

**THE WORLD TOURISM ORGANIZATION
AND THE MINISTRY OF ENVIRONMENT,
NATURAL RESOURCES CONSERVATION AND TOURISM**

**KASANE-KAZUNGULA
TOURISM DEVELOPMENT MASTER PLAN 2022-2032**



December 2021

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	2
ACKNOWLEDGEMENTS	3
PROJECT TEAM	3
METHODOLOGY	4
TOURISM TERMS	4
INTRODUCTION	5
SWOT ANALYSIS	7
EXECUTIVE SUMMARY	10
TEN-YEAR TOURISM DEVELOPMENT MASTER PLAN 2022-2032	17
1. GOVERNANCE AND INSTITUTIONAL REFORM	17
2. STATISTICS AND MARKET INTELLIGENCE	22
3. MARKETING BRANDING AND TOURISM PRODUCT DEVELOPMENT	23
3.1. MARKETING STRATEGY	25
3.2. BRANDING STRATEGY	38
3.3. TOURISM PRODUCT DEVELOPMENT	43
4. ENVIRONMENTAL AND SUSTAINABILITY STRATEGY	49
5. COMMUNITY-BASED TOURISM	59
6. BUSINESS AND INVESTMENT FACILITATION	64
7. TOURISM LEGISLATION AND REGULATION	73
8. SPATIAL AND PHYSICAL PLANNING	80
3-YEAR ACTION PLAN	99
ANNEXES	117
A. Detailed Growth Projections	117
B. Structure Plans, Priority Projects	120
C. Communication Strategy and Visibility Plan	128

ACRONYMS AND ABBREVIATIONS

BOB	Bank of Botswana
BOBS	Botswana Bureau of Standards
BITC	Botswana Investment and Trade Centre
BOSSC	Botswana One Stop Service Centre
BTO	Botswana Tourism Organisation
BWP	Botswana Pula
CAGR	Compound Annual Growth Rate
CBT	Community-based Tourism
CIT	Corporate Income Tax
DIC	Department of Immigration and Citizenship
DOT	Department of Tourism
DWNP	Department of Wildlife and National Parks
DNMM	Department of National Museums and Monuments
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GIS	Geographic Information System (software that combines map data with features from a database to create, manage and analyse location information)
GVA	Gross Value Added
HATAB	Hospitality and Tourism Association of Botswana
IFSC	International Financial Services Centre
I-IP	Inter-Institutional Platform
KAZA TFCA	Kavango Zambezi Trans-frontier Conservation Area
MENT	Ministry of Environment, Natural Resources Conservation and Tourism
MICE	Meetings, Incentives, Conferences and Exhibitions
MOSI	Mosi Oa Tunya Development Company
MTC	Ministry of Transport and Communications
NSDS	National Strategy for the Development of Statistics
PKF	Pannell Kerr Forster
RETOSA	Regional Tourism Organisation of Southern Africa
RSD	Research and Statistics Division
SAA	South African Airlines
SADC	Southern African Development Community
SB	Statistics Botswana
SEZ	Special Economic Zone
SEZA	Special Economic Zones Authority
SMME	Small, micro, and medium-sized enterprises
SPEDU	Selebi-Phikwe Economic Development Unit
SPV	Special Purpose Vehicle
SSKI	Sir Seretse Khama International Airport
STS	System of Tourism Statistics
TSA	Tourism Satellite Account
UNWTO	U.N. World Tourism Organization
USD	United States Dollar
VFR	Visiting friends or relatives
WEF	World Economic Forum
WTTC	World Travel and Tourism Council
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization

ACKNOWLEDGEMENTS

This Master Plan has been drafted by a team of international tourism experts assembled by the United Nations World Tourism Organisation (UNWTO) on behalf of the Ministry of the Environment, Conservation of Natural Resources and Tourism of Botswana.

UNWTO would like to thank all the tourism stakeholders and officials in Kasane, Kazungula and Gaborone who gave so generously of their time in sharing their knowledge. We would like to thank also the Permanent Secretary at the MENT, and the Deputy Permanent Secretary, for their judicious counsel. And thanks go not least to the Kasane Kazungula Redevelopment Plan team, led by Mr Jobe Ofetotse, and to Bigani Setume of the Botswana Tourism Organisation, for their valuable advice and support.

PROJECT TEAM

UNWTO Headquarters:

- Mr. Suman Billa, Director, Technical Cooperation and Silk Road Department
- Ms. Vanessa Satur, Manager, Technical Cooperation and Silk Road Department
- Ms. Bana Tamim, Project Specialist, Technical Cooperation and Silk Road Department

UNWTO Project Team

- Mr. Roger Goodacre, Tourism Development Expert & Team Leader
- Mr. Mike Fabricius, Marketing Expert
- Mr. Jim Fletcher, Economist
- Mr. Martin Jansen Van Vuuren, Economist
- Mr. David Edwards, Physical Planner
- Ms. Marta Bescansa, GIS Expert
- Ms. Jacqueline Tanti-Dougall, Legal Expert
- Mr. Innocent Magole, Environmental and Community-based Tourism Expert

Kasane-Kazungula Redevelopment Project Management Team **(To be amended as necessary by Botswana)**

- Mr. Jobe Ofetotse, Project Coordinator, KKR (MENT)
- Mr. Eugene Nkosi Ndaba, Principal Planner, KKR (MENT)
- Mr. Ratanang Rabago, Principal Planner, KKR (MENT)

METHODOLOGY

The research carried out for the Situation Analysis and Master Plan employed the following methodology:

- Desk research into all available statistical data, research studies, tourism strategies, legislation and other relevant documentation - see the list of Documents Reviewed in the Situation Analysis Annex B
- Consultations with a wide range of public and private sector stakeholders in Kasane-Kazungula, Gaborone and further afield: these had to be conducted remotely in many instances because of Covid - see the list of Stakeholders Consulted in the Situation Analysis Annex A
- Regular consultation with members of the Kasane-Kazungula Redevelopment Project co-ordinating team and with the Botswana Tourism Organisation (BTO)
- Field trips around Chobe District, to Chobe National Park, Chobe River, Kasane and Kazungula townships, Kazungula Bridge, surrounding Forest Reserves, Chobe Enclave and all key tourist attractions, natural and heritage sites, lodges/accommodation, tourism facilities, etc, including interviews wherever possible with the owners or managers
- Two consultation workshops in Kasane with local tourism and hospitality business owners (members of the Chobe Chapter) and presentations to the stakeholders committee and Chobe District Council
- Two marketing/branding research surveys among a) local business owners/operators and b) foreign tour operators (see details in the Marketing section and in the Situation Analysis Annex F)
- A survey of local stakeholders on environmental issues (see Situation Analysis Annex E)

TOURISM TERMS

'Tourism' is the term used to describe the travels of people to a place outside their normal environment, for any purpose (business, leisure or personal, including visiting friends or relatives, medical, study etc) not directly connected with their everyday employment or activity. When they undertake this travel, they are categorised as "visitors".

For the purpose of standardising international statistics, certain definitions have been formulated by the UNWTO, as follows:

- Travel is divided into the categories of inbound, outbound or domestic tourism.
- Visitors who spend at least one night (but no more than one year) away from home are defined as 'tourists' (although 'foreign visitors' is often used).
- 'Visitors' who travel but do not spend a night away from home are defined as "same-day visitors", "day-trippers" or "excursionists".

INTRODUCTION

The small townships of Kasane and Kazungula occupy a key strategic position in north-east Botswana, at the junction of the Zambezi and Chobe Rivers, where they are the main gateway into Botswana for the high-spending foreign visitor market. They are also at the heart of the KAZA Transfrontier region, a project that includes among its goals a single tourist visa for its five member countries. Sitting along a 14 km waterfront site on the beautiful Chobe River and adjoining Chobe National Park, home to the biggest concentration of elephants in Africa, Kasane and Kazungula are perfectly positioned to be a major tourism hub and destination.

At present however they are failing to make the most of their exceptional natural assets and live in the shadows of Victoria Falls and Livingstone, well-established international tourism hubs situated just 70 km to the east. They tend to serve either as a day trip destination or a short stop on a tourist circuit. The average length-of-stay is no more than two nights, the time needed for a river cruise and game drive in Chobe National Park.

Kasane is principally an administrative centre, home to Chobe District Council, dominated by local government offices. Kazungula is an important freight logistics hub at one end of the new Kazungula Bridge, an impressive landmark, where a dry port and a railway connection with Zambia are planned. Large numbers of heavy goods lorries line its main roads.

Lodges and guest houses are dotted around the two towns, some very attractively situated on the river, but there is little in the way of entertainment and tourist services to tempt their guests out into the local community. The area does not have a recognisable sense of place nor the indefinable but essential feel of a tourist destination.

Some of these issues have been acknowledged for many years - the Kasane-Kazungula Redevelopment Plan currently under way will do much to free up the waterfront and create the opportunities to better exploit the area's tourism potential.

This Tourism Master Plan is an integral part of the Redevelopment Plan. Drawing on the findings of a comprehensive situation analysis and extensive consultations with local stakeholders, it presents a detailed 10-year development strategy that lays the essential foundations for Kasane-Kazungula to become a thriving and sustainable tourism hub, to the benefit both of the tourism sector and the local community.

The Master Plan includes a 3-Year Action Plan that sets out in detail the actions that need to be taken to implement the strategy, with an estimate of budget costs where possible and success criteria.

Strategic Objectives

The Master Plan's primary objective is to establish Kasane-Kazungula as a major international and domestic tourism hub, while at the same time helping to diversify Botswana's tourism product that has become overly reliant on the lucrative but exclusive luxury wildlife safari market.

Other important aims are to foster equitable socio-economic development and citizen empowerment, through job and enterprise creation measures, and enhancing the conservation, preservation and promotion of the area's natural and cultural heritage while ensuring environmental sustainability.

Development Strategy

The strategy is comprehensive and will necessarily involve substantial investment. The potential rewards from that investment however are significant.

Successful delivery of the strategy will depend heavily on its efficient implementation, for which a suitably skilled and resourced implementation agency will be required: this would best be achieved through the establishment of a Special Economic Zone covering Kasane and Kazungula.

Delivery of the strategy's key objectives is based on implementation of an inter-connected range of actions:

- Physical Planning: 5 Priority Projects.** One of the primary imperatives will be to develop the distinctive sense of place that the area so clearly lacks. This will be achieved by a combination of measures, the most important of which is the physical enhancement of Kasane and Kazungula through the development of five key sites, chosen in consultation with the Kasane-Kazungula RP project team. These include a central leisure/recreation hub and marina in Kasane where visitors can find a concentration of restaurants, cafés, shops, market and entertainment; and a recreation hub on the waterfront in Kazungula, alongside the bridge, catering for a younger more diverse market, but incorporating a monument to the Liberation Struggle Heroes.

