & Nature	84
7	Phuduhudu	Wildlife	68
8	Rysana/Xau/Txabaka	Adventure on Pans	64
9	Tsoe/CT10/Tamtiga	Nature & Wildness	61
10	Zoroga-Ntwetwe Spit-CT7	Nature & Birding	55

It should be noted that in Appendix 2, the larger exercise of identifying all of the areas with tourism potential are shown. However upon reflection it was seen that many areas that were adjacent to each other had similar characteristics with regard to the criteria used, and so the larger pool of ATPs were consolidated into the table shown above, where only 10 consolidated ATPs are indicated. In each case the highest score of a smaller set of ATPs was used for the consolidated group.

The wider base of ATPs are shown on the map in Figure 11, and are related to the nearest 'development node' or place where high impact facilities and large buildings to provide goods and services may be concentrated to ensure cost-effectiveness and to ensure that inappropriate developments do not take place in areas that might actually be developed for tourism facilities and products.

It should be noted that these Areas of Tourism Potential (ATPs) have been evaluated in conjunction with the areas of ecological and archaeological sensitivity to ensure that the defined level of tourism will not negatively impact upon the sensitive elements.

Figure 11: Areas of Tourism Potential



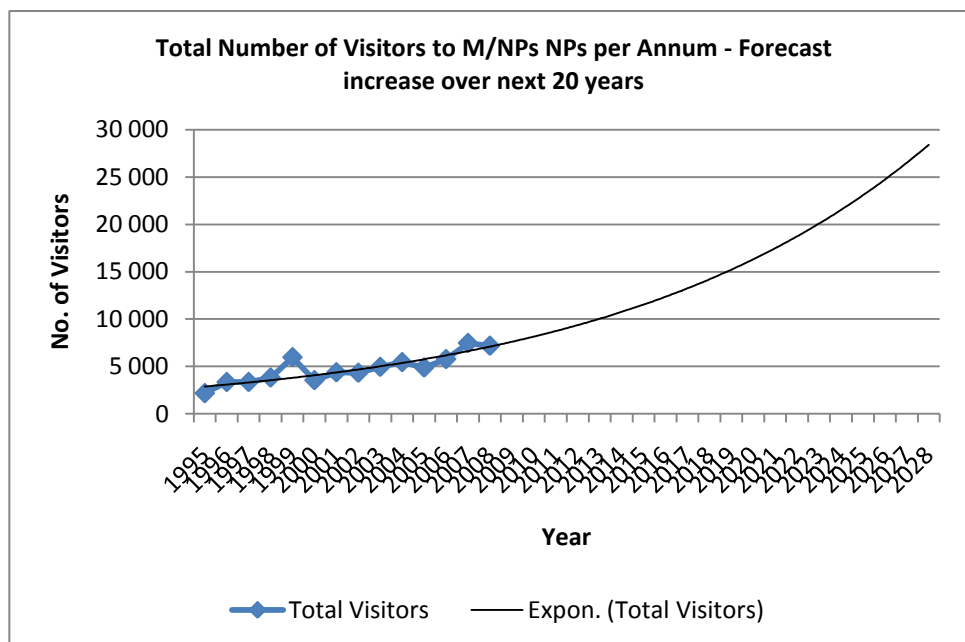
A more detailed description of each of the TPA is given in section 5.

3.2 Tourism potential of the MNPNP

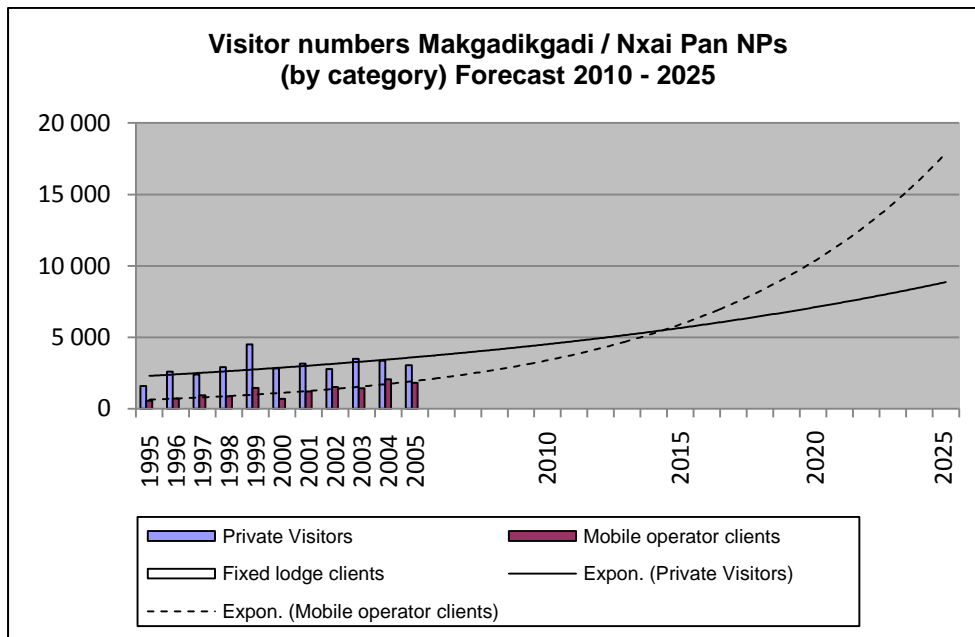
The MNPNP is an existing key attraction and should be considered against their ongoing operations and Management Plans. As mentioned earlier the MNPNP has never been marketed aggressively as a destination in their own right due to the poor level of development in the two areas.

However based upon their current level of development the areas have the potential to become the ‘anchor attractions’ when linked to their proximity to the Okavango Delta and the CKGR as adjacent attractions. This gives these areas a competitive edge against the wider area of the MFMP area as it is easier for Tour Operators to create cost-effective packages that might include the parks. Based upon existing levels of visitation Figure 12 shows that the number of visitors could rise to over 30 000 visitors per year in the next 20 years². However if the parks are developed to a better level – especially in terms of roads and campsites, and linked to packages with the Okavango Delta and the CKGR, then this number could be significantly enhanced.

Figure 12: Forecasted number of visitors to the MNPNP (2010-2030)



² An exponential growth curve has been shown given the effects of good marketing and promotion of the area as a key comparable destination to Moremi GR or Chobe NP and this could attract combination packaging of the two existing destinations with the M/NPs NPs and achieve such growth.

Figure 13: Forecast increase in visitor numbers to MNPNP (2010-2025)

An interesting aspect of the forecast of Private Visitor versus Mobile Safari Operator Clients increases in the MNPNP over the next 15 years shows that based on historical trends, the Mobile Operators will begin to bring clients to the area in exponentially increasing numbers (See Figure 13). Given the right accommodation, camping, interpretation, facilities and improved road networks, this sector will take up the challenge to give visitors a quality nature-based tourism experience.

Although a new Management Plan for the MNPNP was completed in 2007 it is felt that the real potential of the parks was not identified in that process, and that given the size and scale of the parks, and the underdeveloped nature of the medium density areas in the parks, especially the road network, greater attention could be given to allowing a greater capacity of visitors to be accommodated in the area. One of the key constraints to the optimal use of the park that has been identified by the planning team is the poor road network, and paucity of well sited, quality campsites within the park, as major mechanisms for facilitating good game-viewing. One of the essential elements of a well planned protected area is how visitors may be assisted to obtain the best visitor experience possible within the given constraints of identified Limits of Acceptable Change (LAC).

In the case of the MNPNP the road networks do not provide sufficient options for visitors to have convenient drives (game-drives, drives to just experience the landscapes, etc.) that allow them to keep interested and not become bored. The current road configuration has long stretches through areas which wildlife avoids and so visitors become bored and as a consequence the park has developed a reputation for being an uninteresting wildlife experience. The new plan outlines that the limits of roads and tracks should be:

- 1km of road to every 2km² in Medium Density Tourism Zone (MDTZ)
- 1km of road to every 15km² in Low Density Tourism Zone (LDTZ)
- 1km of road to every 15km² in Wilderness Zone
- 1 vehicle per 5km of track, across the 470km

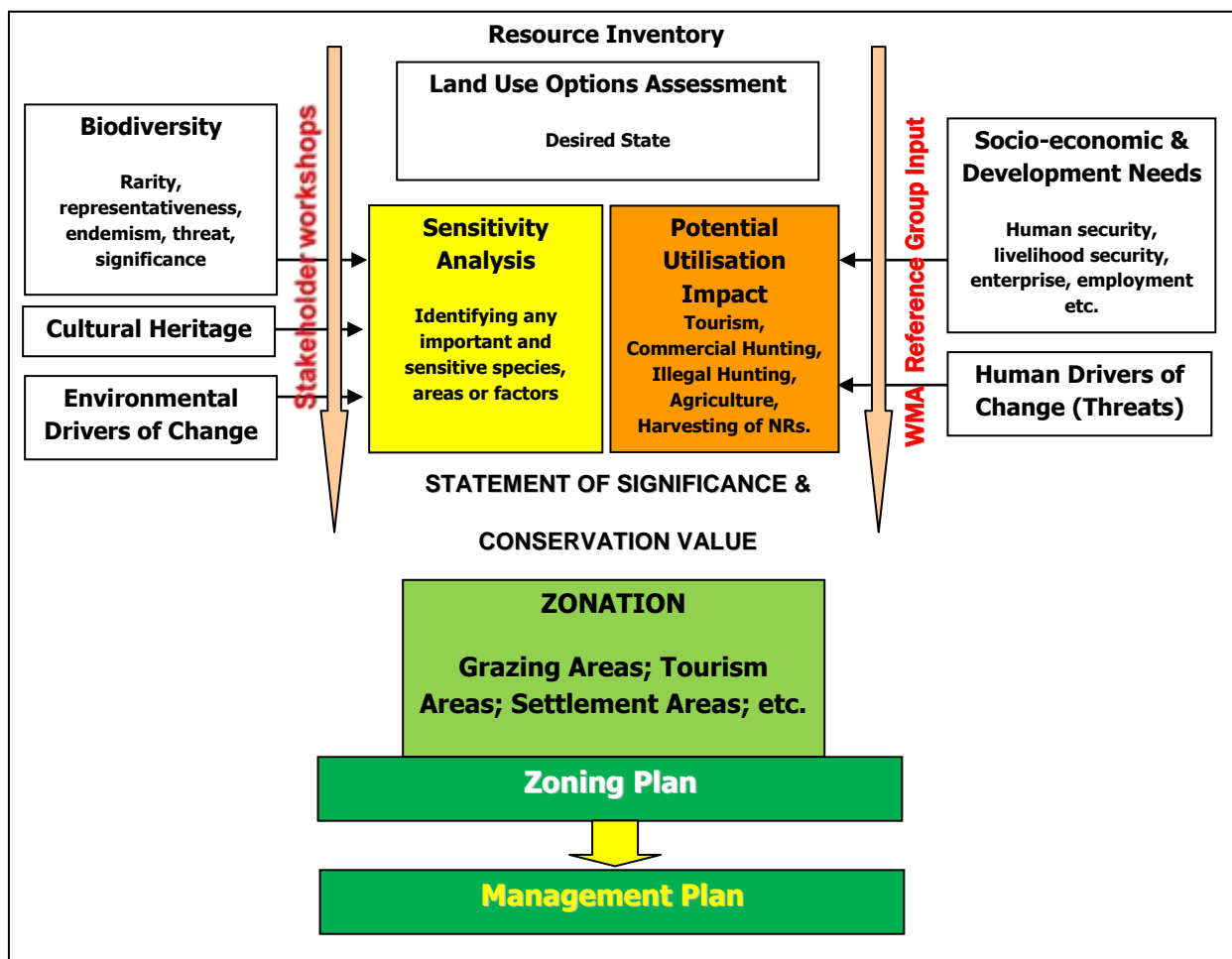
It however indicates that the total distance of tracks and roads in both parks, outside of the MDTZ should be no more than 470km, excluding boundary traces and cutlines.

3.3 Integrating tourism potential with sensitivity

There is no doubt that the MFMP area has potential for increased or enhanced tourism development over the next decade or two. It would however be irresponsible to consider such development in isolation of a number of aspects and areas of sensitivity, and therefore an Integrated Planning Framework is used (see Figure 14). In this case the areas of sensitivity have been identified through a set of parallel studies and which at this point need to be weighed against the potential for tourism development³ – what may be considered to be a system of deliberated and negotiated ‘trade-offs’, considering the need to protect sensitive ecosystems, areas with important biodiversity, archaeological and historical sites and areas of important landscapes.

Of primary concern is the accommodation of the ecological, archaeological and biodiversity sensitivities, with a general consideration of landscape sensitivities.

Figure 14: The Integrated Planning Framework approach



It is therefore essential to clearly identify and describe the ‘desired state’ that the various components of the area under planning should be in at the end of the agreed time-frame of the plan – in this case the MFMP. For ease of planning this can be linked to the use zones that will be identified in the MFMP, and what desired state each zone should be in at the end of the planning period.

³ This process or technique is adapted from the Conservation Development Framework developed by SANParks in South Africa.

The characteristics of the Desired State of particular zones is a mechanism to guide the zonation process to be managed towards the 'end-state' or preferred target condition that the zones should be kept in over the long-term so as to protect the indicated aspects of sensitivity inherent in a zone (See Table 8).

Important Note:

The 'desired state' matrix is therefore a **tourism related**, benchmarking management tool that the appropriate authorities may refer to on an ongoing basis to determine if the enabling environment for successful tourism continues to exist and if the marketed tourism experience may still be obtained in a zone. Where inappropriate levels and types of use (i.e. such as uncontrolled tourism activities or agriculture, cattle ranching, mining etc.) are impacting negatively on a zone such that it might be in danger of not being able to deliver the **described and marketed tourism** experience for visitors, then the desired state matrix provides a guide or benchmark to the management authorities against which they may make decisions and plan corrective action if they see fit.