The other projects are a state-of-the-art conference/events centre and hotel on the riverfront adjoining Seboha Cultural Village, to stimulate the conference and meetings market, a residential eco-estate adjoining Chobe National Park, and a walkway and picnic/migration observation venue at the culturally important Hot Springs site.
- Product Diversification.** Some 16 proposals for new tourist products are put forward, that will provide the diversity and quality of experience that are needed to encourage visitors to spend more time in the area. They range from riverfront walkways, a public recreation facility and camping site, to an elephant conservation and education attraction and a sports stadium and indoor multi-event venue. They also include the provision of a tourism and hospitality training centre, the key to facilitating entry into tourism-related jobs for local young people.
- Market Intelligence.** The quality and breadth of visitor data is insufficient to allow well-informed decision making. Measures are proposed to strengthen the resources needed to ensure the regular provision of adequate market intelligence.
- Marketing and Branding.** Kasane and Kazungula have a very low international profile. Using the results of stakeholder surveys, proposals are made for a new destination brand which will be supported by a strong well-directed marketing campaign targeted at clearly identified international and domestic markets.
- Environment.** Attention to environmental issues such as sewerage and sustainable practices is essential, both for the health of the local population and the image presented to the outside world. Detailed guidelines are provided for the adoption of best practice.
- Community-Based Tourism.** Support will be provided to enable local communities to acquire the skills needed to operate a profitable community enterprise together with advice on the nature of activities, products and experiences that can attract the tourist market.
- Investment Facilitation.** A suite of measures is proposed that will incite both domestic and international investors to support the development of Kasane-Kazungula's tourism product. The SEZ agency will be a 'one-stop shop' for investors and have the expertise to advise local entrepreneurs and SMEs on where to direct their energies and how to apply for loan finance.

Growth Forecasts

The strategy puts forward three growth scenarios, which depend on the degree of implementation of the Master Plan's key development proposals, ranging from 'No Implementation' through 'Partial Implementation' to 'Full Implementation'. Clearly, making growth forecasts in current circumstances when the longer-term impacts of the COVID pandemic on tourism are still unknown, is unusually hazardous.

However, using the most optimistic of the three scenarios, "Full Implementation", the forecast is for significant increases in the average length of stay and of visitor expenditure.

The forecast is that total visitor expenditure will increase from an estimated BWP251 million in 2019 to a projected BWP2 398 million in 2032, at a CAGR of 18.9% p.a.; and that tourism employment will grow from an estimated 771 in 2019 to a projected 3 779 in 2032, at a CAGR of 13% p.a.

SWOT ANALYSIS

The formulation of the proposals contained within this Master Plan is based on the findings and issues summarised in this SWOT Analysis which was drafted as part of the Situation Analysis.

STRENGTHS	WEAKNESSES
<p>Location</p> <ul style="list-style-type: none"> Strategically located at the meeting point of four countries and at the heart of the KAZA region Main gateway to Chobe National Park, one of Africa's iconic wildlife parks Easily accessible to international and day trip markets from Victoria Falls and Livingstone <p>Accessibility</p> <ul style="list-style-type: none"> Good access via international airport, new Kazungula Bridge and paved road network <p>Tourism Product and Services</p> <ul style="list-style-type: none"> Long tree-lined and undeveloped riverfront on beautiful Chobe River Wildlife – internationally acclaimed area for ecology and biodiversity Game drives in Chobe NP, world famous for its elephant population Chobe River cruises Good quality lodges/accommodation in higher grade categories Good tourism infrastructure, experienced operators, agents, specialist tour guides <p>Physical and Spatial Planning</p> <ul style="list-style-type: none"> Semi-rural, informal character (away from the A33). Interesting topography supporting long views across the river. Relatively compact urban form, a mix of local amenities and well-defined land use zoning. Attractive approaches to the level of the river corridor from the Airport Road and President Avenue. <p>Marketing, Branding, Positioning</p> <ul style="list-style-type: none"> World renowned for the high concentration of African elephants Good access to regional and international markets through Kasane International Airport, also Victoria Falls and Livingstone airports Already a must-see on the programmes of key international tour operators Year-round season Easily bookable <p>Environmental</p> <ul style="list-style-type: none"> Pristine environment with functional ecosystem Kasane—Kazungula surrounded by Protected Areas with legal status (National Park & Forest Reserve) Aesthetically appealing landscape 	<p>Governance, Regulation</p> <ul style="list-style-type: none"> Insufficient tourism planning and regulatory expertise in Chobe District Council Dispersal of tourism-related responsibilities among too many Govt departments and agencies Outdated and inadequate regulations covering Chobe River and cruise operations <p>HR and Training</p> <ul style="list-style-type: none"> Perception by locals that tourism benefits 'foreigners' only Shortage of qualified tourism/hospitality personnel from local community Lack of dedicated tourism & hospitality training provision <p>Research and Statistics</p> <ul style="list-style-type: none"> Lack of market intelligence - limited up-to-date information on visitors' behaviour patterns and satisfaction <p>Accessibility</p> <ul style="list-style-type: none"> Few international/regional air links Kazungula Bridge limitations - single carriageway; high tourist vehicle tolls KAZA single visa regime not yet approved Roads in Chobe NP in poor condition <p>Tourism Product and Services</p> <ul style="list-style-type: none"> Lack of product diversity leading to very short average length of stay: no must-see attractions or must-do activities apart from Chobe NP and river cruises Limited range and quality of basic leisure and entertainment amenities: restaurants, bars, nightlife etc Congestion problems in Chobe NP and on Chobe River dilute the tourism experience Limited sustainable tourism practices among local operators Variable quality lower and mid-range accommodation Undeveloped heritage and culture offering Limited opportunities for visitors to engage with local community and local culture Shortage of products to attract new markets - adventure and experiential tourism, community-based experiences, alternative wildlife activities (night walks etc) Low quality souvenir stalls selling mostly imported goods Inadequate primary care hospital, restricting airport and tourism growth

<p>Investment</p> <ul style="list-style-type: none"> Existing enabling environment for investment – access, infrastructure, legislation etc Highly desirable sites for investment - pristine locations available next to the river for investment 	<p>Physical and Spatial Planning</p> <ul style="list-style-type: none"> Lack of a sense of place No defining building style Absence of a town centre leisure/entertainment hub Poor synergy and connectivity between activities across the A33. Area between the existing settlement and the bridge is constrained by flooding. The town is expanding away from a geographical centre Poor integration between the river and the town centre. Limited physical and visual connections to the river. Underdeveloped and poorly maintained riverfront, uncollected refuse Proliferation of jetties, including various illegal ones Lack of boat slipway and off-river maintenance facilities Limited space for smaller, independent outlets and formal market stalls. Constrained connectivity between the plateau and river front <p>Marketing, Branding, Positioning</p> <ul style="list-style-type: none"> Weak destination brand image Positioned as an add-on extension to regional programmes High seasonality of demand Limited destination marketing Limited industry coordination and lack of joint destination marketing Market dominated by short stay and day trip visitors <p>Investment</p> <ul style="list-style-type: none"> Lack of sufficient demand to stimulate investment in the short to medium term Competition with Livingstone and Victoria Falls for investment <p>Environmental and CBT</p> <ul style="list-style-type: none"> Limited human resource capacity to manage waste collection and landfill Dispersal of litter by wild animals Weak community-based tourism organisations Lack of trained cultural & heritage guides
OPPORTUNITIES	THREATS
<p>Tourism Product and Services</p> <ul style="list-style-type: none"> Creative and feasible redevelopment of Seboba as a key venue for cultural tourism Utilising the forest reserves to introduce a range of additional activities prohibited in the NP Improvement of visitor infrastructure and activities in Chobe NP Development of community-based tourism, to allow tourists to engage with local people and their lifestyle Improvement of the quality of arts and handicrafts and spaces for presentation/sales of such Capitalising on the iconic status of Kazungula Bridge 	<p>Marketing, Branding, Positioning</p> <ul style="list-style-type: none"> Unknown short to medium term impacts of Covid on traditional high-value markets Increased competition from Victoria Falls and Livingstone, investing heavily in tourism development and marketing <p>Physical and Spatial Planning</p> <ul style="list-style-type: none"> Impact of existing environmental constraints – flooding, drainage, leaking sewerage system Conflict between vehicles and wildlife across the green belt/wildlife corridors Impact of proposed residential expansion on Kasane’s

- Maximising the potential of Government land to be released, allowing for high quality developments and product variety, with sustainable tax revenue generating potential
- Improving pedestrian access to the beautiful riverside
- Possibility of a training college in support of ecotourism positioning
- Developing a year-round calendar of events to relieve market seasonality
- Establishing a coordinated sustainable tourism initiative and branding Chobe as a sustainable tourism destination

Marketing, Branding, Positioning

- Building a unique market positioning and full-out branding of Chobe as “Elephant Capital” of Africa
- Putting in place regulations and guidelines for developing a unique sense of place, in tune with the safari and ecotourism brand of the destination
- Capitalising on the consistent demand potential of domestic and regional markets
- Investment in online infrastructure and access and digital marketing
- Establishing a local tourism organisation that serves as a marketing and development forum for public, private and community partnership
- Creating synergies with national branding and marketing programmes and activities

Physical and Spatial Planning

- Available space around central areas for new tourism/leisure activities or developments
- Botswana’s first ‘Green City’
- Increased access and connectivity through potential ferry and train terminals in Kazungula

Environmental

- Relatively small resident human population with small human footprint on the environment
- Self-regulating natural and functional ecosystem

Investment

- Investment in diversified tourism products such as adventure and experiential tourism, community-based experiences, alternative wildlife activities (night walks etc)
- Creation of investment vehicles incorporating local communities such as public private partnerships, cooperatives and community trusts
- Investment in supplier industries to the tourism industry such as agriculture and aquaculture to reduce the leakage out of the local tourism value chain

existing character

- Traffic congestion in central areas.
- Negative impact of some tourism developments recently completed or currently under construction
- Urban sprawl towards Kasane
- Environmental and visual impact of inappropriate new development along the sensitive river corridor
- Loss of areas of open space to the south of the A33 for ecology, drainage, leisure and recreation
- A lack of secondary routes and connections to the A33 will create isolated pockets of development and congestion at the intersection with Hunters Road.
- Potential impacts of heavy freight traffic, new rail terminal and dry port on tourism development

Environmental

- Inadequate sewage reticulation infrastructure
- Vacuum system for sewage that is blocked by sanitary pads, condoms and fat deposits
- Eighty percent of Kazungula not connected to the sewer line and still utilising septic tanks and soakaways
- Contamination of Chobe River by discharge from the Kasane Sewage treatment Ponds
- Contamination of Chobe River from petroleum products of boats
- Visual pollution from congestion of boat cruises on Chobe River
- Human-wildlife conflict including fatal attacks on people by wild animals
- Uncontrolled bush fires

Investment

- Degrading of the enabling environment for investment – for example leaking sewer system not addressed
- Investment promotion of Livingstone and Victoria Falls diverting investment away from Kasane Kazungula

EXECUTIVE SUMMARY

The key objectives of the Tourism Master Plan are to establish Kasane-Kazungula as a major international and domestic tourism hub, while also helping to diversify Botswana's tourism product and reduce its reliance on the luxury wildlife market.

Other important aims are citizen empowerment, and enhancing the conservation, preservation and promotion of the area's natural and cultural heritage while ensuring environmental sustainability.

Delivery of the principal objectives and achievement of the growth estimates that it contains are based on implementation of a wide range of measures.

1. Governance and Institutional Reform

1.1 The successful implementation of the Tourism Development Master Plan and ongoing administration of one of Botswana's key tourism hubs will depend heavily on the authority and resources invested in the agency or institution responsible. The Master Plan is broad in scope and ambition and will demand specialist skills and substantial resources if it is to achieve its goals in the project's relatively short ten-year timeframe. It is recommended therefore that a specialised tourism Special Economic Zone (SEZ) be established to incorporate the townships of Kasane and Kazungula.

1.2 The prime considerations in making this recommendation are as follows:

- The SEZ will need to be able to coordinate activities administered by a wide range of Government departments and agencies at national and local level, while at the same time fully taking into account the interests of local communities;
- It will need to be able to achieve an equitable balance between attracting the high levels of capital investment that will be required, both from Government and from private investors, whether domestic or foreign, and delivering Tourism Policy (2021) aspirations such as citizen empowerment and job creation;
- Chobe District Council has a much wider geographical area of responsibility than Kasane-Kazungula and could not easily focus the resources needed on the Master Plan project without the risk of other communities feeling marginalised;
- Tourism is a key export industry that generates significant foreign revenues for Botswana: Kasane-Kazungula is the main point of entry for high-spending foreign visitors and needs to be able to take better advantage of its strategic position and natural assets;
- The SEZ is a well-established and regulated administrative concept in Botswana;
- It has the authority to initiate and develop tourism projects as is envisaged in the Kasane Kazungula Tourism Master Plan, and to provide incentives to local and international investors;
- It could generate its own funds through participation in tourism product development and the raising of user fees, rent and permits;
- A SEZ has the ability to enter into Public Private Partnerships where the community of Kasane-Kazungula could benefit directly from tourism development.

2. Statistics and Market Intelligence

2.1 Market data for Chobe District is very limited, even though Kasane-Kazungula is the main entry point into Botswana for foreign visitors. Relatively little is known, other than from anecdotal evidence, social media sources and occasional surveys, about visitor behaviour and satisfaction levels: what aspects of their visit the different segments of the visitor market find most satisfying and value for money and which aspects most disappointing, how these opinions change over time, etc.

2.2 The following actions should be a priority in order to ensure the regular supply of essential market intelligence that will enable better-informed investment and marketing decisions to be made:

- Establish an Inter-Institutional Platform at national level to ensure better coordination between tourism data producers and end-users
- Strengthen the human and financial resources of the Research and Statistics Department in the DoT
- Statistics Botswana to introduce tourism-related questions into its Household Surveys to better understand the domestic market
- Introduce regular baseline visitor expenditure and satisfaction surveys in Kasane-Kazungula
- Examine and analyse day-visitor data by border post and purpose of visit

3. Marketing, Branding, and Tourism Product Development

3.1 Botswana, and the Chobe area in particular, are well positioned to capitalise on the fast-growing preference for sustainable and responsible travel and the growing demand for authentic and personalised experiences. These market trends are expected to continue as the COVID-19 pandemic subsides and they inform the following 10-year marketing vision.: *“By 2032 Kasane-Kazungula will be a well-established destination of choice in the KAZA¹ region. The area will serve as a traveller base from where rapidly growing numbers of domestic and international visitors will explore the wide range of ecotourism, cultural and adventure activities on offer in the Chobe region and beyond. A sustainable tourism approach will ensure significant improvements in the local economy, quality of life and overall visitor experience, while the area’s exceptional natural and cultural assets will be conserved for future generations.*

3.2 To achieve this ambitious vision, growth objectives are based on the most optimistic of three growth scenarios, namely “Full Implementation” (the others being “No Implementation” and “Partial Implementation”), which assumes implementation of all major tourism developments proposed in the Master Plan. Achieving this scenario should result in significant increases in the average length of stay and visitor expenditure. Among others, the aim is to increase total visitor expenditure from an estimated BWP251 million in 2019 to a projected BWP2 398 million in 2032 at a CAGR of 18.9% p.a. and to increase tourism employment from an estimated 771 in 2019 to a projected 3 779 in 2032, at a CAGR of 13% p.a.

3.3 Although the Chobe area is among a variety of exceptional destinations in the KAZA Transfrontier Conservation Area, various unique features such as being home to the largest concentration of elephants and other Big 5 in Africa, the meeting place of four countries and the point of confluence of the Chobe and Zambezi rivers, make for a strong selling proposition, i.e. Africa’s meeting point of wildlife, rivers, countries and cultures.

3.4 As such, Chobe’s destination brand essence is “Where elephants, rivers and cultures converge” and the brand promise that will be promoted in support of the brand essence is summarised as follows: *“Visit Chobe and experience the largest concentration of African elephants and a large variety of other big game species roaming freely along the lush Chobe River and in the Chobe National Park; enjoy the rich lifestyle, heritage and culture of the locals who live in harmony with nature; delve deeper to uncover our rich birdlife, indigenous vegetation and the elusive tiger fish; explore the turbulent history of European exploration and the African freedom struggle; and stand over the confluence of the Chobe and mighty Zambezi rivers, at the meeting point of four African countries.”* Catchy slogans that could be considered for promoting destination Chobe are:

“Chobe: Where Elephants Bathe” or “Chobe: Where Elephants Roam Free”

3.5 In designing a visual brand identify the following guidelines will apply:

- Elephant(s) as icon
- Green, earthy and blue (water) as colour palette
- Design elements that speak to nature, river and culture (e.g. possibly bringing in trees, movement/dance elements, river pathway, etc.)

3.6 To maximise Botswana’s tourism brand equity, Chobe should ideally be promoted as part of a “branded house” national tourism brand architecture that leverages the unique brand assets and personalities of Botswana’s various tourism landscapes in a complementary and synergistic manner, all adding value towards a strong national tourism brand.

¹ KAZA: Kavango Zambezi Transfrontier Conservation Area

3.7 The market strategy focuses on targeting five market segments in the short term, namely:

- Mature Adventurers, mainly middle-aged and older couples and small groups looking for cautious “soft” African exploration, with Chobe often positioned as a stop on a regional tour of Southern Africa.
- Intrepid Adventurers, those young at heart and in search of extraordinary experiences and prepared to go the extra mile, go to less visited places and sacrifice comforts to do so.
- Domestic Relaxers, the growing Botswana middle class and expat residents whose main motivation is to get away from the stresses and strains of everyday work and family life, spend quality time with family and friends, relaxing and enjoying the good things in life.
- Luxury Adventurers, i.e. high value tourists who require exclusive and personalised experiences, favour luxury and unique accommodation and often fly-in to remote locations.
- Ecotourists, who specialise in environmental and cultural immersion, including bird watching, specialist environmental photography, studying unique flora and fauna phenomena, exploring history, heritage and archaeology, and other special interests.
- Segments with future potential include Romantics (e.g. honeymooners, wedding couples and guests, renewal of vows, anniversaries, etc.) and MICE (Meetings, Incentives, Conventions, Exhibitions) visitors.

3.8 Source market countries that will be targeted in the short term include:

- Core source target markets (those that offer the best growth potential and are also relatively easy to convert), where the majority of marketing resources will be invested include the Americas (USA and Canada) and Europe, mainly the UK (historical mainstay international market), Germany, Benelux and France (affinity for experiential travel and market sizes)
- In addition a portion of marketing resources will be focused on attracting Captive source markets (those that are easiest to convert but offer more limited value and growth potential). These include the Botswana domestic market (with a focus on middle to upper-income households), resident foreign expats in Botswana as well as Southern Africa regional leisure travellers, especially more adventurous self-drive travellers.
- Potential markets to focus on in the medium term include Scandinavia, Spain, Italy in Europe, China, Japan in Asia, and Australia in Australasia. In the longer run, and as resources become available the GCC, Russia and Eastern Europe could also be considered.

3.9 Feasible implementation of the Kasane-Kazungula redevelopment plan and marketing strategy requires formation of a close public-private marketing partnership, similar to local public-private tourism initiatives in neighbouring Victoria Falls and Livingstone. This could take the form of a Chobe Tourism Association, a public-private, membership-based tourism organisation affiliated to Botswana Tourism Organisation.

3.10 Key marketing activities that are recommended for the next three years, being cognizant of BTO having the promotional mandate for marketing Botswana (including Chobe) internationally, are:

- Establish Chobe Tourism Association to ensure a representative local public-private sector tourism association for promoting destination Chobe.
- Develop and maintain branded marketing collateral (website, social media accounts, visitor map, etc.).
- Set up a Chobe Tourism Information Kiosk for promoting Chobe attractions and members products and for taking ad-hoc reservations.
- Launch and promote annual domestic “Green Season” marketing campaign aimed at attracting local travellers during the slower season for international travel.
- Support BTO international marketing initiatives, with the proposed Chobe Tourism Association and members to participate on a selective, voluntary basis in BTO selected international trade promotions, grouped together and with companies and exhibition area co-branded with the Chobe local brand.

- Develop and apply a suitable Chobe visual brand identity to all marketing collateral, based on the brand strategy outlined.
- Promote application of the brand among public and private sector tourism partners.

3.11 **For the product development concepts**, they are categorised for development as Public Sector-led (fully government developed and maintained), Public/Commercial Partnership-led (jointly developed and maintained by the government and commercial partners), and Commercial Sector-led (fully planned, funded and maintained by private, not-for-profit and/or community owned tourism enterprises).

The proposed product concepts are not of equal priority and in terms of *sequencing* they are presented as Priority A (high priorities), Priority B (moderate priorities) and Priority C (lower priorities).

3.11.1 The following **Priority A** developments are recommended for commencement during the next three years:

Public Sector-led execution

- Improvement of jetties and boat landings along the riverfront.
- Riverfront walkway including viewing points, boardwalks and other visitor facilities.
- Public recreation and camping area.
- Hot Springs picnic, viewpoint and parking area.