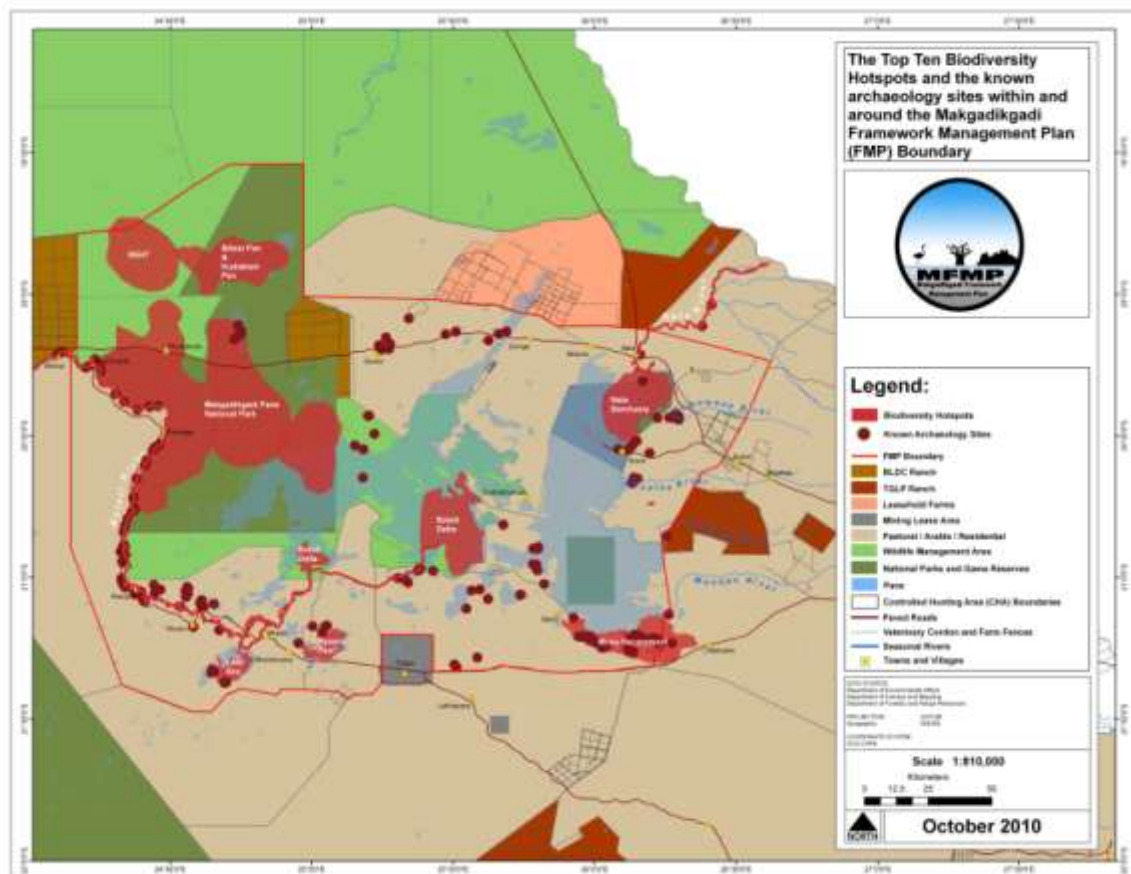
If the inappropriate activities continue it is very likely that tourists who do not obtain the described and marketed **tourism** experience will cease to choose the MWS and visitor numbers will drop over time – often based upon 'word-of-mouth' negative referrals which increasingly are being posted on internet sites that provide feedback on visitor experiences.

It may however be the government's policy at a particular time, that tourism might not be a key economic strategy and other forms of land use may over-ride the demands of tourism management – in such a case then the tourism 'desired state' matrix would have to be altered to accommodate the shift in policy.

Ecologically Sensitive Areas

Detailed research relating to ecologically sensitive areas has been carried out in this MFMP for the MWS. The ecologically sensitive areas in the MWS are shown in Figure 15.

Figure 15: Biodiversity and Archaeological Hotspots



Archaeological Sensitive Areas

The MFDMP area contains some of the most significant archaeological sites of importance in the country. The geomorphological history of Palaeo-lake Makgadikgadi, now the Makgadikgadi Pans, has been a focus of study by both geomorphologists and archaeologists since the 1940s.

Modern humans are believed to have evolved in southern Africa c. 250,000 years ago and their tool kit also changed around that time to what we call Middle Stone Age. The Ntwetwe area may have played a role in this important period in human history.

In 1994-5 a systematic archaeological survey was carried out along the Mosu escarpment, which forms the south side of Sowa Pan, as part of a series of outward-bound style management courses.

The 51 sites which were recorded show an important occupation of this area during the Zhizo to Leopard's Kopje periods, dates available are between 900 and 1400, especially 900-1000 AD, showing the area to be of great international importance from an archaeological perspective. Some of the most important periods from an archaeological perspective in the area are shown in Table 5, along with the areas of interest where these relate to.

Table 5: Cultural periods of the Makgadikgadi area

Period	Dates	Human populations	Key archaeological areas/sites
ESA - Early Stone Age: Acheulian period	1 million-250,000 years ago	Homo erectus	Ngcaezini, upper Boteti
MSA - Middle Stone Age	250,000-20,000 ya	Modern humans	Ntwetwe Pan, upper Boteti, 945m strandline, lake Xau
LSA - Late Stone Age	20,000-0 BC	Ancestors of Khoisan-speakers	Boteti, 910m strandline
Bambata	0-400 AD	contact with early farmers	Lower Boteti, mouth of Semowane River
EIA - Early Iron Age	400-800 AD	early Bantu-speaking farmers	Boteti
Zhizo	800-1000 AD	mixed farmers	Mosu escarpment, Kayishe, Thitaba, Lekhubu?
LK - Leopard's Kopje	1000-1400 AD	predominantly pastoralists	
Zimbabwe period	1250-1425 AD	1st Shona state	Khama, Tlapana, Toranju Ruins
Butua period	1425-1830 AD	Kalanga state	?
Difaqane/Matebele period	1830-1902	Kalanga, Ngwato; early explorers	Mosu area; Boteti; historic trees
Modern	1902		

In addition to the general importance of key sites as indicated in Table 5, a number of actual sites have already been declared to be National Monuments, as shown in Table 6.

3.4 Tourist potential of archaeological and heritage sites

A number of sites have potential for development as public sites, both for educational visits for the Botswana public and for tourism, with potential to generate income for local communities. For a site or monument to be suitable as public monument, it needs to:

1. Be visually recognizable and interesting - a site with buried occupation strata and nothing on the surface, no matter how important to research, is not of interest, but a site with a large wall in a scenic location is.
2. Have a story to tell, whether revealing the past through archaeology, or a myth, even if of questionable truth, such as the Khama Ruin being the birthplace of Khama the Great, or the cairns at Lekhubu representing initiation ceremonies, or the painter-explorer Thomas Baines having painted the baobab grove at Kudiakam Pan. Often the story of a site needs to first be obtained through excavation.
3. Be accessible, either near a main road or along a 4 x 4 trail or along a hiking trail.
4. Be manageable, such that a custodian can be appointed or tour guides, so as to avoid damage or vandalism, so that the preservation of the monument is not compromised.
5. Have commercial potential, preferably for the local community, so that management of the monument can be paid for by income generated through tourism, and the standard of living of the community raised by the tourist activities.

Table 6: National Monuments in the Makgadikgadi area

Site no.	Name	Period + type	Especially sensitive	Development potential
04-B2-1	Baines' Baobabs	Historic grove of trees		Already in guide books; in Nxai Pan NP
05-A3-3	Green's Baobab	Historic tree and landmark		Already in guidebooks
05-D3-1	Thitaba	LK walled site 900-1000 AD	yes	In Lekhubu Management area; only public after extensive research
05-D4-1	Lekhubu	LK-Zimbabwe walled site complex	parts	Already a tourist attraction. In Lekhubu Management area; requires excavation
05-A2-2	Ngcaezini Pan	ESA+fossil deposits, MSA, LSA	yes	Requires extensive research. Only then should controlled access be granted
15-A1-2	Xanikaga	Animal prints of Plio-Pleistocene?	yes	Yes, but controlled access
15-B2-6	Khama Ruin	Zimbabwe elite site 1250-1400?		Yes, but requires more excavation.
16-A1-2	Kayishe	Zhizo-LK with wall	yes	Only after more extensive research
16-A1-39	Unikai water spring	spring		Possibly stop on historic trail; mainly of importance to the community

4 Tourism zonation in the MFMP area

4.1 Tourism zones

Table 7 shows recommended tourism zones to promote a diverse tourism sector that is fully integrated in rural development, for instance livestock and crop production.

Table 7: Proposed Description of Desired State –Tourism Experience Use Zones

Experience	Zone	Description	Quality of the natural environment	Experiential Qualities
Close to nature Activities tend to be at the landscape level	REMOTE Wilderness	Areas with very high natural qualities with little visible human impact, where the sights and sounds of modern, urban life are none existent or infrequent, allowing for an experience (sometimes in vehicles) of being in nature amongst 'charismatic' wild animals. They are generally remote and inaccessible, requiring additional effort to reach and experience. Visitors need to be adventurous and inquisitive and experienced or accompanied by competent qualified guides. The nature of the experience is heavily dependent on the quality of the natural environment and the presence of 'charismatic' wild animals. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management. Hunting may be carried out at times.	Pristine	Isolation, Solitude, Remoteness, Spiritual. In harmony with nature
	REMOTE Wild - Low Intensity Use	Areas with very natural qualities with moderate visible human impact, where the sights and sounds of modern, urban life are virtually none existent or infrequent, allowing for a vehicle-based experience of being in nature amongst wild animals. They are generally remote and inaccessible, requiring some effort to reach and experience – especially using 4x4 vehicles with a high degree of risk involved. Visitors need to be generally self reliant and experienced. The nature of the experience is heavily dependent on the unspoiled quality of the natural environment and the presence of 'charismatic' wild animals. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.	Semi-Pristine	In harmony with nature
Outdoor Natural Activities tend to be at precinct level	RURAL Low Intensity Use	Areas situated within rural communities, where the nature of the experience is dependent on its remoteness and the quality of the natural environment with the presence of some wild animals. The main accent is on recreational activities which are more dependent on the quality of the natural environment within the rural context. By their nature these zones are placed in the more natural landscapes of the rural context. Limited interaction and socialisation with local residents may be a part of the experience, as also being exposed to rural livelihoods and local cultural activities.	Natural	In harmony with nature and infrequent socialisation with local inhabitants and other tourists.
	RURAL Medium Intensity Use	Areas situated within relatively transformed rural areas based around medium density tourism developments with modern commercialised amenities and concentrated activities. High likelihood of encounters with livestock and sightings of agricultural fields. The quality of the visitor experience is heavily dependent of the quality of the facilities which enable the visitor to experience the environment or culture with a minimum of effort and impact on the environment. Due to the high impacts these are concentrated at specific nodes, generally situated in or around urban centres. Interaction and socialisation with local residents may be an integral part of the experience, as also being exposed to and taking part in rural livelihoods and local cultural activities.	Transformed	Significant socialisation and interaction with local inhabitants and other tourists in rural cultural setting

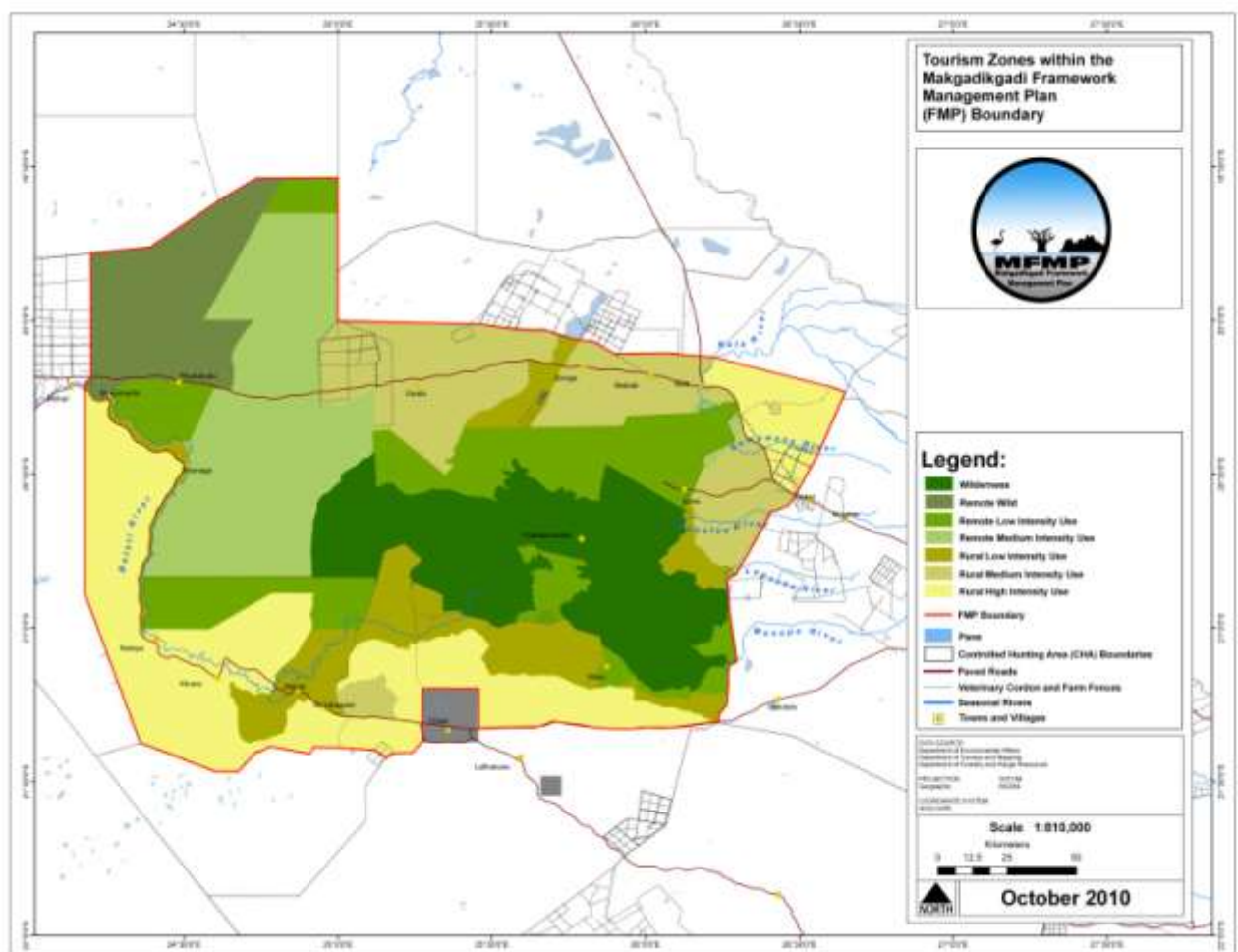
Experience	Zone	Description	Quality of the natural environment	Experiential Qualities
Overlay Activities Activities may be overlaid on other larger Categories	SPECIAL PROTECTION AREA Restricted & controlled activities	Areas which may be overlaid or superimposed upon other categories of use to ensure that specific elements or aspects are afforded special protection from over-use or shielded from the potential negative impacts of tourism and related activities. Such special protection usually relates to areas where rare, endangered or threatened wild populations of fauna and flora species exist to carry out key portions of their life-cycles; where important historical, archaeological or geological elements or systems exist; where important culturally sensitive sites or places occur or where special culturally significant religious ceremonies and rituals are traditionally carried out. Visitor access to, and use of such areas may be restricted, controlled and managed to minimize negative impacts by limiting numbers, controlling access times, managing behavior, managing modes of transport or movement of people, or by requiring the use of special protective clothing, etc.	Natural	In harmony with nature and infrequent socialisation with other tourists. Reverence and respect for the elements being protected.
	DEVELOPMENT NODE Localised & contained development with socialisation	Areas where specifically planned and approved human constructions and buildings may be developed in a localized context with the purpose of providing special tourism related services (i.e. Taking entrance fees, interpretation services, supplying food and drink, controlling movement of tourists, etc.) but where such constructions and developments have a minimal impact upon the overarching character of the zone within which they occur. In certain instances a Development Node might define where communities have formally and legally settled in specific places as permitted by the Land Board and where the confines of that settlement, village or town are delineated and confined for planning and development purposes. These are often referred to as urban areas depending upon the extent of construction and development. In the latter nodes it is expected that man-made structures that rise above the landscape or that are extensive in size with a high visual impact (i.e. Telephone towers, electricity pylons, multi-story buildings etc.) may be encountered. In such areas socialization and activities may take place freely according to local and district bye-laws and national legislation.	Transformed	Significant socialisation and interaction with local inhabitants and other tourists in the developed setting

Adapted from SANParks Planning Documents

When the potential for tourism development is considered (based upon the outcomes of the ranking of sites), in conjunction with the ecological, biodiversity and archaeological sensitivities, it is possible to develop a framework of zoning for tourism activities. This planning approach is based upon similar principles to those used in the Kgalagadi Transfrontier Park (KTP), the Okavango Delta through the ODMP and other southern African protected area systems.