Public-Private/Commercial Sector Partnership execution

- Town centre leisure hub, pedestrianised with provision for traders' stalls and community traders marketplace.
- Commercial waterfront hub and principal cruise departure point.
- Kazungula Bridge viewing point and heritage zone.
- Seboba musical, cultural entertainment and heritage centre redevelopment and refurbishment.
- KAZA Tourism and Environment College (KATEC) as a hospitality, environmental education and guide training school.

Private/commercial sector-led execution

- Big Five elephant sanctuary and endangered species visitor education and research centre.

3.11.2 **Priority B** developments to be initiated as soon as the above have been actioned are:

Public Sector-led Execution

- Sports stadium complex with multi-purpose indoor events and exhibition centre.

Public-Private/Commercial Sector Partnership Execution

- Residential eco-estate and spa hotel.
- State of the art conference hotel and centre.
- Night game drives and guided safari walks.

Private/commercial Sector-led execution

- CARACAL animal rescue centre enhancement and enlargement.
- Crocodile sanctuary improvement.

3.11.3 **Priority C** developments for consideration are:

Public Sector-led Execution

- Botanical Park and river sunset viewpoint.

Public-Private/Commercial Sector Partnership Execution

- Adventure sports circuit in the forest reserves.

Private/commercial Sector-led execution

- Cable car from plateau to town centre.

4. Environmental and Sustainability Strategy

4.1 Tourism in the Kasane-Kazungula area is largely based on its natural resources including the exceptional concentration of wildlife in the Chobe National Park, particularly along the Chobe River. As the natural environment is the bedrock upon which tourism is based, it is of essence that minimum environmental standards are set to ensure the sustainability of tourism.

4.2 Proposed developments under the Kasane Kazungula Tourism Master Plan will be subjected to the Environmental Assessment Act (2011) and guided by the Botswana National Ecotourism Strategy (2003). When nature is incorporated into designs, spaces can be more comfortable, interesting and efficient. It is important to understand natural systems and the way they interrelate in order to work within these constraints with the least amount of environmental impact. Development should therefore reflect the unique natural attributes of the site and not depend on the importation of artificial environments. Such attributes include geology, soils, wind, topography, surface water, vegetation and wildlife. Developments should weave into these attributes and not dilute the aesthetics.

4.3 With the development of a site comes the need for some level of utility services. More elaborate developments have more extensive services to provide water, waste treatment and energy for lighting, cooling, ventilation etc. The provision of these services and the effects associated with them may create adverse impacts on the landscape and the functioning of the natural ecosystem. Early in the planning process utility services must be identified that will not adversely affect the environment and visual setting and will work within the established natural systems.

4.4 Throughout construction, the natural resources should be monitored to ensure that the environment is not being adversely affected. Preservation of the natural landscape in Kasane-Kazungula area is of great importance during construction because it is much less expensive and more ecologically sound than subsequent restoration.

4.5 Sustainable development requires an ongoing environmental management programme that covers environmental awareness and compliance, and in the case of tourism development, water and energy conservation, staff training, visitor education and environmental monitoring and evaluation procedures.

5. Community-Based Tourism

5.1 Since the 1990's, the Government of Botswana has advocated a policy of promoting community-based natural resource management (CBNRM) in order to increase national wildlife-based tourism competitiveness, support the alleviation of poverty, increase environmental conservation, and preserve local cultures and heritage. Community-based tourism (CBT) is widely accepted as a form of socially responsible tourism in which activities for visitors are organized by the people of local communities.

5.2 The Kasane-Kazungula area has a rich cultural heritage that is overshadowed by its wildlife attractions. As a result, the development of cultural heritage sites and activity has been slow. Developing these sites and making them accessible has the potential to diversify the product and enhance the Kasane-Kazungula area as a wildlife and cultural heritage tourism destination. Although there are a number of historical and cultural attractions in Kasane-Kazungula area, they are not in themselves sufficiently attractive to motivate tourists to visit them. They are mostly unprepared for tourism and unprotected against possible vandalism.

5.3 In order for CBT to effectively support the alleviation of poverty and the empowerment of communities, it is imperative that enterprises be developed with the ability to offer CBT activities and experiences that are capable of attracting visitors and bringing direct tangible benefit to locals.

5.6 There are currently two legally registered community organizations in the Kasane Kazungula area, namely Seboba and PALEKA Community Trusts. However, both have suffered the "weak community organization syndrome" experienced by most community organizations and they need capacity building support if they are to operate successfully.

5.7 Community Action Planning (CAP) will need to play a major role in the overall tourism development of Kasane-Kazungula.

5.8 Many different types of community experience can be offered by local communities including mainstream tourism activities (guiding, cultural cuisine, art, crafts etc), as well as events and performances. The existing community-based organizations need to be empowered to operate more effectively and efficiently through mentoring, private sector partnerships, partnerships with institutes of higher learning and collaborations with CBOs from other tourism destinations.

5.9 Kasane-Kazungula needs a heritage and cultural tourism hub that can showcase all forms of cultural activity as well as be a base for cultural walking or cycling tours. Seboha Cultural Village and Recreational Park is the best-placed site to serve as the heritage and cultural hub. Tourist circuits will include tours to the Prison Baobab, Kasane Hot Springs, Kazungula old town, Kasane Forest Reserve and the liberation monument to be constructed in Kazungula.

6. Business and Investment Facilitation

6.1 The Kasane-Kazungula SEZ that is recommended as the vehicle for implementing the Master Plan must work in close consultation with the communities of Kasane and Kazungula, as advisors and implementers, in order that the community derive appropriate benefit from tourism investments, for example through joint ventures for the development of tourism products.

6.2 The Kasane-Kazungula SEZ must ensure that the necessary investment is made in key supporting infrastructure and services ranging from medical, water and sanitation to information and financial services.

6.3 In order to attract the necessary level of investment in tourism and hospitality development, the following range of incentives should be offered by the Kasane-Kazungula SEZ:

- Fiscal (tax) incentives
 - 5% Corporate Tax for the first 10 years, 10% Corporate Tax thereafter
 - Duty-free Imports of Specialist Furniture, Fittings and Equipment for Tourism Purposes
 - Zero-rated VAT on Consumables for Tourism Purposes, not available in Botswana
 - Waiver on Transfer Duty on Land and Property
 - Property Tax Exemption for 5 years
 - No Exchange Controls
 - Full Repatriation of Profits and Capital
- Financial incentives
 - It is not recommended that the Kasane Kazungula SEZ offer any direct subsidies, grants or soft loans, but rather advise and assist with preparing applications to existing funding institutions
- Non-financial/fiscal incentives
 - Fast-tracked land allocation
 - Long term renewable land leases
 - Fast-tracked licence application – tourism trading, liquor, etc
 - Easing of access/special visas for day visitors to Chobe National Park

6.4 Barriers to access finance still exist for SME's and communities despite numerous varieties of finance and assistance available. The following enhancements to improve access to funding is recommended:

- Develop new credit assessment models
- Fund the development of business plans by experts
- Formation of a cooperative society or community trust
- Investment in information technology and Internet access

7. Tourism Legislation and Regulation

7.1 Tourism-related legislation and regulation needs to be amended or updated in a number of areas.

7.2 These include a review of the Tourism Law in order to ensure better clarity of its provisions, in the way that 'Definitions' are worded.

7.3 Aspects of Subsidiary Legislation that apply specifically to tourism-related activity also need to be enacted so that business owners are clear about their obligations and the penalties that apply for transgressions. Adding a disabled persons clause should be a priority.

7.4 Tourism-related legislation and regulations appear in different laws and can be difficult to keep track of. It would be desirable and advisable therefore to draft one consolidated national Tourism Law, so that tourism and travel enterprises would be able to provide their services in conformity with easily accessible and clearly defined legislation.

7.5 One particular issue of concern in the Chobe River area is the licensing and operation of river cruise boats, an activity that has an unfortunate record of life-threatening and fatal accidents.

7.6 As boating activities are an important component of Kasane's tourism economy, it is recommended that laws in relation to these activities should be consolidated and fully enacted. Loopholes in legislation must be filled so that all boat operators/pilots are required to acquire a pilot's licence that conforms to international norms.

8. Spatial and Physical Planning

8.1 Five sites for priority tourism projects have been selected, in consultation with the project coordinating team – three in Kasane, one in Kazungula and one in the green belt between. Suggested layouts and illustrative drawings have been provided for each conceptual 'demonstration project'. They are designed to give a distinctive sense of place to the destination while strengthening and diversifying the tourism offer. They will also bring substantial benefits to the local community, not least through major improvements to the public realm.

8.2 Representing a composite area of approximately 90 hectares, the parcels are coordinated with the Redevelopment Plan and associated infrastructure plans to assist delivery.

- The sites vary in scale, character and function to support a diverse mix and a sustainable tourism development strategy.
- A Design Guidelines sheet has been prepared for each project. These can be issued to stakeholders and third parties on a parcel-by-parcel basis without the need to issue the full report.
- Each sheet includes an impression of the potential arrangement and character of activities as the basis for technical study and design at a greater level of detail.
- The guidelines are specifically intended to be flexible in order to inform detailed proposals for each site while still permitting the creativity and innovation of the design team. They should be read alongside adopted planning regulations at a local and national level and may be adopted by the Local Authority as Supplementary Planning Guidance to support delivery.
- Geographically referenced coordinates for the boundary of each project are available through a GIS database that has been prepared by UNWTO as part of this study.
- As relatively self-contained sites that are at least 1km apart, each project can be delivered independently. Each site contains multiple activities, some of which, can be implemented more cost effectively as catalyst projects to generate revenue for subsequent development.
- Framework plans for both Kasane and Kazungula have been prepared for review by the local authority at the end of the current Plan Period. Based on the structure of the adopted Redevelopment Plan, these provide some considerations for potential adjustment to strengthen the sense of place and character.

TEN-YEAR TOURISM DEVELOPMENT MASTER PLAN 2022-2032

1. GOVERNANCE AND INSTITUTIONAL REFORM

1.1. The Need for Special Administrative Arrangements

1.1.1 The successful implementation of the Tourism Development Master Plan and ongoing administration of one of Botswana's key tourism hubs will depend heavily on the authority and resources invested in the agency or institution responsible. The Master Plan is broad in scope and ambition and will demand specialist skills and substantial resources if it is to achieve its goals in the plan's relatively short ten-year timeframe.

1.1.2 Unlike most economic sectors, the planned delivery of tourism growth requires a high degree of coordination - of policy, planning, regulation etc - between a very wide range of Government departments and agencies at national and local level, with the active support of the private sector. The implementation agency needs to have the structure, authority and expertise to coordinate and reconcile the many different priorities pursued by these institutions, while at the same time fully respecting the interests of local communities.

1.1.3 It will need also to achieve an equitable balance between attracting the high levels of investment that will be required, both from Government and from private investors, whether domestic or foreign, and delivering Tourism Policy (2021) aspirations such as citizen empowerment and job creation.