This framework, allows for levels of tourism use to be assigned to particular areas according to their various sensitivity attributes and weighed against the type and level of tourism activity that may be permitted - with a view to ensuring that an optimal visitor experience is achieved whilst also protecting sensitive areas or sites. This in turn gives rise to a set of Limits of Acceptable Change parameters that will be set for the various zones (see following Section). The proposed zonation is shown in Figure 16.

Figure 16: Proposed tourism zones for the MFMP area



The attributes of each zone are also provided as clear descriptions of what visitor experiences are anticipated for each zone, what types of access should be managed or used, what types and levels of interaction between tourists might be allowed or encouraged and how the zone should be managed to this effect. These attributes are shown in Table 8. The Remote Zones imply they are in Protected Areas, whilst the Rural Zones imply that community livelihood activities i.e. agriculture, livestock rearing etc. co-exist amongst tourism opportunities.

Table 8: Proposed characteristics of zonation categories

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
Back to Nature Activities tend to be at landscape level	PRISTINE (Wilderness)	Isolation; complete solitude; wildness; primitiveness; at-one with nature; communing with nature; contemplation; reflection; timelessness; oneness with nature; aloneness; sense of humility.	Extremely low; usually limited to people in the same 'exclusive' party or group.	Only on foot or horse-back.	Wilderness-friendly tourism activities are allowed in the Wilderness zone. Hiking and overnight camping in designated wilderness campsites, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.	No access roads and tracks are permitted in this zone and any old and existing tracks must be closed off and rehabilitated. No facilities, buildings, tourism facilities or construction other than wilderness campsites are permitted; game paths. No artificially supplied water will be made available.
Close to Nature Activities tend to be at landscape level	WILD Low Intensity Use Examples: Areas in M/NPs NPs.	Isolation; solitude; wildness; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ⁴)	Very low; usually limited to people in the same 'exclusive' party or group.	On foot or horse-back; in game-viewing vehicles operated by lodges, camps, or mobile-safari operators. These areas are generally characterized by concession areas i.e. CHA areas (photographic and hunting).	Hiking, horse safaris, elephant safaris, and overnight camping accompanied by a professionally qualified, Botswana certified guide; overnight camping – either based upon “pack it in, pack it out” principle, or in pre-prepared temporary tented-camps. Game-drives in designated areas and along pre-determined, specified tracks and road networks. Hunting in CHAs designated for such purposes, according to permits, concession lease agreements and Management Plans.	Pre-determined and specified tracks and roads, as indicated in Management Plans required in concession and lease agreements. Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ⁵

⁴ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

⁵ Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
Outdoor Nature Experience Activities tend to be at the precinct level	REMOTE (Medium Intensity) Examples: Self drive areas of M/NPs NPs.	Wildness; nature; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ⁶); viewing wild animals (including birds).	Moderate, usually limited to other vehicles encountered on game-drives, or boat trips.	Self-drive 4x4 vehicles, game-drive vehicles ⁷ . Access routes to lodges and mobile-safari camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.	Game-drives in self-drive 4x4 and game-drive vehicles; Game-viewing night-drives with permits; Game-viewing from hides and platforms; Picnicking in designated areas;	Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ⁸ <ul style="list-style-type: none"> • Public Camp Grounds with attendant facilities. • Mobile Operator Sites. • Access, Transit and Game viewing Roads and tracks. • Other tourist facilities such as observation hides/platforms, day use facilities, information centres, entrance gates and ablutions. • Designated areas for the conducting of night drives. • Boat Stations (Moorings) offering services to visitors.

⁶ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

⁷ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

⁸ Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
RURAL Rural experience away from the urban pressure.	RURAL (Medium Density) Examples: Areas around Rakops.	Culture, rural life, wild animals, calmness, tranquility	High, frequent contact with other people (villagers, tourists, etc.)	Self-drive 4x4 vehicles, game-drive vehicles ⁹ . Access routes to lodges and fishing camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.	Fishing, boating; hiking and walking; Limited game-viewing where wildlife occurs. Cultural activities where these may be provided.	Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ¹⁰ <ul style="list-style-type: none"> • Public Camp Grounds with attendant facilities • Mobile Operator Sites. • Community Camp Sites. • Access, Transit and Game viewing Roads and tracks. • Other tourist facilities such as observation hides/platforms, day use facilities, information centres, entrance gates and ablutions. • Private Boat Stations (Moorings) offering services to visitors.
SPECIAL OVERLAY AREAS	SANCTUARY Examples:	Experiential qualities restricted to 'respect' for being in area and obeying required conditions of behaviour to minimize disturbance or impact.	Minimal interaction between users due to restricted entry requirements.	Appropriate vehicle. boat or vessel with modifications to reduce disturbance or impact if so required; on foot; or by horse. Entry roads may be created if absolutely necessary, or else minimal disturbance or impact rules apply.	Walking, observing, data collection and recording through permit, non-intrusive photography, research activities by permit i.e. tagging. Over-nighting in designated area unless for data collection purposes should not be permitted.	No facilities unless required for research and data collection purposes i.e. construction of observation hides near heronries etc.

⁹ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

¹⁰ Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
	CULTURAL SITE Examples: Baine's Baobab	Experiential qualities 'respect' for being in area and obeying required conditions of behaviour to minimize disturbance of impact; Opportunities for solitude and reflection; Reverence and spiritual awareness; Sense of history and culture.	Moderate, controlled interaction between users due to restricted entry requirements.	Primarily by foot, or if necessary in appropriate vehicle or boat to reduce disturbance or impact if so required i.e. Entry roads may be created to periphery entry point if absolutely necessary, or else minimal disturbance or impact	Walking; observing; viewing; non-intrusive non-destructive photography. Sitting and reflecting, meditating, conducting personal non-intrusive religious rites, may be permitted in specially set aside sites or areas. Over-nighting in the core designated area should not be permitted. Data collection and recording through permit, research activities by permit i.e. copying rock paintings. All activities should be in accordance with requirements for respect of culture and context.	<p>Minimal facilities in the actual designated core cultural area i.e. paths, tracks, steps, seats, barrier walls, interpretation signs and displays etc.</p> <p>Interpretation facilities should be placed on the periphery of the core designated area.</p>
	Development Node i.e. Nata, Gweta etc.	Socialisation and interaction with other visitors and locals; Fun, enjoyment, exchange of cultures.	High. No specific controls other local and national laws and regulations.	No specific controls other local and national laws and regulations.	Wide range of activities permitted - beyond nature based focus. Opportunities for recreation i.e. dancing, dining, music, theatre, shows, etc.;	Wide range of developed infrastructure provided: various tourism accommodation including high volume tourism accommodation, shops, commercial enterprises, Visitor Centres, Police Stations, restaurants, fuel stations, internet cafes etc.

4.2 Proposed baseline carrying capacities and limits of acceptable change

The old system of pre-defining 'Carrying Capacities' as development caps to prevent uncontrolled tourism development or tourism activity in an area has been replaced by an adaptive management approach called the 'Limits of Acceptable Change' or LACs. This is a dynamic system of ensuring a 'hands-on' approach to managing tourism in an area and monitoring two systems: a) tourism experiences over time as measured by levels of satisfaction relating to obtaining a particular stated or marketed experience that a visitor sought, bought and had; and b) the impacts of primarily tourism activities in a zone that may be changing the 'desired state' of the natural or social environment described for a zone.

LACs provide clear standards (limits) against a set of criteria that may not be exceeded in both: the type of visitor experience to be provided in a particular zone; and the natural or social environment that the zone provides. These two factors should be constantly assessed and weighed against each other in a zone. Usually, negative changes in tourism responses will provide insights to latent negative changes in the natural or social environment i.e. the limits of acceptable change have been exceeded.

The management authority is then able to respond to the negative feedback in an adaptive management manner to take corrective action where necessary i.e. close roads, cease issuing permits for development etc. Provisional 'Limits of Acceptable Change' (LACs) to meet tourism visitor expectations in the MFMP area are provided in Appendix 3.

Based upon the above and the consideration of the need to stimulate development in a planned, systematic and incremental manner so as not to negatively impact upon existing tourism operations through too rapid expansion and competition, the following short term (5 year horizon) increases in tourism facilities is recommended.

Table 9: Recommended development of tourism facilities in ten ATP

	Areas of Tourism Potential	Type of Development Permitted/Encouraged	No. of new facilities over next 5 years
1	Nata (e.g. Sanctuary, CT 5, Southern Sua Pan Area)	High-end Luxury Lodges (Wildlife/NRM)	1 only: 1 x 24 bed Lodge in the western Nata Sanctuary area;
		Mid-market Lodges Camps (Wildlife/NRM)	1 only: 1 x 24 bed Lodge in the eastern sector of Nata Sanctuary – as a Community Venture;
		Campsites and Caravan Parks (General)	1 only: 1 campsite in vicinity of the actual Sanctuary with maximum of 10 camping units, each accommodating no more than 2 tents per unit (max 4 people per unit). Ship it in, ship it out basis – totally self-contained camping).
2	Nxai National Park, Makgadikgadi National Park	High-end Luxury Lodges (Wildlife/NRM)	2 only: 1 x 24 bed Lodge in NW of MNPNP; and 1 x 24 bed Lodge in SE section of MNPNP
		Mid-market Lodges	1 only: 1 x 24 bed Lodge inside Nxai Pans part of the MNPNP, north of Phuduhudu just within the

		Camps (Wildlife/NRM)	north-western park boundary.
		Campsites – exclusive CKGR style	5 only: 5 separate ‘exclusive’ or wilderness campsites in the SE MNPNP, each with maximum capacity of 10 people (max 4 tents & 4 vehicles) based upon the CKGR Sundays Pan type campsites. These should be in a general cluster of having about 5 kms between them to facilitate ease of maintenance, with one more remote site that provides ease of access to the zebra migration. Ship it in, ship it out basis – totally self-contained camping, with proposed developments
3	Sua Salt Mines	Mid-market Lodges Camps (Wildlife/NRM)	1 only: 1 x 24 bed Lodge to the south of the salt mining works.
4	Gweta (e.g. Gweta Area, CT 7, CT11)	High-end Luxury Lodges (Wildlife/NRM)	1 only: 1 x 24 bed Lodge in CT7
		Mid-market Lodges Camps (Wildlife/NRM)	1 only: 1 x 24 bed Lodge in CT7
		Campsites – exclusive CKGR style	4 only: Each with maximum capacity of 10 people (max 4 tents & 4 vehicles) based upon the CKGR Sundays Pan type campsites. These should be in a general cluster of having about 2 kms between them to facilitate ease of maintenance. (all near NE corner of MPNP)
5	Xhumaga, Meno a Kwena, Leruo la Tau (Boteti)	High-end Luxury Lodges (Wildlife/NRM)	1 only: 1 x 24 bed Lodge South of Xhumaga towards the Tsoe area just inside of MNPNP within wildlife fence (or just outside on Community land). DWNP has already allocated a lodge in this area, but it has not been developed and could be allocated to the local communities.
		Mid-market Lodges Camps (Wildlife/NRM)	1 only: 1 x 24 bed Lodge just inside of MNPNP near Main Gate on Xhumaga Community land within wildlife fence;
		Campsite general	1 only: 1 along Boteti River
6	Kubu-Mosu-Mea-Nkokwane	High-end Luxury Lodges (Nature & Isolation)	1 only: 1 x 24 bed Lodge somewhere along the cliff edges where it would not impact upon the skyline.
		Mid-market Lodges Camps (Birding)	2 only: 1 x 24 bed Lodge in eastern sector of the area. 1 x 24 bed Lodge in the vicinity of Nkokwane Pan with views over the pan.
		Campsites – exclusive CKGR style	1 only: 1 south of the cliffs near Thalamabele along the main Francistown-Orapa road
7	Phuduhudu	Mid-market Lodges Camps (Wildlife/NRM)	1 only: 1 x 24 bed Lodge just outside of Nxai Pans NP near Phuduhudu Gate on Phuduhudu Community land

			or just within park boundary.
		Campsites general	1 only 1 general campsite just outside of Nxai Pans part of MNPNP near Phuduhudu Gate on Phuduhudu Community land or just within park boundary.
8	Rysana Pan, Txzbaka, CT 10, Lake Xau	Mid-market Lodges Camps (Isolation, adventure)	1 only 1 x 24 bed Lodge/Camp adjacent to north Rysana pan
		Low-market Lodges Camps (adventure)	1 only 1 x 36 bed Chalet Camp catering for adventure groups south east of Mokoboxane
		Campsites – exclusive CKGR style	4 only: Each with maximum capacity of 10 people (max 4 tents & 4 vehicles) based upon the CKGR Sundays Pan type campsites. These should be in a general cluster of having about 2 kms between them to facilitate ease of maintenance
		Campsites – exclusive CKGR style & mass	1 only 1 x 18 unit camp-ground catering for adventure groups south east of Mokoboxane. Total maximum carrying capacity of 72 people (18 x 4 persons).
9	Tsoe/CT10/Tamtiga	Mid-market Lodges Camp	1 only 1 x 24 bed Lodge/Camp adjacent to the southern boundary of the Makgadikgadi NP fence with access rights into the southern section of the park. This is an opportunity for a Community JVP to be developed.
		Camp site	1 only 1 in NW corner of MNP
10	Zoroga-Ntwetwe Spit-CT7	Mid-market Lodges Camp	1 only: 1 x 24 bed Lodge in the area of an arc of 30 km radius to the south of Zoroga, tracing westwards and to the north of Zoroga (not on the eastern semi-circle of that arc). Possible Community JVP opportunity.
		Camp site	1 only 1 south of the main Nata-Maun road servicing travellers cutting across the pans from Kubu Island

5 Description of the ten Areas of Tourism Potential

Based upon the above zonation and the related criteria for each zone, each of the ten Areas of Tourism Potential identified may now be described to give a clearer perspective of the nature of the area in terms of attractions and possible development options. Table 6 below outlines these details.

Table 10: Description of the ten Areas of Tourism Potential

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
1. Nata	<p>Large open landscapes of wetland and saltpan interspersed with areas of higher ground where mopane & terminalia woodland occur. The wetlands and salt pans are feeding and breeding areas for Africa's second largest population of flamingoes, and refuges for extensive populations of waterfowl.</p> <p>Outside of the wetlands and salt pans, low intensity rural in nature with some isolated villages or settlements, besides the Development Node of Nata Village itself which is high density urban in nature.</p>	<p>In the wetland and salt pan areas: Isolation; solitude; wildness; primitiveness; spectacular natural phenomena; contemplation; reflection; timelessness; sense of humility.</p>	<p>Mainly in lodge or camp-based game drives with some areas permitting general public access under controlled conditions – low vehicle number carrying capacities at any one time.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed in the wetland and salt pan areas.</p> <p>A limited range of high to mid-end accommodation may be provided as a means of controlling visitor numbers to sensitive areas.</p> <p>Hiking and overnight camping in designated wilderness campsites, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the open wetland or saltpan areas.</p> <p>No tall structures that will destroy the wild nature of the overall TDA open landscape i.e. Telecommunication masts etc.</p>

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
<p>2. M/NPs NPs & CT11</p>	<p>Large open wild landscapes of Kalahari thornveld in the west and north with extensive areas of annual wetland and saltpan in the south east (interspersed with areas of higher ground where mopane & terminalia woodland occur). Big herds of large wild animals (elephant, zebra, wildebeest, giraffe etc. and predators i.e. Lions, leopard, wild-dogs) are found in the two parks - Nxai Pan NP north of the Nata Maun main road, and the Makgadikgadi Pans NP south of the main road.</p> <p>The wetlands and salt pans are important seasonal feeding areas for southern Africa's last remaining large mammal significant annual migration (zebras and wildebeest).</p>	<p>In the Kalahari thornveld areas: wildness, adventure, excitement; spectacular natural phenomena; isolation; solitude; reflection; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna¹¹); viewing wild animals (including birds).</p> <p>In the wetland open landscapes: Isolation; solitude; wildness; contemplation; reflection; timelessness; primitiveness; sense of humility, wonder, spectacular natural phenomena.</p>	<p>Mainly in lodge or camp-based game drives with some areas permitting general public access under controlled conditions – low vehicle number carrying capacities at any one time.</p> <p>Self-drive 4x4 vehicles, game-drive vehicles¹². Access routes to lodges and mobile-safari camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of National Parks regulations.</p> <p>A limited range of high to mid-end accommodation may be provided as a means of controlling visitor numbers to sensitive areas.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p> <p>Hiking and horseback safaris, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the open wetland or saltpan areas.</p> <p>No tall structures that will destroy the wild nature of the overall TDA open landscape i.e. Telecommunication masts etc.</p>

¹¹ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

¹² Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
3. Sua Soda-ash Works	<p>Large scale commercial extraction operation extracting brine from underground wells and converting it into soda-ash and salt. Extensive drying out ponds and processing may be a significant tourism attraction and unique experience.</p> <p>The associated wetlands and saltpans around the processing plant are important seasonal feeding areas for southern Africa's second largest population of flamingoes, and refuges for extensive populations of waterfowl.</p>	<p>Interest in large-scale, unique processing of natural salts in vast open drying-out ponds with optical illusion of wetness, complexity, scale of operation and machinery.</p> <p>In the wetland open landscapes: contemplation; reflection; timelessness; wonder; spectacular natural phenomena.</p>	<p>Various – access to operations entrance - in personal vehicles, lodge or camp-based game drives, busses etc. Into operational areas and salt ponds - general public access under controlled conditions using in approved vehicles.</p>	<p>Exploring mine operations in areas permitted by mine management; driving out onto salt drying-out ponds and walking on beds of salt with spectacular optical illusions of wetness and colours.</p> <p>Viewing flamingo and pelican populations feeding in the areas adjacent to the mine operations.</p>	<p>Huge salt processing mechanical structures and operations.</p> <p>Rustic, aesthetic accommodation built from predominantly local, natural materials, with other urban accommodation in the adjacent Sowa Town.</p>

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
4. Gweta	<p>Large open wild landscapes of Kalahari thornveld to the east of the M/NPs NPs with some areas of annual wetland and saltpan in the south east adjacent to CT11.</p> <p>Some herds of large wild animals (elephant, zebra, wildebeest, giraffe etc. and predators i.e. Lions, leopard, wild-dogs) are found in the community areas around the village.</p> <p>The wetlands and salt pans that exist in the area are important seasonal areas for wild animals and bird populations.</p> <p>Low intensity rural tourism experience with possible encounters with livestock, residents of cattle-posts and people in small settlements.</p>	<p>In the Kalahari thornveld areas: wildness, adventure, excitement; spectacular natural phenomena; isolation; solitude; reflection; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna¹³); viewing wild animals (including birds).</p> <p>In the wetland open landscapes: Isolation; solitude; wildness; contemplation; reflection; timelessness; primitiveness; sense of humility, wonder, spectacular natural phenomena.</p> <p>Possible cultural experiences with local communities.</p>	<p>Mainly in lodge or camp-based game drives with some areas permitting general public access under controlled conditions – low vehicle number carrying capacities at any one time.</p> <p>Self-drive 4x4 vehicles, game-drive vehicles¹⁴. Access routes to lodges and mobile-safari camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of national wildlife regulations and concession agreements.</p> <p>A limited range of high to mid-end accommodation may be provided as a means of providing wildlife-based (nature-based) opportunities to tourists and at the same time providing enterprise opportunities and benefits to local communities.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p> <p>Hiking and horseback safaris, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the open wetland or saltpan areas.</p> <p>Minimal tall structures that will detract from the wild nature of the overall TDA open landscape i.e. Telecommunication masts etc.</p>

¹³ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

¹⁴ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
<p>5. Xhumaga, Mena-kwena to Moremaoto Area (west of MNPs NPs)</p>	<p>Large open wild landscapes of Kalahari thornveld with Riverine vegetation along the Boteti River.</p> <p>Access to wildlife-based (nature-based) opportunities within the Makgadikgadi Pans NP area along the river - big herds of large wild animals (elephant, zebra, wildebeest, giraffe etc. and predators i.e. Lions, leopard, wild-dogs) are found in the park.</p> <p>The river is an important seasonal feeding and watering area for wildlife.</p> <p>Low intensity rural tourism experience with possible encounters with livestock, residents of cattle-posts and people in small settlements.</p>	<p>In the Kalahari thornveld and Riverine areas: wildness, adventure, excitement; spectacular natural phenomena; isolation; solitude; reflection; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna¹⁵); viewing wild animals (including birds).</p> <p>Cultural experiences with the local communities who would be involved in the ownership, management and operations of the lodges and camps.</p>	<p>Mainly in lodge or camp-based game drives in 4x4 game-drive vehicles¹⁶. Access routes to lodges and mobile-safari camps open only to residents.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of National Parks regulations.</p> <p>A limited range of high to mid-end accommodation.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p> <p>Hiking and horseback safaris, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the park.</p> <p>No tall structures that will destroy the wild nature of the overall TDA open landscape i.e. Telecommunication masts etc.</p>

¹⁵ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

¹⁶ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
<p>6. Kubu-Mosu-Mea-Nkokwane</p>	<p>Vast open landscapes of salt pan flats fringed in a semi-circular band to the east-south-west with an escarpment ring of cliffs which transform into Kalahari thornveld moving outwards from the escarpment. To the east is the Kubu Island granitic outcrop with myriads of baobabs, which is a revered religious site by local inhabitants.</p> <p>Access to wilderness-based opportunities within the vast salt pans linked to archaeological attractions in the cliffs and escarpment areas.</p> <p>Low intensity rural tourism experience with possible encounters with livestock, residents of cattle-posts and people in small settlements.</p>	<p>In the open landscape of the salt pan flats and cliff structures: wilderness, isolation; solitude; reflection; spirituality, primitiveness; spectacular natural phenomena (huge flamingo and pelican populations seasonally); contemplation; reflection; timelessness; sense of humility.</p> <p>Cultural experiences with the local communities who would be involved in the ownership, management and operations of the lodges and camps.</p>	<p>Mainly in lodge or camp-based game drives in 4x4 game-drive vehicles¹⁷. Access routes to lodges and mobile-safari camps open only to residents.</p> <p>Some self drive 4x4 access to designated camp-sites. No unauthorized camping in the area outside of designated campsites.</p> <p>Designated, general roads accessible by all residents of lodges, campsites and day-visitors. No free driving allowed on the main open pans.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of DEA or other government regulations.</p> <p>Quad-biking, motorized-parachuting and hot-air-ballooning only allowed in designated areas and under controlled conditions.</p> <p>A limited range of high to mid-end accommodation.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p> <p>Hiking, horseback safaris, quad-bike safaris accompanied by a professionally qualified, Botswana certified guides; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the area.</p> <p>No tall structures that will destroy the wild nature of the overall TDA open landscape i.e. Telecommunication masts etc.</p>

¹⁷ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
7. Phuduhudu	<p>Large open wild flat landscapes of Kalahari thornveld to the west of Nxai Pans.</p> <p>Big herds of large wild animals (elephant, zebra, wildebeest, giraffe etc. and predators i.e. Lions, leopard, wild-dogs) may be found in the area – primarily adjacent to Nxai Pan NP.</p> <p>Low intensity rural tourism experience with possible encounters with livestock, residents of cattle-posts and people in small settlements.</p>	<p>In the Kalahari thornveld areas: wildness, adventure, excitement; isolation; solitude; reflection; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna¹⁸); viewing wild animals (including birds).</p>	<p>Mainly in lodge or camp-based game drives – low vehicle number carrying capacities at any one time in 4x4 game-drive vehicles¹⁹. Access routes to lodges and mobile-safari camps open only to residents. Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of National Parks regulations.</p> <p>A limited range of high to mid-end accommodation may be provided as a means of controlling visitor numbers to sensitive areas.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p> <p>Hiking and horseback safaris, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the open areas.</p> <p>No tall structures that will destroy the wild nature of the overall TDA open landscape i.e. Telecommunication masts etc.</p>

¹⁸ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

¹⁹ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
<p>8. Rysana/Lake Xau /Txabaka</p>	<p>Vast open landscapes of salt pan flats amongst Kalahari thornveld and mopane areas.</p> <p>Numerous villages / settlements in the area, many linked with the main Lethakane – Maun road, with large herds of associated livestock.</p> <p>Access to adventure-based opportunities within the large salt pans in the cliffs and escarpment areas.</p> <p>Low intensity rural tourism experience with possible encounters with livestock, residents of cattle-posts and people in small settlements.</p>	<p>In the open landscape of the salt pan flats some opportunities for: remoteness, isolation; solitude; reflection.</p> <p>In other designated pan areas -possibilities for adventure experiences such as quad-biking, motorized-parachuting, hot-air-ballooning and land sailing etc. which require large open, smooth, flat spaces;</p> <p>Cultural experiences with the local communities who would be involved in the ownership, management and operations of the lodges and camps.</p>	<p>Often in lodge or camp-supported 4x4 game-drive vehicles²⁰. Access routes to lodges and mobile-safari camps open only to residents.</p> <p>Self drive 4x4 access to designated adventure pans and camp-sites. No unauthorized camping in the area outside of designated campsites.</p> <p>Designated, general roads accessible by all residents of lodges, campsites and day-visitors.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of DEA or other government regulations.</p> <p>Quad-biking, motorized-parachuting, hot-air-ballooning and land-sailing only allowed in designated areas and under controlled conditions.</p> <p>A limited range of high, mid- and low-end accommodation to cater for a wide range of visitors and activities.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Appropriate facilities, buildings or construction to promote adventure activities.</p>

²⁰ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
<p>9. Tsoe/CT10 /Tamtiga</p>	<p>Large open wild flat landscapes of Kalahari thornveld to the west of Nxai Pans.</p> <p>Big herds of large wild animals (elephant, zebra, wildebeest, giraffe etc. and predators i.e. Lions, leopard, wild-dogs) may be found in the area – primarily adjacent to Nxai Pan NP.</p> <p>Low intensity rural tourism experience with possible encounters with livestock, residents of cattle-posts and people in small settlements.</p>	<p>In the Kalahari thornveld areas: wildness, adventure, excitement; isolation; solitude; reflection; possibilities of viewing exciting, spectacular wildlife including birds.</p>	<p>Mainly in community-based lodge or camp-based game drives – low vehicle number carrying capacities at any one time in 4x4 game-drive vehicles²¹. Access routes to lodges and mobile-safari camps open only to residents.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of National Parks regulations.</p> <p>A limited range of high to low-end accommodation may be provided as a means of meeting visitor needs.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p> <p>Hiking and horseback safaris, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the open areas.</p>

²¹ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

TDA	Overarching character of the area	Overarching Experiential Qualities	Predominant Type of Access	Predominant type of activities found in the TDA	Predominant Character of development and facilities offered
<p>10. Zoroga-Ntwetwe Spit-CT7</p>	<p>Large open wild landscapes of Kalahari thornveld to the east of the M/NPs NPs with some areas of annual wetland and saltpan in the south east in the area of CT7.</p> <p>Some herds of large wild animals (elephant, zebra, wildebeest, giraffe etc. and predators i.e. Lions, leopard, wild-dogs) are found in the community areas around the village.</p> <p>The wetlands and salt pans that exist in the area are important seasonal areas for wild animals and bird populations.</p> <p>Low intensity rural tourism experience with possible encounters with livestock, residents of cattle-posts and people in small settlements.</p>	<p>In the Kalahari thornveld areas: wildness, adventure, excitement; spectacular natural phenomena; isolation; solitude; reflection; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna²²); viewing wild animals (including birds).</p> <p>In the wetland open landscapes: Isolation; solitude; wildness; contemplation; reflection; timelessness; primitiveness; sense of humility, wonder, spectacular natural phenomena.</p> <p>Possible cultural experiences with local communities.</p>	<p>Mainly in lodge or camp-based game drives with some areas permitting general public access under controlled conditions – low vehicle number carrying capacities at any one time.</p> <p>Self-drive 4x4 vehicles, game-drive vehicles²³. Access routes to lodges and mobile-safari camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.</p> <p>Potential for hiking or horse-back access.</p>	<p>Nature-friendly tourism activities are allowed within the constraints of national wildlife regulations and concession agreements.</p> <p>A limited range of high to mid-end accommodation may be provided as a means of providing wildlife-based (nature-based) opportunities to tourists and at the same time providing enterprise opportunities and benefits to local communities.</p> <p>Camping in designated campsites – based upon “pack it in, pack it out” principle.</p> <p>Hiking and horseback safaris, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.</p>	<p>Minimal access roads and tracks. Rustic, aesthetic accommodation built from predominantly local, natural materials in woodland areas or fringes of wetland, developed to be unobtrusive and that will not detract from the natural wild character of the general TDA.</p> <p>Minimal facilities, buildings or construction other than wilderness campsites or interpretive hides in the open wetland or saltpan areas.</p> <p>Minimal tall structures that will detract from the wild nature of the overall TDA open landscape i.e. Telecommunication masts etc.</p>

²² Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

²³ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

6 Proposed routes and movements of tourists

At present there are three major gateways that effectively control the major flows of visitor traffic into and around the MFMP area (see Figure 17):

Palapye/Martins Drift: In terms of the southern section of the area and its major attraction of Kubu Island, a large proportion of the traffic is constituted of visitors exiting South Africa and entering Botswana at the Martins Drift Border Post and routing through Palapye. In a large proportion of the cases these visitors will continue on to the Okavango Delta and possibly on through the Chobe National Park to Kasane, where they might return to South Africa via Nata/Francistown or move on to the Victoria Falls for further adventures.