1.1.4 It is unrealistic to expect a local authority to have the range of resources, experience and sector specific skills required to deliver these tasks. Chobe District Council has responsibility for a much wider area than is covered by Kasane and Kazungula and a clear risk would arise of smaller communities feeling marginalised by the concentration of resources on Kasane-Kazungula that this project will demand.

1.1.5 The most practical solution therefore would be the establishment of a stand-alone implementation agency. Among important considerations that this arrangement would have to take into account would be the division of responsibilities with regard to Master Plan priorities and local civic administration.

1.1.6 Government departments, agencies and parastatals directly involved in the regulation and management of tourism, natural and cultural heritage and wildlife would have to be closely integrated into the structure, with Board representation: these would include Chobe District Council, the Departments of Tourism, Forestry and Range Resources, Wildlife and National Parks and not least the BTO that will be responsible for implementing the marketing and branding strategy.

1.1.7 The possible structures under which this implementation agency could be set up are examined below, with a recommendation for the establishment of a Tourism Special Economic Zone for Kasane-Kazungula.

1.2. Existing Governance Structure

1.2.1 The management, administration and regulation of tourism in Kasane and Kazungula and the surrounding Chobe District fall under the aegis of a number of national and local government departments and agencies.

1.2.2 On a national level tourism is the responsibility of the Ministry of the Environment, Natural Resources Conservation and Tourism (MENT), whose wide-ranging portfolio encompasses key activities that constitute a part of the wider tourism sector. It is composed of the various departments including Environmental Affairs,

Meteorological Services, Waste Management and Pollution Control, National Museum and Monuments, Tourism, Forestry and Range Resources, Wildlife and National Parks and Corporate Service.

1.2.3 The Ministry also oversees the parastatal Botswana Tourism Organisation (BTO) and the Forest Conservation Botswana (FCB), an autonomous agency. Marketing of Kasane and Kazungula is the responsibility of BTO that has a regional office in Kasane. The office also conducts investment promotion and product development, and the grading and classification of accommodation facilities.

1.2.4 The Department of Tourism also has a regional office in Kasane that plays an advisory role on all tourism planning and development decisions and represents government in tourism-related initiatives in the region.

1.2.5 At a local level the existing governance structure consists of four main institutions, namely:

- The institution of chieftainship and traditional tribal administration structure;
- District Council: led by elected councillors every five years to deliver certain services such as primary education, primary health, rural roads, village water supply, community development and social welfare, etc., as specified in the statutes;
- District Administration (headed by the District Commissioner, a civil servant appointed by the central government, whose primary responsibility is to serve as a coordinator of district level planning and development). The District Commissioner's office was established during the colonial period and that office has served as representative of central government in the district since then. Besides other responsibilities, due to her responsibilities related to coordination of district level planning and development, she chairs the District Development Committee (DDC), which consists of all district level organizations (including district council, land board and tribal administration) involved in rural development at district level; and
- Land Board: a statutory body consisting of politically neutral members, some elected by Kgotla and some appointed by the minister periodically, to hold the tribal land in trust and allocate it for residential, agricultural, industrial, commercial or general development purposes; the authority exercised by the Chiefs before the creation of these Land Boards.

1.3. Potential Governance Structures

1.3.1 The potential governance structures for the successful implementation of the Kasane-Kazungula Tourism Master Plan include:

- The existing governance structure, referred to below as Chobe District Council;
- Establishment of a Tourism Special Economic Zone;
- Establishment of a Development Agency; and
- Establishment of a new Council for Kasane-Kazungula

1.3.2 The options are summarised in Table 1.1², below

² Documents reviewed:

1. The Role of Traditional Structures In Local Governance For Local Development: The Case Of Botswana. Prepared for Community Empowerment and Social Inclusion Program (CESI), World Bank Institute, World Bank, Washington, by Professor Keshav C. Sharma, University of Botswana
2. Botswana-Special-Economic-Zones-Act-No-13.-of-2015-1.
3. SEZA-Regulations-1

Table 1.1

Governance Structures				
	Chobe District Council	Tourism SEZ	Development Agency	New Council
Description	<ul style="list-style-type: none"> Existing governance structure for the Chobe District performing all municipal functions including provision of primary infrastructure, tertiary and access roads, health and sanitation, economic and physical development, collection and management of waste, and general maintenance of law and order 	<ul style="list-style-type: none"> Special economic zone tasked with the development of a specific area and industry Aimed at export industries thus suited for the tourism industry 	<ul style="list-style-type: none"> Special agency tasked with the development of specific areas (usually city blocks or specific land parcels) within a municipal area. Works under the existing municipal authority to regenerate and develop specific demarcated areas and is contractually accountable to the existing municipal authority 	<ul style="list-style-type: none"> Creation of a new Council specific to Kasane-Kazungula Would be the same governance structure as the existing Chobe District Council but would only be responsible for Kasane-Kazungula. The existing Chobe District Council would be responsible for the rest of the Chobe District.
Revenue Earning Potential	<ul style="list-style-type: none"> Councils have statutory powers to collect certain taxes, levies and fees to cover their operating expenses. Local sources of revenue include rates, service levies and user charges including abattoir fees, trade licences, beer levy, interest on investments, housing rents, and any other sources of revenue as determined from time to time. Since 2012, property tax and business tax are applicable in both urban and district councils. 	<ul style="list-style-type: none"> SEZs could earn revenue from return on investments, rent and fees for services rendered 	<ul style="list-style-type: none"> The development agency can charge user and service fees 	<ul style="list-style-type: none"> Would have the same revenue earning potential as any Council – taxes, levies, fees, user charges and interest on investments
Advantage	<ul style="list-style-type: none"> Existing structure with well legislated processes and procedures 	<ul style="list-style-type: none"> Can acquire land Can develop primary infrastructure and provide roads, utilities and sewage system Can sub-lease land to investors Can form PPPs Can provide regulatory and administrative incentives 	<ul style="list-style-type: none"> Is an agent of the existing Council and works according to the mandate set by the Council Can conceptualise and implement projects from start to finish Can take responsibility for services such as cleaning and security in its demarcated area 	<ul style="list-style-type: none"> There is precedent for a sub-district as Botswana already have 16 districts with 41 sub-districts Can take responsibility for waste management – holistic development of whole area Can have development agency and SEZ within them Could unlock additional funding specific to the Council
Disadvantage	<ul style="list-style-type: none"> Has various responsibilities which may take precedent over development of the tourism industry Have insufficient tourism planning and regulatory expertise 	<ul style="list-style-type: none"> Will compete with other SEZ's for funding from national government 	<ul style="list-style-type: none"> Only responsible for specified areas within a greater municipal area and do not have control over the other 	<ul style="list-style-type: none"> Would create a new bureaucracy

Governance Structures				
	Chobe District Council	Tourism SEZ	Development Agency	New Council
	<ul style="list-style-type: none"> • Has no dedicated funding for tourism development • Working relationships need to be developed with other Government department and agencies. Do not have the sole mandate to develop tourism • Do not have the mandate to address the outdated and inadequate regulations related to the Chobe River and the river cruise operations 		<p>areas that may influence its demarcated area</p>	
Funding	<ul style="list-style-type: none"> • National government provides 90% of district councils' and 80% of urban councils' recurrent budgets, and 100% of their capital budgets. Councils also receive development grants from national government. 	<ul style="list-style-type: none"> • Will be funded through the Ministry of Trade and Industry • Has the ability to raise its own funding 	<ul style="list-style-type: none"> • Is funded through the specific municipality 	<ul style="list-style-type: none"> • Funding will be obtained from national government along with other councils
Operational Costs	<ul style="list-style-type: none"> • Operational cost will be funded through the existing budgeting process and sources 	<ul style="list-style-type: none"> • Operational cost will be funded through a budget allocation and own funds raised 	<ul style="list-style-type: none"> • Operational cost will be funded through a budget allocation from the municipality and own funds raised 	<ul style="list-style-type: none"> • Operational cost will be funded through the existing budgeting process and sources
Human Resources	<ul style="list-style-type: none"> • May need to employ tourism development specialists as it is not currently a function of the council 	<ul style="list-style-type: none"> • Will be staffed by development specialists 	<ul style="list-style-type: none"> • Will be staffed by development specialists 	<ul style="list-style-type: none"> • May need to employ tourism development specialists as the council has various responsibilities
Legal	<ul style="list-style-type: none"> • Governed by the Local Government Act 2012. • Other relevant Acts include: Public Service Act 2008, Town and Country Planning Act 2013 and Local Authority Procurement and Assets Disposal Act 2008 	<ul style="list-style-type: none"> • Special Economic Zone Act 2015 	<ul style="list-style-type: none"> • New legislation would be required in Botswana to establish a development agency 	<ul style="list-style-type: none"> • Establishment of a new council is governed by the Local Government Act 2012

1.4. Recommended Governance Structure

1.4.1 It is recommended that a specialised **tourism Special Economic Zone (SEZ)** be established to incorporate the areas of Kasane and Kazungula as the vehicle to implement the Master Plan. The prime considerations in making this recommendation are as follows:

- Implementation of the Tourism Master Plan will require specialised skills and involve significant capital expenditure in a short timeframe. An implementation agency able to bring together the necessary resources and focus clearly on delivering key strategic objectives is needed if the desired optimum results are to be achieved.
- Tourism is a key export industry that generates significant foreign revenues for Botswana: Kasane-Kazungula is the main point of entry for high-spending foreign visitors and needs to take better advantage of its strategic position and natural assets.
- The SEZ is a well-established and regulated administrative concept in Botswana;
- The SEZ has the authority to initiate and develop tourism projects as envisaged in the Kasane Kazungula Tourism Master Plan;
- The SEZ has the authority to provide incentives to local and international investors;
- The SEZ could generate its own funds through participation in tourism product development and the raising of user fees, rent and permits;
- A SEZ has the ability to enter into Public Private Partnerships from which the community of Kasane-Kazungula could benefit directly from tourism development.

1.4.2 The establishment of the SEZ will take time. To ensure that the implementation of the Kasane Kazungula Tourism Master Plan can commence as soon as possible, it is recommended that the co-ordinating unit within the Ministry (MENT) that is leading the current redevelopment of Kasane – Kazungula, implement the short-term actions of the Tourism Master Plan. The unit will need to work in close co-ordination with the Botswana Tourism Organisation and will need to employ additional staff with specific tourism development expertise, as necessary.

2. STATISTICS AND MARKET INTELLIGENCE

2.1 Successful implementation of the Kasane-Kazungula development strategy and well-informed investment decisions will depend heavily on access to accurate and up-to-date statistical data and wider intelligence on the visitor market.