Maun: A second major source of visitors is from the Maun gateway, where visitors will engage with Mobile Safari Operators and arrange short (usually one or two night stays) to the MFMP area – most often to visit Kubu Island with a stop off or trip to the Nxai Pans Baines' Baobab before moving on to the CKGR or to return to Maun. These trips are usually 'add-on' activities to other planned, more extended visits to camps in the Okavango Delta or to the CKGR.

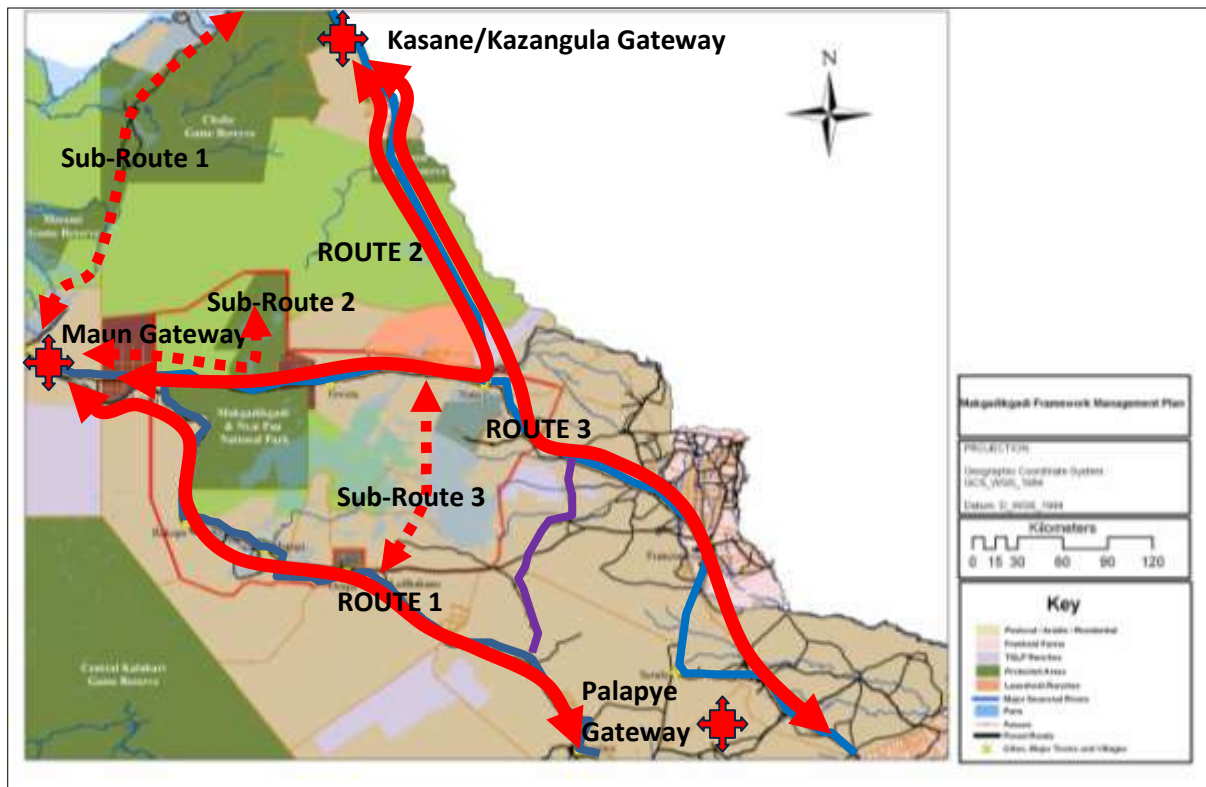
Maun also serves as the Major gateway for any air transportation of visitors directly into a particular camp, such as Jack's Camp. This is related to the fact that such trips might be add-ons to other Okavango Delta activities, or that the Maun Airport is an International Airport with immigration and customs facilities.

Maun is also the focal point of many 4x4 Adventure Self-drive visitors, who may be travelling from Namibia via Gantsi in the west or Mohembo in the north. A portion of these will travel through the Chobe National Park and a portion will travel southwards past the area, with various trips into the Nxai Pans NP or to Kubu Island *en route* to South Africa.

Kasane/Kazangula: A level of visitor traffic emanates from the Kasane/Kazangula Gateway in the north, with stop offs at Nata Sanctuary for a night or two, although as in the former examples this is often as an 'add-on' activity *en route* to a major destination such as the Okavango Delta or South Africa via Martin's Drift Border Post.

Analysis of these flows show that the area is at this stage not considered to be a major destination in itself for the majority of visitors, but rather a place with a few incidental attractions (Kubu Island, Nxai Pans and the Baines Baobab etc.) and is usually circumvented by most travellers. This is seen to be: a) partly due to the lack of development of existing attractions; b) a lack of marketing and packaging of existing products and facilities; and c) the historical structure of the road system that directs tourism traffic around the periphery of north and south MFMP area – leaving a void on the eastern side.

Figure 17: Gateways and Routes servicing the area's tourism flows



The three major routes travelled are therefore the following:

1. Martins Drift/Gaborone via Serowe, Letlhakane, Rakops and onto Maun after connecting with the Nata-Maun trunk road – much favoured by self-drive travel originating in South Africa. The reverse is also a favoured route;
2. Kasane-Maun via Nata and reverse: this route handles a large amount of the 4x4 Self-drive International tourism that originates in destinations in Namibia or Zambia and which travels either way to final destinations in one of those countries;
3. Kasane-Martin Drift (occasionally through the Tuli Block): A route that services travellers moving from Zambia (sometimes from the Caprivi Region in Namibia) in transit to destinations in South Africa. In the reverse direction it is a favoured route for 4x4 Self-drive travellers originating in South Africa moving to destinations in the Caprivi Region or Zambia – often with a stop-over for 1-3 nights in Kasane/Chobe NP.

Three minor sub-routes exist that convey traffic from Maun to Kasane (Sub-route 1) (although outside of the MFMP footprint – it is influential in routing traffic past the MWS); from Maun to Nxai Pan NP and back to Maun (Sub-route 2) as a short add-on trip (1-3 nights) to existing packages in the Okavango Delta; and from Letlhakane via Kubu Island to the Zoroga junction with the Maun-Nata trunk road (Sub-route 3) which is primarily considered at this point to be an ‘extreme-adventure’ experience for 4x4 Self-drive Regional enthusiasts.

7. Marketing

6.1 Area characteristics and diverse tourism opportunities

The overall MFMP area may be seen to be a destination that has specific common characteristics that may be seen to have desirable conditions for travel and that support the general branding image of the area to be an attractive or preferred destination. In the case of the MFMP area these may include:

- The area is generally disease free;
- It is a safe and secure destination in terms of crime and violence;
- It has acceptable levels of emergency medical response and treatment within close proximity i.e. Maun, Francistown, Gaborone and even Johannesburg.
- The weather is generally pleasant and acceptable within understood limits at defined times of the year, although conditions in the central pans area may be harsh and inhospitable – something that may be attractive to a certain segment of travellers i.e. adventure tourists.

Tourists should be advised that the area can be very hot and that mosquitoes and malaria occur. During the wet season, the pans are treacherous and cars can easily get stuck.

The current major categories of market segmentation of visitors²⁴ fall predominantly into four categories:

1. 4x4 Self-drive Adventure Regional tourists fitting into the medium expenditure bracket, with much of this visitation being tourists originating their journeys in South Africa (most of which are actually South African 4x4 Safari enthusiasts who have the Okavango Delta as their primary destination, and only using the MWS as a convenient *en route* overnight stopping point). A key element of this segment is the camping in wild places with friends and testing their 4x4 vehicles driving prowess;
2. 4x4 Self-drive Adventure Overseas tourists who hire completely fitted out 4x4 vehicles in South Africa, Namibia, Zambia or more recently in Gaborone. These visitors tend to spend a few more nights in the MWS, especially at Kubu Island or traversing through the actual Makgadikgadi Pans (north-south or vice versa) through Mmatshumo and Zoroga. Key elements of this segment's expectations are to experience true African attractions including: wildlife, culture, archaeology, landscape, wilderness and solitude. Birdwatching may be a key attraction for some of these visitors.
3. Fly-in Safaris (International)(High end): These are visitors who are on specially designed package trips who fly into High-end Lodges or Camps for at least two to six days, seeking superior nature-based (primarily wildlife) adventure experiences in aesthetically styled, luxurious lodge accommodation with superior cuisine and service.
4. Adventure tourists – Regional: fitting into the medium expenditure bracket, with much of this visitation being tourists originating their journeys in South Africa and having their primary destination being the Makgadikgadi Pans where they will undertake various adventure experiences ranging from quad-biking and self-propelled para-gliding. A key element of this segment is the adrenaline adventure experience linked to being in and camping in wild places with friends.

A fifth, though less developed market segment is that of bird-watching on the Pans, experiencing the vast numbers of flamingos and pelicans feeding or in their breeding sites. This group, though very discerning in their bird-watching requirements are relatively flexible about accommodation

²⁴ According to travel mode linked to experience sought

requirements, although a segment of this market does require staying in luxury lodges overnight.

A number of other tourism experiences are currently slowly emerging as new opportunities with entrepreneurs taking up the possibilities in tentative tourism ventures such as establishing adventure camping sites and lodges and considering developing new lodges in sites previously considered remote from mainstream tourism activities. These are generally however merely planned with existing permits and concessions, but have yet to be realised.

6.2 Area branding

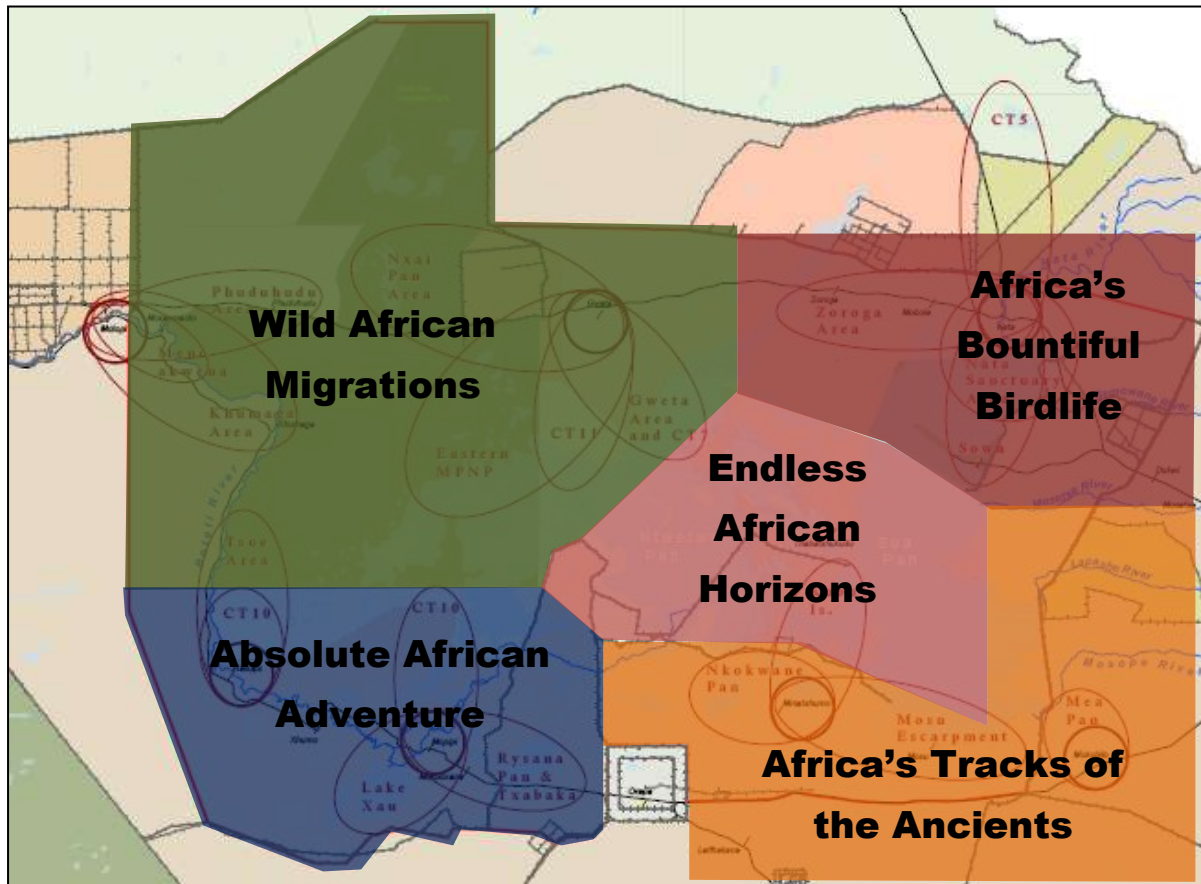
In terms of branding, the area has five major areas with significant identities based upon the inherent attractions that exist in each. These for ease of understanding have been called Tourism Branding Areas or TBAs, and these are 'virtual' areas that are merely used as a marketing or branding tool. They describe the overarching 'character' of the 'area' that has been outlined and they describe the preferred type of tourism development or activity that should be implemented in the area so as to bring a degree of conformity and create harmony to the area, as well as to market a 'common special identity' and experience - i.e. a 'very remote adventure characteristic'; or 'large, charismatic African wildlife on open landscapes'; or 'a water-wilderness experience'. It allows the BTO to ensure that any development or activity that takes place in one of the areas conforms to the general overall 'nature' or 'image' that is assigned to the area.

The five areas suggested TBAs are:

1. The M/NPs NPs with its wildlife and special migrations;
2. The Nata Sanctuary area with its magnificent bird-watching – especially flamingos and pelicans;
3. The south eastern area around Mea with its archaeological sites;
4. The south western area around Rakops where adventure tourism on the salt pans will be a major attraction; and
5. The core central 'wilderness' or 'wild' area where solitude and open spaces predominate.

These TBAs are shown in Figure 18.

Figure 18: The tourism branding areas of the MFMP area



It should be noted that the Branding Areas are not necessarily directly related to the Tourism Zonation zones which are essentially directed towards a management function.

7 Managing Investment and Development in the MFMP area

A review of the tourism models (volume 2) indicated that there are four broad tourism models which can be divided into several forms of partnerships in Botswana. These models can also be useful in tourism development in different parts of the MFMP area. These models are:

- a. Government Tourism Models
 - *Government-Private Sector Partnerships*
 - *Government-CBNRM Partnerships*
 - *Government Campsite Model*
- b. Private Sector Investment and Operational Models
 - *High-end Tourism Model*
 - *Community Public Private partnerships*
- c. Community-Based Tourism Models
 - *Ecotourism Model*
 - *CBNRM Tourism Model*
- d. Donor-Development Agency Models
 - *Eco-lodge development Approach*
 - *Alternative Tourism Enterprise*

A SWOT analysis for each of these tourism models indicates that all the models can be applicable in different parts of the Makgadikgadi Wetland System. For example, the Community-based tourism model is favourable in areas between national parks where there are human-wildlife conflicts mainly because of two factors: a) to minimise human-wildlife conflict and increase in natural resource conservation; and b) to improve rural development and local livelihoods.

The Government - Private Sector Partnership Model is suitable in national parks since it opens up camping grounds for the middle income tourists and mobile safari operators. It also affords opportunities for possible new lodges to be developed in designated or planned sites – both meeting the demand for middle and high end operations, depending on the sites themselves and where they might be situated. It is essential that in these models the interests of related communities should be built into the processes to ensure movement to citizen empowerment and having communities becoming ‘real’ shareholders in tourism operations through joint-venture partnerships (JVPs).

The private sector investment and operation model is applicable in most areas because of its potential to increase tourism revenues and to citizens, government and private sector as stipulated in the Tourism Policy of 1990. The private sector investment and operational and community-based tourism models are also ideal in that both encourage sustainability in the use of natural resources and local participation in tourism development. These approaches are in line with the principles of sustainable tourism which are driving tourism development in Botswana.

It is seen that there are a number of new opportunities for the *High-end Tourism Model* to be used to create greater visibility for the area as a self-standing, major destination of choice *in addition to* the Okavango Delta and the Chobe River destinations.

A number of important opportunities exist in the MWS for substantial, new ‘community-driven’ ecotourism lodges, camps and campsites to be developed that have a high degree of community ownership built into them. Such opportunities exist around Gweta, Xhumaga, Motopi, Rakops, Mopipi as well as in the Kubu-Mosu-Mea-Nkokwane areas. Such a camp/lodge has already been proposed for the Nata Sanctuary area.

It is essential that tourism is more clearly seen to be an approach that diversifies and increases the range and extent of alternative economic livelihood opportunities for communities, in addition to agriculture and limited opportunities in mining. To this end it is seen that relevant communities should both be empowered to access new tourism opportunities and to have the capacity to gain benefits from them. This implies that the following approaches should be promoted in future:

1. Designating new concessions that are assigned to particular communities or groups of communities in such a manner that is equitable among the affected communities;
2. Promoting the development of mechanisms that facilitate the creation of ‘real’ joint-venture partnerships (JVPs) in which communities become ‘real’ or actual shareholders in a business enterprise when a tourism opportunity is made available to the private sector for investment and development. This implies that where a community itself does not get assigned or allocated a particular tourism related enterprise investment and development opportunity, then any other tenders or proposals need to ensure that adjacent²⁵ communities need to be included in the proposal as real financial shareholders based upon

²⁵ Adjacent communities in this context are communities in the immediate vicinity of the site or area of the proposed tourism venture or development and who have a *de facto*, proven legal right to the land or the natural resources in that area as the custodians of the land and/or the natural resources, and who bear the cost of accommodating those natural resources on their land according to accepted principles of CBNRM. This will generally infer that land either in the foot-print of the development venture or within a radius of no more than 10 km of a community would be included, and that generally communities a substantial distance away would have no claim on the area.

- the equity they bring to the partnership in the form of the land and its natural resources;
- Where a tourism venture is allocated to the private sector in a situation where no communities are immediately adjacent or who have no claim over the land or its natural resources, then the venture should be required to pay an annual levy that is paid into a special community tourism development account from which communities at a slightly wider distance from the area may access to initiate their on developments in future.

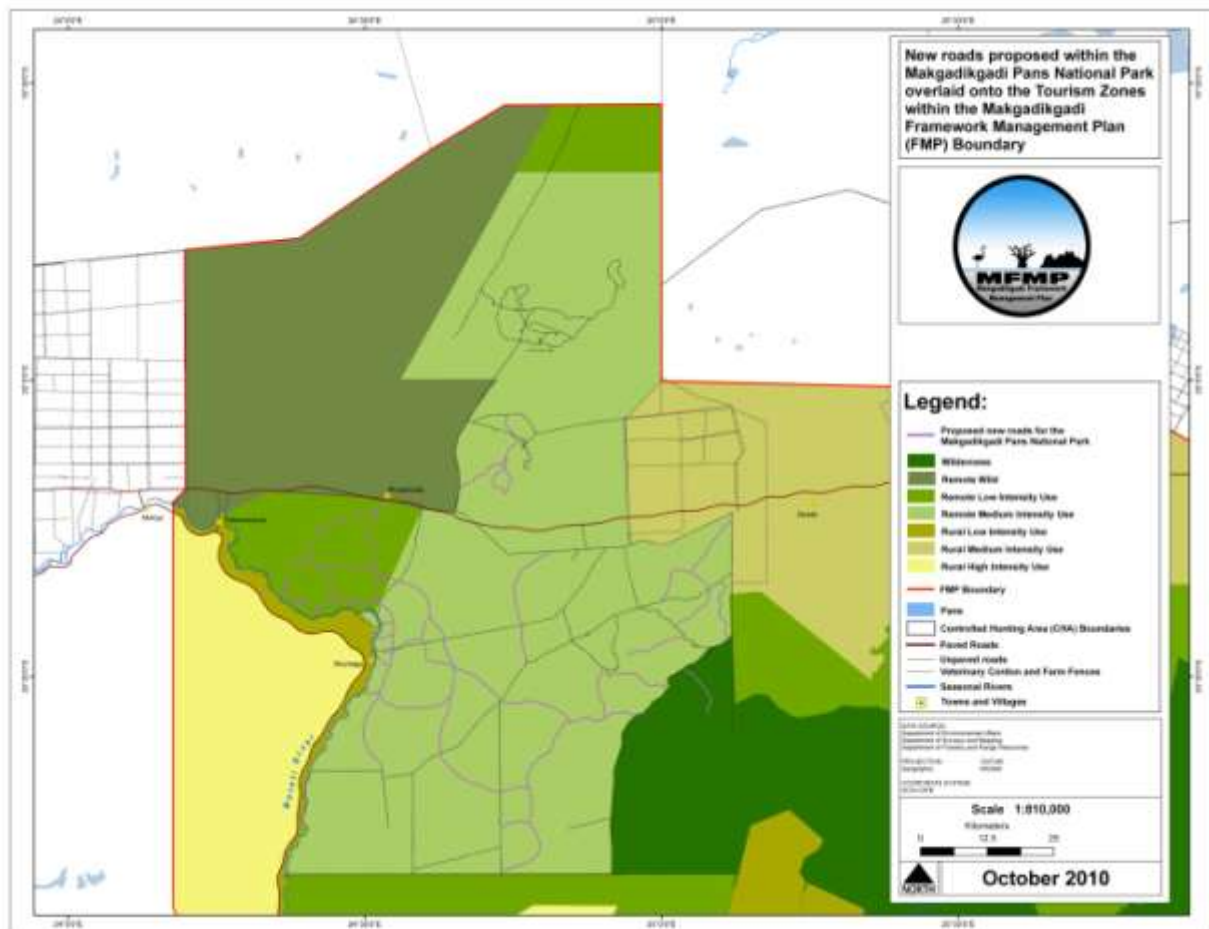
8 Recommendations for MFMP

Improving Infrastructure in MNPNP

The MNPNP is currently underutilised due to the lack of infrastructure. It is recommended that the network of roads and campsites should be improved in line with the latest Management Plan, providing visitors with a greater chance of seeing charismatic wildlife species, more easily (See Figure 19).

Government should consider allowing the management of the MNPNP to be outsourced to the private sector under specified criteria and under closely controlled conditions.

Figure 19: Proposed new network of roads to enhance game-viewing in the MNPNP



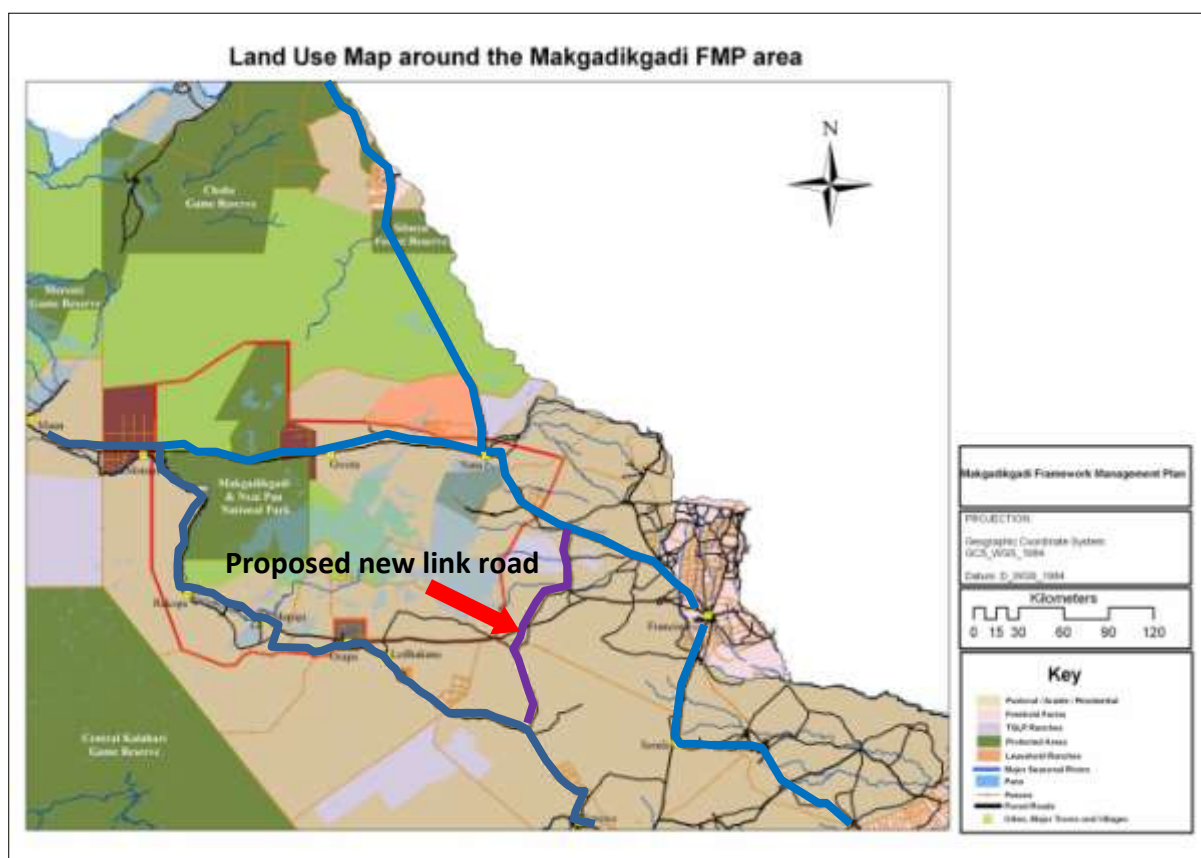
The latest Management Plan indicates that a further 150 kms of roads and tracks should be developed in the future. This should be reviewed and if necessary a slightly higher proportion of roads considered. Given the possibility of the Moremi Game Reserve being closed to self-drive

tourists as suggested by the Ministry of Environment, Wildlife and Tourism recently then that market will be seeking alternative destinations and the MNPNP might be a suitable substitute.

Routing of visitor traffic to enhance opportunities

At present the routing of visitor traffic does not encourage a greater exploration of the MWS. Much of the traffic is transitory in nature with visitors travelling from Martin's Drift to Maun or from Maun to Nata and onwards to Kasane or Francistown. It is suggested that a new road be developed from just north of the Serowe directly north across the Francistown-Orapa road and onwards to link into Nata. This will open up the south eastern section of the MWS and permit it to be more attractive as a destination (Figure 20).

Figure 20: Possible new road link from Serowe to Nata.



Formalise the implementation of the zonation of tourism developments and activities linked to LACs
Integrate the Tourism Planning Zones into the overall Land-use planning processes that affect the MWS as an overlay, and formalise their implementation through oversight by the Botswana Tourism Organisation, to ensure that only appropriate, designated types of development are authorised or permitted according to the particular zoning criteria where the development will take place as per Table 8. It is essential that this is rigorously policed and monitored to ensure that 'rogue' developments do not creep in and destroy the integrity of the designed zone characteristics.

Formalise who will be the Management Authority to manage and implement the LACs

The LACs are a method of ongoing monitoring of environmental wellbeing in a particular tourism zone as well as a means of tracking the quality of the visitor experience being achieved according to marketed promises and expectations, allowing management to intervene when any stated 'limits' are exceeded. Such a system requires that a 'management authority' should be identified and provided with the appropriate legal (regulatory) powers and authority to take corrective action to

ensure that inappropriate activities and developments do not occur or exceed limits set. It may be possible to combine the authority by using two separate existing government agencies, for instance DEA and BTO, working in tandem through a 'joint-committee' structure.

Formalise mechanisms to protect key archaeological areas

Archaeological sites are generally vulnerable to abuse and vandalism due to their remoteness or their extensive spatial spread. Although sites may be designated within the zoning framework indicated above may be afforded a tacit level of protection, some especially important sites need to have a higher degree of physical protection through the use of fencing, placement of guards etc. As a means of reducing overhead costs, it may be appropriate to designate the site to the protection of the nearest local community who may use the site or non-sensitive portions of the site for tourism purposes and through this provide employment and obtain benefits to offset the cost of protecting the site.

Develop a Marketing Strategy specific to the MFMP area and its Branding Areas

It will be necessary to develop a more detailed and formal marketing strategy to ensure that the socio-economic potential of the MWS is optimised. Marketing processes inherently require that Tourism Market Research is carried out to inform and guide development and promotion of tourism processes. One aspect of this system includes the monitoring of visitor expectations and experiences in order to ensure that value for money is always being achieved and those expectations are met. Such monitoring should be a continuous and ongoing process, providing constant feedback to the monitoring body. The analysis of the feedback should be used to inform the LAC mechanism, triggering intervention to reduce or remove any negative activity or to prevent it happening in the future.

Environmental Monitoring & Evaluation

It is recognised that the tourism experience in the MFMP area is currently dependent upon the natural environment. The management authority or structures should have adequate baseline data to enable it to be able to put in place a monitoring system that tracks key indicators (i.e. those suggested in the LAC process). Where negative trends begin to occur, many of which would reduce the quality of the visitor's experience, then the management authority should use its regulatory powers to curtail the degradation or inappropriate activities.