2.2 As is described in the Situation Analysis, market data for Chobe District is very limited, even though Kasane-Kazungula is the main entry point into Botswana for foreign visitors. Relatively little is known, other than from anecdotal evidence, social media sources and occasional surveys, about visitor behaviour and satisfaction levels: what aspects of their visit the different segments of the visitor market find most satisfying and value for money and which aspects most disappointing, how these opinions change over time, etc.

2.3 In preparation for the launch of the Master Plan implementation, the following steps need to be taken to strengthen the tourism statistics and research base (most of these will have a national as well as local benefit):

- **2.3.1 Establishment of an Inter-Institutional Platform (I-IP)** - Weak cooperation and coordination between tourism sector data producers and disseminators and between data producers and end-users needs to be strengthened for the benefit of all stakeholders. The Tourism Sector Statistics Committee, established for the preparation of the Tourism Sector Plan 2015-2019, needs to be revived and provides a model approach that could be used.
- **2.3.2 Strengthen the Funding and Human Resources of the RSD and BTO** - The Research and Statistics Division in the Department of Tourism has three full-time staff (two recently appointed) but only one, the head of department, has formal statistics handling training. The use of students and interns to support the Department's work is a pragmatic response to a constrained Departmental budget, but the timeliness, comprehensiveness and effectiveness of the RSD's output is constrained by its inadequate budget. Recruitment of further qualified staff, statistics training for existing staff (and for certain DOT staff in the regional offices), funding of additional software/hardware and financial support for new means of data collection are all areas requiring urgent attention.
- **2.3.3** Within the BTO, the Market Intelligence department also requires strengthening and to be given the financial resources to conduct regular gathering and analysis of essential intelligence. Research and data gathering activities must be closely coordinated between the RSD and BTO and should be supervised and enforced as necessary by the Department of Tourism.
- **2.3.4 RSD to Collaborate with Statistics Botswana on the capture of Domestic Tourism data** - Available data on domestic tourism is very limited, not least for Chobe District where it has made a valuable contribution to keeping certain tourism businesses ticking over during the Covid pandemic. As an important component of the Tourism Satellite Account, any improvement in the collection of domestic data will benefit its next formulation as well as improving understanding of the scale and contribution of the sector. A comprehensive baseline Domestic Tourism Survey needs to be conducted as a first priority. It can then be updated most cost-effectively by introducing a suite of tourism related questions into one or more of the Household Expenditure Surveys conducted by Statistics Botswana. However, the statistics authority will require a financial contribution from RDS/DOT for participation in their survey and this should be forthcoming from DOT.
- **2.3.5 RSD to Introduce New Visitor Surveys for the Kasane-Kazungula Area** - Available data on the scale, character and value of the tourism sector in Kasane-Kazungula is too limited. Regular baseline visitor expenditure and satisfaction surveys need to be conducted.
- **2.3.6 RSD to Collaborate with Statistics Botswana to Examine Day Visitor Data** - Day visitor data, by border post and by purpose of visit, is not tabulated in Statistics Botswana's annual Botswana Tourism Statistics Report. This information is of particular interest for the Kasane-Kazungula area. It may already be available in the statistic authority's database: cooperation (also with DOIC) will be required to identify and release this data.
- **2.3.7 RSD to Collaborate with Statistics Botswana and the Bank of Botswana to Examine Outbound Tourism** - A further category of data required by the TSA which could be addressed at the next formulation is the identification of relevant expenditure in Botswana associated with Botswanan nationals taking trips abroad for business, holiday, VFR and other purposes.

3. MARKETING, BRANDING AND PRODUCT DEVELOPMENT

3.1 MARKETING STRATEGY

The following section sets out the growth vision, objectives and main marketing foundations that underpin the strategy. These are:

- A growth vision
- Three growth scenarios and projected growth figures
- Measurable marketing objectives
- A differentiated market positioning and implications for tourism development
- Destination brand guidelines
- Target source markets and market segments
- A tactical marketing implementation plan with actions, time frames, indicative budgets, responsibilities and success indicators

3.1.1 Global Tourism Market Trends and Strategic Implications for Botswana Tourism

Various international travel trends that have emerged over the past decade are of relevance to Botswana. It is expected that these trends will continue as the COVID-19 pandemic subsides. The following are some key emerging travel trends, as highlighted by UNWTO (www.unwto.org), Skift (www.skift.com)³, Intrepid Travel (www.intrepidtravel.com)⁴ and other leading tourism trend advisors.

Table 3.1: Global Tourism Market Trends and Implications for Kasane-Kazungula’s Tourism Marketing

Global Trend	Implications for Kasane-Kazungula Tourism
<ul style="list-style-type: none"> • Fast-growing preference for sustainable and responsible travel <p>Environmental awareness is growing exponentially. Avoidance of “overtourism” destinations with a growing focus on outdoor experiences, low-impact destinations and socially responsible travel. Booking.com’s Sustainable Travel Report (2021)⁵, for example, suggests that the pandemic has been the tipping point for travellers to finally commit to their own sustainable journey, with two thirds (61%) stating that the pandemic has influenced them to want to travel more sustainably in the future.</p>	<p>Kasane-Kazungula’s tourism offer is embedded in its natural heritage. It is well-positioned to capitalise on the trend towards sustainable tourism and all efforts should be made to advance and promote sustainable tourism management in the destination, especially in the post-COVID era. Sustainable product development should receive high priority.</p>
<ul style="list-style-type: none"> • Authenticity and “getting way off track” are valued <p>Travel has become a commodity – people have been everywhere, and “specialness” is a relative concept. Special attention, authentic experiences and tailored service offerings that give travellers bragging rights are increasingly expected and valued.</p>	<p>The warm hospitality and easy-going nature of the local population offers opportunities for personalised, interactive travel experiences. Skills development should be promoted and cultural tourism interactions with the local cultures should be encouraged.</p>
<ul style="list-style-type: none"> • Time as a travel currency <p>Leisure time is increasingly precious with “money-rich, time-poor” travellers demanding transparency and ease of</p>	<p>The Visa-on-arrival, the one-stop border post at Kazungula and the KAZA visa are positive steps forward in easing visitor access. However, movement between the four</p>

³ <https://skift.com/megatrends-2020>

⁴ <https://www.intrepidtravel.com/adventures/travel-trends-2020>

⁵ <https://globalnews.booking.com/bookingcoms-2021-sustainable-travel-report-affirms-potential-watershed-moment-for-industry-and-consumers/>

Global Trend	Implications for Kasane-Kazungula Tourism
<p>travel planning, booking transport, removal of border restrictions, etc.</p>	<p>countries in the KAZA region remains constrained by multiple visa requirements and costs at the various border points that service the area. Seamlessness of immigration, air access to the country and to remote destinations, and tourist public transport should be continuously improved.</p>
<p>• Mobile technology and payment rules travel Visitors use mobile phones at all stages of the travel journey. Connected travellers could be our best or worst marketers and an attractive product or experience will promote or demote itself.</p>	<p>Easy and affordable Internet connectivity should be improved outside of lodges, at least at key tourist congregation points in the towns. Providing visitors with easy access to local SIM cards and affordable data options could provide various marketing advantages.</p>
<p>• Personal health and safety are key travel deal breakers In the aftermath of COVID-19 and a growing global alertness to terror and crime, visitor safety, security and health are paramount decision-factors in travel planning</p>	<p>Utmost priority should be given to continue diligent implementation of health and hygiene protocols related to COVID-19 and other diseases. Collaboration and coordination among public and private sector tourism and security authorities should be strengthened in reviving tourism in the wake of COVID-19. Better provision of modern medical care in Kasane-Kazungula, notably accident and emergency services, is essential in ensuring its development as a major international tourism hub.</p>
<p>• Crisis is the new norm The ability to manage tourism communication relating to health, security, environmental and other crises will become increasingly important.</p>	<p>A tourism crisis communication strategy needs to be set up at national level and implementation should be supported at local level.</p>
<p>• The Millennial and Gen Z travel bug Millennial travel is growing throughout the world but is especially fast growing in emerging Asian markets. Millennials live for the “now”: share it now and look for instant gratification. Generation Z is fast emerging as a market force in tourism.</p>	<p>Suitable products and special value offers should be developed for younger, adventurous and experiential travellers who are keen to engage hands-on with nature, local people, cultural traditions and adventure activities. The creative industries and safe nightlife zones should be enhanced.</p>
<p>• Growth of the shared economy Technological disruptions in accommodation, transport, dining and other sectors are common and destinations that embrace these have competitive advantage, but it comes with associated challenges.</p>	<p>Kasane-Kazungula should embrace the shared economy as mechanisms for SME advancement and improved market access, especially to community based and new attractions and experiences, which may not be feasible to promote by the mainstream tour operators.</p>
<p>• Increasingly segmented markets As people become more widely travelled the search for experiences that suit their specific tastes and interests increases – experiences need to be finely tuned in line with segment needs.</p>	<p>Public and private sector tourism leaders should be well versed in understanding the needs of existing and emerging market segments and incorporating these in travel offers and in development policies.</p>
<p>• Geographic market shifts Markets in Asia and China are increasingly maturing and becoming sophisticated in travel needs; Russia has grown well over recent years.</p>	<p>Botswana authorities should further strengthen and enhance their marketing relationships and partnerships in such growth markets. Tourism authorities should draw on available market research to capitalise on market shifts and collaborate with relevant partners.</p>

3.1.2 Growth Vision

Based on the expected impact of the Kasane-Kazungula redevelopment project the following ambitious vision is set for the tourism sector:

By 2032 Kasane-Kazungula will be a well-established destination of choice in the KAZA⁶ region. The area will serve as a traveller base from where rapidly growing numbers of domestic and international visitors will explore the wide range of ecotourism, cultural and adventure activities on offer in the Chobe region and beyond. A sustainable tourism approach will ensure significant improvements in the local economy, quality of life and overall visitor experience, while the area's exceptional natural and cultural assets will be conserved for future generations.

3.1.3 Growth Scenarios

Three growth scenarios have been formulated, namely:

- **Scenario 1: No Implementation:** The Tourism Master Plan is not implemented, and tourism continues on its current sluggish growth path.
- **Scenario 2: Partial Implementation:** The Tourism Master Plan is partially implemented, and it has a partial impact on tourism growth.
- **Scenario 3: Full Implementation:** The Tourism Master Plan is fully implemented, and the growth potential is fully realised.

Scenario Assumptions

The assumptions utilised for all three scenarios include:

- The decline in international tourism in 2020 is based on UNWTO data for southern Africa.
- International tourism will recover to 2019 levels by 2024.
- Domestic tourism will recover to 2019 levels by 2023.
- New tourism accommodation will enter the market once average occupancies reach 70% or more.

Specific assumptions utilised for Scenario 1: No Implementation include:

- Growth in international tourism post the recovery to 2019 levels in 2024 would be in line with historical growth in visitors to Chobe National Park.
- Growth in domestic tourism post the recovery to 2019 levels in 2023 would be in line with the general economic growth rate of Botswana.
- There would be no growth in the length of stay as no significant new tourism products and experiences will be developed.
- Growth in the average spend per day will be in line with general inflation.