Develop a detailed Tourism Development Plan

Although this Framework Plan provides some guidance on the possible process of guiding development (tourism and other) in the MWS, a more detailed Tourism Development Plan needs to be created to ensure that all critical aspects of development match marketing needs. This plan should clearly outline the initial 'carrying capacities' of developments of different types according to the zones, the branding and market trends. Further development should then be guided through the use of the LAC system to ensure that 'over-development' does not take place, that inappropriate developments destroy or impact on the overall character of each zone (see Tables 4 and 5) and that inappropriate activities are minimised.

Formalise the manner in which new tourism opportunities are made available to investors so that ad hoc development is managed to meet market needs

Once the Tourism Development Plan indicated above is complete, then the manner in which they are made available to investors and to the market is especially important so as to optimise market conditions. Flooding the market with too many new products and activities at once can depress existing business operations or may dilute marketing opportunities or impact. New developments should be offered in a 'steady-stream' manner ensuring that market research and monitoring

permits existing tourism operations to flourish and prosper and accommodate new enterprises at a comfortable rate.

Defining Key Community Concessions (tourism, biodiversity & archaeology)

The benefit flows to communities from tourism need to be increased significantly in order for them to understand the link between those benefits and the need to manage and protect the natural resources and archaeological resource base that form the foundation of tourism in the MWS. Specific community concessions should be identified (see suggestions in this report) and allocated to the most appropriate neighbouring communities. Thorough processes of outlining management responsibilities, accountabilities and ensuring good governance need to be introduced at the same time to ensure that all households in a community get an equitable share of benefits from tourism and that all contribute to the protection of the resources.

Formalise a Strategy to ensure that communities become true stakeholders in investments and developments (enhancing incentive systems)

For too long communities involved in tourism ventures have been passive recipients of JVP agreements – without becoming true participants in the management and risk inherent in tourism enterprises. Processes should be put in place to ensure that where communities are allocated concessions or where opportunities arise in their areas, such communities are mandated to become true shareholders in all aspects (financially, economically, managerially etc.). Appropriate governance structures in the communities need to be supported to ensure that community shareholdings are adequately and accountably managed.

Formalise how communities can get into 'co-management' partnership arrangements with the MNPNP and to access concessions for tourism opportunities in the parks

Processes should be created that allow communities to participate in tourism activities in protected areas (especially the MNPNP) and are accepted as co-managers of the areas allocated to them.

Need for greater capacity building to enable communities to engage in tourism activities and take up new tourism opportunities – better management of CBOs, SMME etc. Private Sector needs to play a key role in developing capacity through partnerships. CPPPs need to be encouraged.

All government departments and agencies should be required to work in an integrated and united structure to support communities to develop the relevant capacity to identify tourism opportunities, to develop business proposals, to be able to access micro-financing, to develop the management and operational capacity to operate tourism enterprises, to successfully market their operations and to become real players in the tourism sector nationally. It is recommended that the BTO should be made the Lead Agency of this Integrated 'One-stop-shop' Process.

9 References

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10 Appendices

10.1 Appendix 1: persons consulted

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10.2 Description of characteristics of indicated Market Segments

Hi-end Ultra-Luxury Safari: A lodge or camp that is situated in a remote (safari) wild area associated with nature-based tourism (including wildlife) as its primary focus, that offers a superior nature-based / wildlife experience within the context of accommodation of a uniquely luxurious nature, complimented by superior cuisine and service, and that usually caters for small numbers of small groups on specially designed packages.

High-end Luxury Safari: A lodge or camp that is situated in a remote (safari) wild area associated with nature-based tourism (including wildlife) as its primary focus, that offers an outstanding nature-based / wildlife experience within the context of accommodation of a aesthetically luxurious nature, complimented by outstanding cuisine and service, and that usually caters for moderate numbers of usually small groups on specially designed packages.

Mid-end Luxury Safari: A lodge or camp that is situated in a remote (safari) wild area associated with nature-based tourism (including wildlife) as its primary focus, that offers a good nature-based / wildlife experience within the context of accommodation of a well appointed and aesthetically pleasing nature, complimented by good cuisine and service, and that usually caters for moderate numbers of groups on specially designed packages.

Motels/Guesthouses/B&Bs: An accommodation establishment that is situated in an urban or peri-urban area servicing a range of clients, much of which could be passing trade, usually focused on the localized provision of accommodation and food with a range of types and levels of accommodation, and that usually caters for varying numbers of individuals or groups opportunistically, some on specially designed packages (i.e. Conferences and workshops).

Hi-end Mobile Safaris: Tourism operations that travel with their clients to a planned destination in a remote (safari) wild area associated with a nature-based tourism (including wildlife) experience as its primary focus, that offers a superior nature-based / wildlife experience within the context of movable, tented type accommodation of a uniquely luxurious nature, complimented by superior cuisine and service, and that usually caters for small numbers of small groups on specially designed packages.

Mid-end Mobile Safaris: Tourism operations that travel with clients to a planned destination in a remote (safari) wild area associated with a nature-based tourism (including wildlife) experience as its primary focus, that offers an outstanding nature-based / wildlife experience within the context of movable, tented type accommodation of a luxurious nature, complimented by outstanding cuisine and service, and that usually caters for moderate numbers of small to medium groups – usually on specially designed packages.

Budget Mobile Safaris: Tourism operations that travel with clients to a planned destination in a remote (safari) wild area associated with a nature-based tourism (including wildlife) experience as its primary focus, that offers a good nature-based / wildlife experience within the context of movable, tented type accommodation of a basic nature, sometimes offering catered meals and service, sometimes requiring clients to cook, cater and undertake ‘housekeeping’ tasks for themselves or the group, and that usually caters for varying numbers of medium to large groups – often on set or standardized itineraries.

Campsites – Safari: Camping grounds and sites in remote (safari) wild areas associated with a nature-based tourism (including wildlife) experience as its primary focus, for self contained campers, where various levels of service and support are provided, (depending on the remoteness) including demarcated areas for each site, ablution blocks, pit-latrines, showers with or without hot water, cooking and braai facilities, firewood etc.

Campsites –Urban: Camping grounds and sites in urban areas, usually on major transit routes, for self contained campers, where various levels of service and support are provided, but usually including demarcated areas for each site, ablution blocks, showers with hot water, water-tap stands, cooking and braai facilities, firewood etc. and sometimes the provision of electrical points at each site.

10.3 Ranking of tourism potential sites based on multicriteria analysis

		A	1	2	3	4	B	5	6	7	8	C	9	10	11	12	D	13	D	14	15	16	17	E	18	19	20	F	21		
	Areas of Tourism Potential (ATPs)(Numbers) & Nodes (Letters)	Nata	Nata	Zoroga	Sua	CT5	Gweta	Gweta	Uncharted	M/NPs NPs	Ntwetwe Spit	Motopi	Meno	Xhumaga	Tsoe	Phuduhudu	Rakops	West CT10	Mopipi	East CT10	Tamtiga	Rysana	Lake Xau	Txabaka	Mimatshumo	Nkokwane	Kubu	Mosu	Makobelo	Mea	
	Categories	Node	ATP	ATP	ATP	ATP	Node	ATP	ATP	ATP	ATP	Node	ATP	ATP	ATP	ATP	Node	ATP	Node	ATP	ATP	ATP	ATP	Node	ATP	ATP	ATP	Node	ATP		
A	Attractions (Existing & Potential)(Y=4; S=2; N=0)																														
	Natural Resources	4	4	2	2	4	2	2	4	4	2	0	4	4	4	4	2	4	4	4	4	4	4	2	4	4	4	4	2	4	
	Wildlife																														
	Birdlife	4	4	4	4	2	2	2	4	4	4	2	2	2	2	0	2	2	4	2	4	4	4	2	0	4	4	4	4	4	
	Big Game	2	2	0	2	4	0	0	4	4	0	0	4	4	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Landscapes																														
	Desert / Wilderness / Vistas	2	2	0	0	4	0	0	4	4	4	0	4	4	2	4	4	4	4	4	4	4	4	2	2	4	4	4	4	2	4
	Salt Pans	4	4	0	4	0	0	0	4	4	4	0	0	0	0	0	0	0	4	4	4	4	2	4	0	4	4	4	4	4	
	Wetlands	4	4	2	2	2	2	2	4	4	4	2	4	4	4	2	2	2	4	4	4	4	4	2	0	4	4	4	4	4	
	Archaeological elements	0	0	2	2	2	4	4	4	4	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0	2	4	4	2	4	
	Cultural elements	4	4	4	0	2	4	4	2	0	2	4	4	4	4	4	4	2	4	4	2	4	2	4	2	4	4	4	4	4	
	Salt mine processes	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Hunting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Sub-total	24	24	14	20	20	14	14	30	28	22	10	24	24	20	24	16	16	26	24	24	24	14	10	24	28	28	22	28		

B Support Infrastructure (Y=2; S=1; N=0)																												
National Arterial roads (tarred) primary access	2	2	2	2	2	2	2	0	2	0	2	2	2	2	2	2	0	2	0	2	1	2	2	0	0	1	2	0
Gravel roads & track access	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	1
Entrance gates, park reception facilities etc.	2	2	1	2	1	2	2	1	2	0	0	1	2	1	2	0	0	0	2	0	0	0	1	0	2	0	0	1
Museums, interpretive centres	1	1	0	1	0	1	1	2	0	0	1	0	1	0	1	1	0	1	0	0	0	0	1	0	1	1	1	1
Airports, aircraft, airstrips	2	2	0	2	1	2	2	2	2	0	2	0	2	0	0	2	0	1	0	0	0	0	1	0	1	1	1	1
Accommodation (existing facilities) Lodges etc	2	2	1	2	1	2	2	2	2	1	2	2	2	1	1	2	1	1	1	1	1	1	1	1	2	1	1	1
Booking & reservation offices,	2	2	1	2	1	2	2	2	2	1	2	2	2	1	2	2	1	1	1	1	1	1	1	2	1	1	1	1
Information centres	1	1	1	2	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Access to Operator support services within 200 kms:																												
Wholesalers, bulk suppliers etc.	2	2	0	2	0	2	2	0	2	0	2	2	2	2	2	0	0	2	2	2	2	2	2	2	0	2	2	2
Butchers	2	2	0	2	0	2	2	2	2	2	2	2	2	2	2	0	0	2	2	2	2	2	2	2	0	2	2	2
Liquor wholesalers	2	2	0	2	0	2	2	2	2	2	2	2	2	2	2	0	0	2	2	2	2	2	2	2	0	2	2	2
Tourist support services easily available (within 50 kms)																												
Restaurants, cafes	2	2	1	2	1	2	2	0	2	1	2	1	1	1	1	2	0	2	0	1	1	1	2	0	1	2	2	1
Liquor stores	2	2	1	2	0	2	2	0	2	0	2	1	2	1	2	2	0	2	0	1	1	1	2	0	0	2	2	2
Bars	2	2	2	2	1	2	2	0	2	1	2	1	2	1	2	2	0	2	0	1	1	1	2	0	1	2	2	2
Banks	2	2	0	2	0	1	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Supermarkets	2	2	1	2	0	2	2	0	1	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Garages	2	2	0	1	0	2	2	0	0	0	1	0	1	0	0	1	0	1	0	1	0	1	1	0	0	1	1	0
Fuel & filling stations	2	2	0	1	0	2	2	0	2	0	1	0	1	0	0	2	0	2	0	1	0	1	1	0	0	1	2	1
Tyre repair services	2	2	0	1	0	1	1	0	1	0	1	0	1	0	0	1	0	2	0	1	0	1	1	0	0	1	1	0

Internet cafes	2	2	0	2	0	2	2	0	0	0	1	1	1	1	1	1	0	1	0	1	0	1	1	0	1	1	0		
Post Offices	2	2	0	2	0	2	2	0	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	0	1	1	0		
Hospitals, clinics, health posts	2	2	1	2	0	2	2	0	1	0	2	1	2	1	2	2	0	2	0	0	0	0	2	0	0	1	2	1	
Police Stations	2	2	1	2	0	2	2	0	1	0	2	1	2	1	1	2	0	2	0	0	0	0	1	0	0	1	2	0	
Hire car services	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	
Crafts, curios, art	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1
Telecommunication service providers																													
Land lines	2	2	1	2	0	1	1	0	1	0	2	1	2	1	1	2	0	2	0	0	0	1	1	0	0	1	2	0	
Cell phones	2	2	1	2	0	2	2	1	1	1	2	2	2	1	1	2	1	2	0	1	1	1	2	0	2	2	2	2	
Internet	2	2	1	2	1	2	2	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	0	0	1	1	
Electricity & power	2	2	2	2	1	2	2	1	1	1	2	1	2	1	1	2	0	2	0	1	1	1	1	1	0	0	2	2	1
Water (drinking, bathing, cleaning etc.)	2	2	2	2	1	2	2	1	1	1	2	1	2	1	1	2	0	2	0	1	1	1	1	1	0	0	2	2	2
Air-rescue and medi-vac services	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Locally available staff	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1	2	2	2	2	2
Sub-total	61	61	27	57	18	57	57	24	41	20	48	33	47	30	36	44	10	49	18	29	24	31	40	14	21	40	45	31	
C																													
Events (Y=2; S=1; N=0)																													
Cultural festivals and ceremonies	1	1	1	1	0	1	1	0	0	0	1	1	1	1	1	1	0	1	0	0	0	0	1	0	0	1	1	1	
Natural phenomena - animal migrations etc.	2	2	2	2	2	0	0	2	2	2	2	2	2	0	0	0	1	0	0	1	0	0	0	0	1	1	0	1	
Conferences	1	1	0	1	0	1	1	0	0	0	0	0	0	0	1	0	1	0	0	0	1	1	0	0	0	1	1	0	
Sub-total	4	4	3	4	2	2	2	2	2	2	3	3	3	3	1	2	0	3	0	0	1	1	2	0	1	2	2	2	

D	Enabling Environment (Y=2; S=1; N=0)																											
Centrality of routing and movement	2	2	1	1	1	1	1	0	1	1	2	1	1	1	1	2	0	2	0	1	0	2	1	0	1	1	2	0
Existing market demand and markets	2	2	0	0	0	2	2	2	2	1	1	2	2	1	0	2	1	1	1	1	1	2	2	1	2	1	1	1
Existence of potential demand	2	2	1	1	2	2	2	2	2	2	2	2	2	1	1	2	1	2	2	2	2	2	2	2	2	2	2	2
Degree of absence of development constraints	1	1	2	2	1	1	1	0	1	2	2	0	0	0	2	2	1	2	2	2	1	2	2	1	1	1	2	0
Availability of investors	2	2	0	1	2	2	2	2	2	1	1	2	2	1	0	1	1	1	1	1	1	1	1	2	1	2	1	1
Availability of proven entrepreneurs	2	2	0	1	2	2	2	2	2	0	1	2	2	1	0	1	0	1	1	0	0	0	2	0	2	0	1	0
Absence of competing inappropriate products	1	1	2	0	2	2	2	1	2	1	0	0	0	0	0	0	0	1	0	0	0	2	2	0	1	1	2	1
Support of local communities / lack of conflict	1	1	1	1	2	1	1	1	2	1	1	1	1	1	0	0	1	1	1	1	0	2	2	2	2	2	2	2
Degree of national/local political will	2	2	0	0	2	1	1	1	2	0	1	1	1	1	1	0	1	2	0	0	0	0	2	1	2	2	1	1
Availability of financing and micro-financing	2	2	0	1	2	2	2	2	2	0	1	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Statutory status of land as per zoned use	2	2	0	2	2	2	2	1	2	2	2	0	0	0	1	1	2	2	2	2	0	2	2	1	1	1	2	0
Investment incentives from Government	2	2	0	1	2	1	1	1	2	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0	1	1	1	1
Sub-total	21	21	7	11	20	19	19	15	22	11	15	13	13	8	7	12	9	17	11	11	6	16	21	10	18	14	18	10
Total Score of Criteria	110	110	51	92	60	92	92	71	64	71	64	73	87	61	68	74	35	95	53	64	55	62	73	48	68	84	87	71

10.4 Provisional Limits of Acceptable Change for the MFMP area

Zone	Indicators	Standards of indicators	Monitor Accountability
WILD i.e. Exclusive Lodge Concessions	Biophysical		
	A1: Water: Inorganic quality of water, as a result of tourism activity.	A1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 A1.b. Two or less items of man-made litter encountered per trip in areas used by tourists and tour operators for hikes, rides, game-viewing trips and overnight camps.	E1.a DWA E1.c Lodge, Safari operators & DEA & BTO.
	A2: Water: Organic quality of water as a result of tourism activity.	A.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	E2.a DWA
	A3 Soil & terrestrial habitat:	A3.a Less than 0.2 km of road or track per square kilometre of land in the zone available for use, with no new, permanent tracks ²⁶ being developed annually, as measured annually through satellite imagery or GIS monitoring; A3.b Five or less items of man-made litter per month present on land or roads/tracks in areas used by tourists and tour operators for hikes and overnight camps. A3.c Five or less items of man-made litter per month present on land immediately around camps and lodges i.e. within the camps or within 200m of camps or lodges perimeters.	E3.a DWNP & HOORC E3.b Lodge operators & DWNP E3.c Lodge operators & DoT/BTO
	A4 Air & Aerial	A4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (i.e. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp i.e. 10 km from each other, or where aircraft operation limits might be exceeded i.e. heavily loaded on hot days etc.	E4.a Lodge operators E4.b CAB
	A5 Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	A3.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see	E5.a Lodge or Camp Operators, DWA & DWNP

²⁶ Permanent tracks are tracks that are used more than once a year or that are clearly visible 12 months after the initial use.

Zone	Indicators	Standards of indicators	Monitor Accountability
		<i>African Journal of Aquatic Science 2004, 29(1):25-35]</i>	
	A6 Mammals	A6.a No (nil) displays of mass fear from wildlife when game-viewing or hikers approach to natural 'fight or flight' distances per species.	E7.a DWNP & BTO.
	Visitor Experience Indicators		
	B1 Encounters with other tourists (over-crowding)	B1.a 1 or less encounters with other tourists or tourist groups, other than in own party per trip per day – either on hikes or game-viewing trips. However other individual or groups of tourists may be encountered during visits to the various cave complexes.	B1.a Lodge Operator & DoT/BTO. B1.b Lodge Operator & DoT/BTO.
	B2 Diversity of wildlife experience	B2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) B2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) B2.c No change in average number of different bird species recorded by visitors per completed visit.	B2.a Lodge Operator B2.b Lodge Operator B2.c Lodge Operator
	B3 Unnatural noise disturbance	B3.a Less than 5 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	B3.a Lodge Operators & DoT.
	B4 Natural nature of lodge or camp	B4.a Less than 5 complaints per year, per lodge, of accommodation units being too close to other units (i.e. lack of natural feeling, exclusivity, solitude); B4.b Less than 5 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units impacting on natural feeling, exclusivity, solitude etc.	B4.a Lodge Operators & DoT. B4.b Lodge Operators & DoT.

Zone	Indicators	Standards of indicators	Monitor Accountability
REMOTE (Low Intensity Use)	Biophysical		
	C1: Water: Inorganic quality of water, as a result of tourism activity.	C1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 C1.b. Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes and overnight camps.	C1.a DWA C1.b Lodge, Mobile Safari operators & DWA
	C2: Water: Organic quality of water as a result of tourism activity.	C2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004.	C2.a DWA
	C3 Soil & terrestrial habitat:	C3.a Less than 0.5 km of road or track per square kilometre of land in the zone available for use, with no new, permanent tracks ²⁷ being developed annually, as measured annually through satellite imagery or GIS monitoring; C3.b Two or less items of man-made litter per month present on land areas or within temporary camp sites used by tourists and tour operators.	C3.a DWNP & HOORC C3.b DWNP
	C4 Air & Aerial	C4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (i.e. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp i.e. 10 km from each other, or where aircraft operation limits might be exceeded i.e. heavily loaded on hot days etc.	C4.a Lodge operators & CAB C4.b DWNP
	C5 Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	C3.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	C5.a DWA & DWNP
	C7 Mammals	C6.a No (nil) displays of mass fear from wildlife when game-viewing or hikers approach to natural	C7.a DWNP & BTO.

²⁷ Permanent tracks are tracks that are used more than once a year or that are clearly visible 12 months after the initial use.

Zone	Indicators	Standards of indicators	Monitor Accountability
		'fight or flight' distances per species.	
	Visitor Experience Indicators		
	D1 Encounters with other tourists (over-crowding)	D1.a Less than 5 encounter with tourists, other than in own party per day – on hikes or game-drives, however encounters with larger numbers of other visitors may be experienced during visits to the Cave complexes.	D1.a Lodge Operator, Mobile Safari Operators & DoT/BTO.
	D2 Diversity of wildlife experience	D2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. D2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) D2.c No change in average number of bird species recorded by visitors per completed visit.	D2.a Lodge Operator, DWNP & DoT D2.b Lodge Operator, DWNP & DoT/BTO D2.c Lodge Operator, DWNP & DoT/BTO
D3 Unnatural noise disturbance	D3.a Only 1-5 complaints per year, per lodge, camp or mobile safari operator received from tourists whilst on walking trails, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	D3.a Lodge Operators & DoT/BTO.	

Zone	Indicators	Standards of indicators	Monitor Accountability
RURAL Low Intensity	Biophysical		
	E1: Water: Inorganic quality of water, as a result of tourism activity.	E1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 E1.b. Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes and overnight camps.	E1.a DWA E1.b Lodge, , Mobile Safari operators & DWA

Zone	Indicators	Standards of indicators	Monitor Accountability
Leisure	E2: Water: Organic quality of water as a result of tourism activity.	E2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004.	E2.a DWA
	E3 Soil & terrestrial habitat:	E3.a Less than 1.0 km of road or track per square kilometre of land in the zone available for use, with no new, permanent tracks ²⁸ being developed annually, as measured annually through satellite imagery or GIS monitoring;	E3.a DWNP & HOORC
		E3.b Five or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators;	E3.b DWNP
		E3.c Five or less items of man-made litter per month present on land immediately around camps and lodges i.e. within the camps or within 200m of camps or lodges perimeters.	E3.c Lodge operators & DoT/BTO
	E4 Air & Aerial	E4 a 1 or less low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (i.e. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp i.e. 10 km from each other, or where aircraft operation limits might be exceeded i.e. heavily loaded on hot days etc.	E4.a Lodge operators & CAB
	E5 Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	E5.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	E5.a Lodge or Camp Operators, DWA & DWNP
	E6 Fish	E6.a No decrease in average weight and length of sport fish caught by anglers	E6.a Camp Operators & DWNP
Visitor Experience Indicators			
F1 Encounters with other tourists (over-crowding)	F1.a Only 1-5 encounters with tourists or local residents, other than in own party per day – on hikes or game-drives or similar activities.	F1.a Lodge Operator, Mobile Safari Operators & DoT.	
	F1.b Only 0-10 encounters with tourists or local residents, other than in own party in the zone .	F1.a Lodge Operator, Mobile Safari Operator & DoT/BTO.	

²⁸ Permanent tracks are tracks that are used more than once a year or that are clearly visible 12 months after the initial use.

Zone	Indicators	Standards of indicators	Monitor Accountability
	F2 Diversity of wildlife experience	F2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) F2.c No change in average number of bird species recorded by visitors per completed visit.	F2.a Lodge Operator & DoT F2.b Lodge Operator & DoT/BTO
	F3 Unnatural noise disturbance	F3.a Only 1-5 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent man-made noise – traffic, livestock, singing, drumming etc..	F3.a Lodge Operators & DoT/BTO.
	F4 Natural nature of lodge or camp	F4.a Only 1-10 complaints per year, per camp or lodge, of accommodation units being too close to other units (i.e. lack of natural feeling, exclusivity, solitude); F4.b Only 1-10 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units or other section of the camp or lodge impacting on natural feeling, exclusivity, solitude etc.	F4.a Lodge Operators & DoT/BTO. F4.b Lodge Operators & DoT/BTO.

Zone	Indicators	Standards of indicators	Monitor Accountability
RURAL Medium	Biophysical		
	G1: Water: Inorganic quality of water, as a result of tourism activity.	G1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 G1.b. Ten or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators.	G1.a DWA G1.b Tourism facility operators & DWA

Zone	Indicators	Standards of indicators	Monitor Accountability
Intensity Leisure	G2: Water: Organic quality of water as a result of tourism activity.	G2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004.	G2.a DWA
	G3 Soil & terrestrial habitat:	G3.a Ten or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators; G3.c Ten or less items of man-made litter per month present on land immediately around camps and lodges i.e. within the camps or within 200m of camps or lodges perimeters.	G3.a DWNP & HOORC G3.b Tourism operators & DoT/BTO
	G4 Air & Aerial	G4 a Aerial pollutant emissions to be less than standards specified in legislation.	G4.a DEA and NWDC
	G5 Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from water accessed or used by a tourism operation.	G3.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	G5.a Lodge or Camp Operators, DWA & DWNP
	Visitor Experience Indicators		
	H1 Encounters with other tourists (over-crowding)	H1.a Less than 50 encounters with tourists and local residents on tourism activities	H1.a Tourism Operator & DoT/BTO.
	H4 Nature of tourism experiences	H4.a Less than 20 complaints per year, per operator relating to quality of marketed or advertised goods or services;	H4.a Tourism Operators & DoT/BTO.

Zone	Indicators	Standards of indicators	Monitor Accountability
OVERLAY	Biophysical		
	I1: Water: Inorganic quality of water, as a result of tourism activity.	I1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004	I1.a DWA

Zone	Indicators	Standards of indicators	Monitor Accountability
Special Conservation Area		I1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes and overnight camps.	I1.b Lodge, , Mobile Safari operators & DWA
	I2: Water: Organic quality of water as a result of tourism activity.	I2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	I2.a DWA
	I3 Soil & terrestrial habitat:	I3.a No major construction or building ²⁹ within 500 meters of cave entrance unless for safety purposes only; I3.b No (zero) items of man-made litter per month present on land within 500 meters radius of cave entrances or within caves themselves;	I3.a DWNP & HOORC I3.b DWNP, Lodge operators & DoT/BTO
	I4 Air & Aerial	I4 a No (zero) low level (lower than 1,500 feet above ground level) aircraft flights in areas more than 1 km radius of caves.	I4.a Lodge operators, DWNP & CAB
	I6 Chiroptera: Bat roosting, breeding and habitations.	I7.a No change in annual average number of bats per roosting area or breeding area in identified sites (caverns) in zone. [Baseline per roosting area or breeding area to be supplied by appropriate expert] I7.b No change in annual average number of other key cave fauna species per cave in specific sites in zone [Baseline per habitat area to be supplied by appropriate expert]	I7.a Lodge Operators; Bat Specialist. I7.b Lodge Operators; Bat specialist.
	Visitor Experience Indicators		
J1 Tourist encounters with specially protected cave dwelling species (chiroptera, rodents, birds, reptiles etc.)	J1.a Less than 5 reports per year of tourists (individually or accompanied by tour operators) traversing within areas closed to the public.	J1.a Tour, Mobile & Lodge Operators, DoT/BTO & DWNP.	

²⁹ Construction or buildings: these are defined as brick and mortar or similar permanent types of construction that may be used as offices, accommodation, workshops, laboratories, shops etc. with roofing and windows and doors. Small aesthetically constructed walls for supporting signage may be built using predominantly local materials.

OVERLAY Development Node	Biophysical or Cultural		
	K1: Water: Inorganic quality of water, as a result of tourism activity.	K1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 K1.b No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes and overnight camps.	K1.a DWA K1.b Tourism Operators, DWA & NWDC.
	K2: Water: Organic quality of water as a result of tourism activity.	K2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	K2.a DWA & NWDC
	K3 Soil & terrestrial habitat:	K3.a No (zero) formal roads not approved in NWDC plans; K3.b No (zero) deviation from littering (pollution) standards designated by national or local statutes or bye-laws.	K3.a NWDC K3.b NWDC
	K4 Air & Aerial	K4 a No (zero) deviation from CAB regulations for aircraft operation in urban areas.	K4.a NWDC & CAB
	K5 Environmental conditions	K7.a No (zero) deviation from environmental standards designated by national or local statutes or bye-laws	K7.a Tourism Operators, DEA & DoT.
	Visitor Experience Indicators		
	L1 Tourist experiences in developed areas.	L1.a Less than 2 reports per year of tourists (individually or accompanied by tour operators) encountering security problems that are a potentially harmful or life threatening i.e. assault, rape. L1.b Less than 5 complaints per year, per operator relating to quality of marketed or advertised goods or services provided.	L1.a Tour Operators, DoT /BTO & Police. L1.b Tour, Mobile & Lodge Operators, DoT/BTO.

Notes:

- 1 'General Diversity' is calculated on an individual operation specific basis for each formal camp, semi-permanent camp or lodge, building up a picture of trend over time, indicating the biodiversity 'richness' of a tourist's wildlife or nature-based experience. This 'richness' may be linked to the marketability or demand for the type of experience that a tourist is seeking.
- 2 'Specific Diversity' is calculated on an individual operation specific basis for each formal camp, semi-permanent camp or lodge, building up a picture of trend over time, indicating the specific species 'richness' of a tourist's wildlife or nature-based experience – especially with regard to sightings or encounters with 'charismatic mega-fauna' and in particular the 'big five'. This 'richness' can clearly be linked to the marketability or demand for the type of experience that a tourist is seeking.
- 3 The above indices of diversity will be monitored using a MOMS based recording sheet.