The assumptions for Scenario 2: Partial Implementation include:

- The waterfront developments proposed for Kasane and Kazungula will be completed in 2025 and the proposed Conference Centre and Hotel will be completed in 2029.
- Growth in international tourism post the recovery to 2019 levels in 2024 will be one and a half percentage points stronger than the historical growth in visitors to Chobe National Park.
- Growth in domestic tourism post the recovery to 2019 levels in 2023 will initially be stronger in 2025 and 2026 but will revert in 2027 to grow in line with the general economic growth rate of Botswana.
- The average length of stay will increase from 1.7 days to 2.4 days as some new tourism products will be developed.
- Growth in the average spend per day will be above general inflation as there will be some new tourism products to attract additional spend.

⁶ KAZA is Kavango Zambezi Transfrontier Conservation Area

Specific assumptions for Scenario 3: Full Implementation include:

- The proposed waterfront developments will be completed in 2025, the eco estate and spa hotel will be completed in 2026, the proposed Conference Centre and Hotel will be completed in 2029 and the proposed municipal campsite and the youth accommodation will be completed in 2029.
- Due to strong demand, the private sector will add additional accommodation (beds) in 2030 and 2032.
- Growth in international tourism post the recovery to 2019 levels in 2024 will be double the historical growth in visitors to Chobe National Park.
- Growth in domestic tourism post the recovery to 2019 levels in 2023 will remain stronger for longer between 2025 and 2028 before reverting to be in line with the overall economic growth rate of Botswana from 2029.
- The average length of stay will increase from 1.7 days to 3.5 days as many new tourism products will be developed.
- Growth in the average spend per day will be double the general inflation rate as there will be many new tourism products to attract additional spend.

Potential Constraints and Enablers

The realisation of the scenarios would be subject to certain constraints and enablers. The constraints could include:

- The capacity of the river and National Park to accommodate the growth in tourists.
- Air access limitations.

Enablers would include:

- The formulation of a river and National Park use strategy and the enforcement of river use rules and regulations.
- Formulation of an air access strategy to attract more frequencies directly to Kasane, including improved hospital facilities.
- Improvement of healthcare facilities to provide visitors with high quality medical, emergency and evacuation services. This is of particular importance given that high quality medical and emergency care is a prerequisite for receiving larger aircraft at the international airport, and the fact that substantial numbers of visitors are of senior age and have a higher medical risk profile. Recent boat accidents on the Chobe River further underscore the need for emergency services.

Growth Projections

Detailed growth projections are provided in Annex A. Table 3.2 below provides a summary of key growth figures under the three scenarios outlined above.

Table 3.2: Summary of projected tourism growth under three scenarios

	Scenario 1: No Implementation			Scenario 2: Partial Implementation			Scenario 3: Full Implementation		
	2019	2032	CAGR ⁷ '24 - '32	2019	2032	CAGR '24 - '32	2019	2032	CAGR '24 - '32
Number of Tourists	164 888	242 015	4.5%	164 888	261 255	5.3%	164 888	353 838	9.4%
Length of Stay	1.7	1.7	0.0%	1.7	2.4	4.2%	1.7	3.5	9.4%
Number of Bed Nights	280 275	411 376	4.5%	280 275	617 907	9.8%	280 275	1 236 858	19.7%
Average Spend per Day (BWP)	896	1 323	5.0%	896	1 425	6.0%	896	1 938	10.1%
Annual Spend (BWP Millions)	251	544	9.7%	251	881	16.3%	251	2 398	31.8%
Employment	771	858	4.2%	771	1 388	10.5%	771	3 779	25.3%

⁷ CAGR = Compound Annual Growth Rate

3.1.4 Objectives

In achieving the vision, and in recognition of the Government's ambitious redevelopment plans for Kasane Kazungula, the following objectives are set in accordance with the projections for Scenario 1: Full Implementation:

- International visitor numbers in fixed accommodation will have increased from an estimated 164 888 in 2019 to a projected 353 838 in 2032, at a CAGR of 6% p.a.
- Domestic visitor numbers in fixed accommodation will have increased from an estimated 27 191 in 2019 to a projected 50 499 in 2032, at a CAGR of 5.7% p.a.
- Average daily expenditure per visitor will have increased from BWP896 in 2019 to BWP in 2032, at a CAGR of 6.1% per annum.
- Average length of stay of leisure tourism visitors will have increased from estimated 1.7 nights in 2019 to a projected 3.5 nights in 2032.
- Total visitor bed nights in Kasane-Kazungula will have increased from an estimated 280 275 in 2019 to a projected 1 236 858 in 2032, at a CAGR of 12.1% p.a.
- Total visitor expenditure will have increased from an estimated BWP251 million to a projected BWP2 398 million in 2032 at a CAGR of 18.9% p.a.
- Average accommodation occupancies will have increased from 56% to 88% per annum, based on supply assumptions outlined above.
- Tourism employment will have increased from an estimated 771 in 2019 to a projected 3 779 in 2032, at a CAGR of 13% p.a.

Seasonality in leisure tourism visitation will have reduced significantly.

3.1.5 Tourism Market Positioning

To achieve the vision and objectives, Kasane-Kazungula should occupy a market positioning that clearly sets it apart from its two main rivals in KAZA, namely Livingstone (Zambia) and Victoria Falls (Zimbabwe), while at the same time complementing their primary offers where possible.

Recognition should be given to, and advantage taken of, the iconic status of the Victoria Falls World Heritage Site as a major regional tourism drawcard and the competitive strengths of other safari destinations like the Okavango Delta, Hwange NP (Zimbabwe), South Luangwa NP (Zambia), Etosha NP (Namibia) and others, as assessed in the situation analysis.

At the same time, the Kasane-Kazungula positioning should tie in with and complement the national tourism positioning, which is vested in ecotourism, as indicated in the situation analysis.

Positioning Foundations

- **Regional and National Complementarity**

Every effort will be made to ensure that the local positioning adopted for Kasane-Kazungula complements the positioning adopted for:

1. The KAZA region,
2. Botswana as a country, and
3. Other key tourism assets in the country like the Okavango Delta, Kgalagadi, Central Kalahari, Thuli Block, the Pans and other key tourism areas

The KAZA initiative is a regional conservation initiative that is promoted under the tagline “Tourism Without Boundaries”. KAZA’s vision is “To establish a world-class transfrontier conservation and tourism destination area in the Okavango and Zambezi River Basin regions of Angola, Botswana, Namibia, Zambia and Zimbabwe within the context of sustainable development”. Kasane-Kazungula is centrally located in the KAZA area and the Chobe National Park is an important asset in support of the concept.

As is demonstrated in the situation analysis, it is well-known that Botswana’s tourism proposition is primarily anchored in its nature and wildlife, with culture, adventure and social experiences flowing from this primary positioning theme. Kasane-Kazungula’s positioning should ideally support this positioning line.

Given this national nature and nature positioning foundation and the fact that the majority of key tourism destinations have wildlife and/or nature as stand-out assets, the positioning adopted for Kasane-Kazungula will build on its location as a convergence point of natural, wildlife and cultural features, being complementary to the selling propositions of KAZA and other Botswana destinations.

- **Local Uniqueness**

There is no doubt that the standout feature of the Chobe district (including Kasane-Kazungula), which differentiates it from other destinations in KAZA and Botswana is the fact that it is a point of convergence and a migration corridor for the largest concentration of elephants in Southern Africa.

When conducting an internet search with “Chobe” as keyword, the following typical statements come up.

“Here’s a simple fact. The Chobe River area has the largest concentration of African elephants in the world.”
<https://themaritimeexplorer.ca>

“Chobe National Park is the elephant capital of the world featuring over 50,000 elephants found throughout the park.” <https://national-parks.org>

“Why You Will Love Chobe (<https://www.destinationwildlife.com>):

Elephants! The continent’s largest herds, Cape buffalo too.

Lion Behaviour: Some prides have an unusual appetite for elephants and hippopotamus.

Africa’s Longest Big Mammal Migration: Recently discovered, zebras travel 300 miles (480 km) from Namibia to Botswana (Chobe).

The River: Chobe River front (river cruises!) + three other distinct eco-systems.”

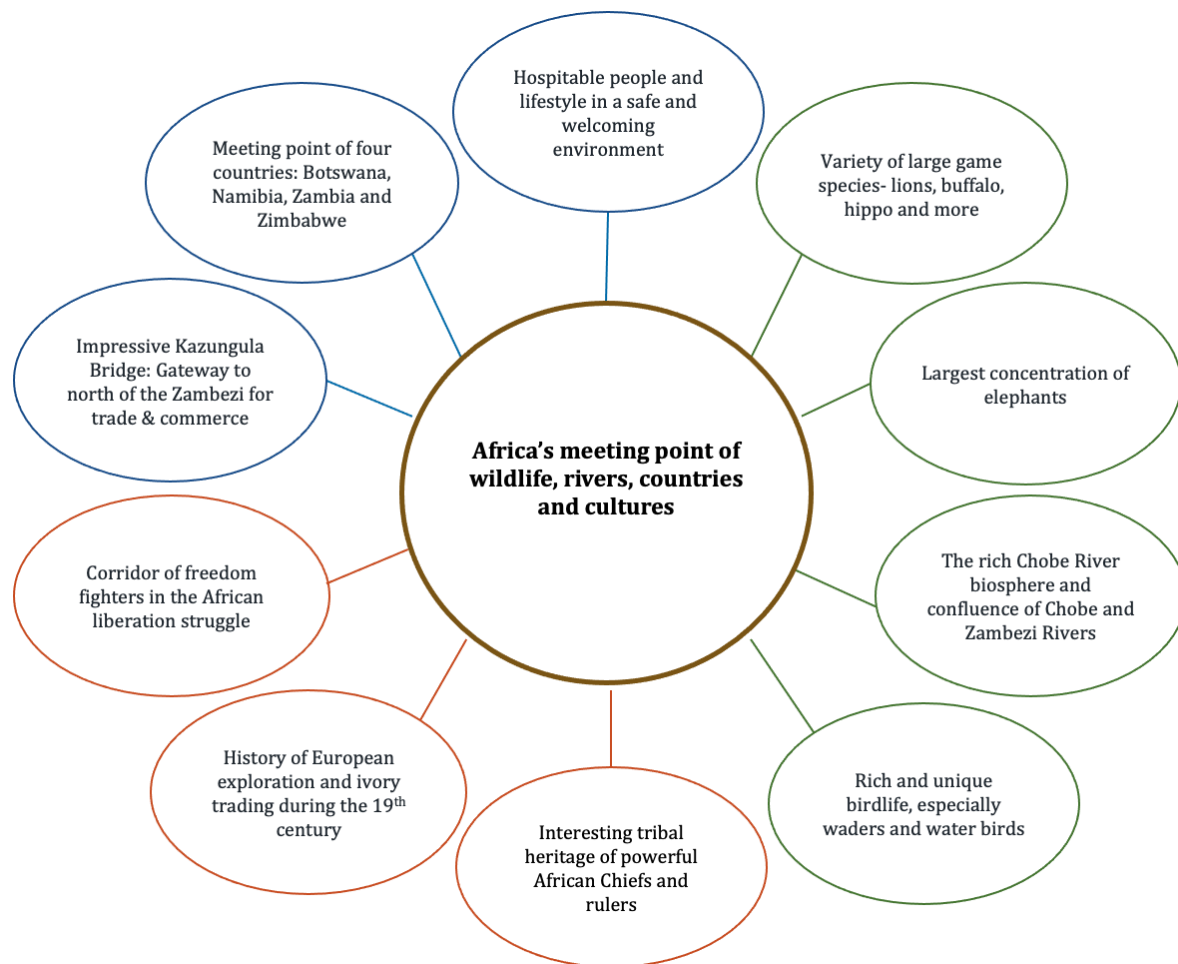
“The marshland is rich in wildlife; hippos, birds of all kinds, Cape Buffalo and hundreds of elephants converge on this one spot. The elephants were perhaps the most impressive, in size as well as sheer numbers.....Of course, the elephants of Chobe bathing in the river are an incredulous experience. Watching them bathe and interact with each other is priceless.” <https://www.afar.com>

Selling Proposition

These unique features, being home to the largest concentration of elephants and other Big 5 in Africa, the meeting place of four countries and the point of confluence of the Chobe and Zambezi rivers, make for a strong selling proposition, namely:

Africa’s meeting point of wildlife, rivers, countries and cultures

Figure 3.1: Chobe's Differentiated Market Positioning



Positioning Implications

Some key implications of this positioning for the marketing strategy are:

- Protect and improve Unique Selling Points:** In promoting the above-mentioned selling proposition the importance of natural and cultural conservation cannot be over-emphasised. The area's unique and sensitive natural assets require a *sustainable tourism approach*, where economic growth, social prosperity and environmental integrity are in balance. As such, a responsible tourism management approach should form the backbone of the Kasane-Kazungula marketing and product development strategy.

In particular, finding a balance between tourism economic growth and sustaining the natural integrity of the Chobe River and Chobe National Park is a key challenge that needs to be addressed in a future marketing and development strategy. Retaining this balance is a key to continuous tourism improvement since the area will only remain attractive as a tourism destination if visitors are to be provided with a truly authentic and value-for-money tourism experience.

- **Diversify and develop the product range:** While there is no doubt that wildlife safaris in the Chobe NP and on the Chobe River will remain the core experiences that will attract leisure visitors to Kasane-Kazungula, the positioning diagram in Figure 5.1 demonstrates the extensive range of natural, cultural and social tourism assets that could be developed and added to the experience portfolio of the area. The marketing strategy will focus on communicating and developing Unique Selling Points related to three positioning pillars, namely:
 1. **Pillar 1: Natural experiences**, with emphasis on:
 - The Chobe National Park and surrounding Forest Reserves – with free roaming wildlife, biodiversity characteristics and African wilderness
 - Unique wildlife species – especially the Big 5 and the concentration of elephants
 - Impressive indigenous vegetation, especially along the Chobe River
 - Prolific birdlife – especially along the Chobe River and its islands
 - Fish species and sport fishing
 - Soothing and warm climate most of the year, offering respite from the colder northern hemisphere zones
 2. **Pillar 2: Cultural and heritage experiences**, with emphasis on:
 - Cultural entertainment, especially local dances, stories, music and food
 - The history and sites related to the African freedom struggle
 - The heritage of indigenous cultural traditions, including powerful chiefdoms and trading routes
 - The European influences, which, together with local cultural traditions offer a unique cultural experience
 3. **Pillar 3: Social and lifestyle experiences**, with emphasis on:
 - The contemporary lifestyles (socializing, eating and drinking) of the local communities living in the towns and villages in the Chobe district
 - The meeting point of 4 countries and the landmark Kazungula bridge
 - Relaxation and enjoyment in the various high-quality resorts, lodges and riverfront picnic sites in the area
 - Opportunities for walking and hiking in nature, especially along the Chobe riverfront
 - Local food, especially Chobe Bream, Botswana beef and local cultural dishes such as Seswaa and others

The “softer”, intangible assets like local heritage, history and social interaction deserve particular attention. Such a product diversification strategy has implications across the entire tourism value chain, especially regarding the provision of visitor facilities, safety and infrastructure, opportunities for interacting with nature and culture, conserving natural and cultural resources, community involvement and participation, etc.

- **Target a larger variety of complementary market segments:** Currently tourism arrivals in the area are dominated by older soft-adventure seekers, domestic family holidaymakers and, to a lesser extent, regional self-drive campers. The area clearly offers opportunities for a broader spectrum of market segments including the more intrepid and younger traveler, special interest market niches such as hard-core birders, photographers, and adventure sport enthusiasts e.g. for endurance cycling and running, car and motorcycle rallies, etc. In addition, the conferencing and team building segments could be explored further. A focused marketing strategy that targets such travel segments, based on good market knowledge and intelligence, is an important requirement for achieving sustainable tourism growth.
- **Embrace new technologies:** As shown in the situation analysis, demand generation to Chobe has been dominated by the traditional marketing and purchasing channels, i.e. international tour operators and travel agents. It is common knowledge that the market for independent travel is growing at a fast pace, especially among younger travelers who shop for and purchase their travel destinations and products largely online, using the rapidly growing suite of websites, online booking engines and social media platforms. Expanding the product range and retaining visitors for longer than two days in Kasane-Kazungula will no doubt require substantial investment in online marketing and embracing the available digital platforms

3.1.6 Target Markets

The following section sets out the market segments and strategic source markets that will be targeted in the destination marketing strategy, in order to achieve the ambitious vision and objectives outlined in Sections 5.2 to 3.4 above.

Target Market Segments

Table 3.3 below sets out and describes Chobe’s current and potential target market segments and suggestions of product development opportunities to complement each segment.

Table 3.3: Potential target markets and related product opportunities

Core Segments	
Profile, motivation, and expectations	Products and experiences sought
Mature Adventurers	
<p>Cautious “soft” exploration – Chobe as a stop on a regional tour of Southern Africa.</p> <p>Fulfilling the explorer spirit. Well-travelled, environmentally and culturally conscious and always looking for new places to explore, while considering risks.</p> <p>Main target markets Europe and USA.</p> <p>Medium volume, mid to higher priced (US\$80 to US\$150 per room night).</p> <p>Mature travellers, 45-70+ years, some families but mostly traveling without children.</p> <p>Chobe mainly a fully packaged and arranged travel extension. Booking packages mainly through tour operators and travel agents.</p> <p>Destination awareness can best be raised through traditional press, social media and word of mouth. Once booked, further research into the destination done on the internet.</p> <p>Primary interests are the Chobe national park, river cruise and wildlife highlights as a “bucket list” safari experience.</p> <p>Secondary interests are local culture, history and heritage and soft adventure (e.g. cultural entertainment, night walks, horse rides, community walks, balloon flights, etc.).</p> <p>Sustainable management and animal rights increasingly important.</p> <p>Expect value for money at hotels, with all the standard luxuries, good food, catering, spa facilities, guiding, etc. important.</p>	<p>Small and medium-sized, mid-higher range (3*+ to 4*+), eco-sensitively designed hotels and lodges in proximity to the National Park.</p> <p>Expanded range of bookable “soft adventure” activities guided in English e.g. forest walks, horse-riding, cycling, quad biking, sea kayaking, etc.</p> <p>Facilities and spaces for experiencing town life in Kasane and other key destinations – tourist information, pedestrianised areas, seating, cafés, restaurants etc.</p> <p>Improved shopping experience for local handicrafts, arts, etc.</p> <p>High quality cultural entertainment.</p> <p>Excellent interpretation, especially language and guiding capabilities.</p> <p>Spa and wellness options an added advantage.</p>

Core Segments	
Profile, motivation, and expectations	Products and experiences sought
Intrepid Adventurers	
<p>Confident “hard” exploration - looking for the authentic Africa, in search of extraordinary experiences and will be prepared to go the extra mile, go to less visited places and sacrifice comforts to do so. It’s partly about sharing the story.</p> <p>Mainly self-drive and independently arranged.</p> <p>Main target markets: Southern Africa region and Europe, especially German speaking countries (linked to self-drive tours from Namibia).</p> <p>Budget to mid-priced accommodation (2* to 3*) and camping. Quality and nature of hotels and catering not a particular priority, prepared to camp or have basic service levels if the experience is special. Hygiene and safety standards remain important.</p> <p>Younger travellers, 25-50 years. Small groups and couples. Both male and female.</p> <p>Primary interests are adventure touring, camping and outdoors, adrenaline activities, wildlife engagement and photography, cultural and environmental interaction (in its broadest sense). Community-based responsibly managed experiences (food, attending local ceremonies, etc.) a major advantage.</p> <p>Sustainable management of tourism experiences generally very important.</p> <p>Leaning heavily towards online channels and independent arrangements. Engage through online reservations, information from websites, social media and forum groups.</p> <p>Guidance by Botswana inbound operators and knowledgeable friends and relatives are important factors in arranging itineraries.</p>	<p>Facilities and spaces for experiencing town life in Kasane – tourist information, pedestrianised areas, seating, cafés, restaurants, etc</p> <p>Good shopping experience for local handicrafts, arts, etc.</p> <p>High quality campgrounds and associated facilities.</p> <p>Backpacker-style accommodation.</p> <p>Community-based and owned exploratory tourism experiences e.g. tracking endemic birds, indigenous canoe rides, cycling in the community, staying with a local family, exploring local food, etc.</p> <p>Authentic cultural interaction and lively local engagement, especially “living” cultural experiences in a local setting: Botswana music, art, culinary experiences, agri-tourism, etc.</p> <p>Self-drive circuits around Chobe district, to explore the wider area, including accommodation, cultural interaction, eco experiences, rest and stop-points, camping sites, signage, etc.</p> <p>Trails and activities along the riverfront and in the forest reserves for hiking and birdwatching, with local guiding.</p>
Domestic Relaxers	
<p>Growing Botswana middle class and expat residents able to travel.</p> <p>Family and friendship groups, generally price-sensitive.</p> <p>Main motivation is to get away from the stresses and strains of everyday work and family life, spend quality time relaxing and enjoying the good things in life.</p> <p>Many undertake leisure travel while visiting friends and family (VFR) in Chobe, or as an extension of a business trip.</p> <p>Music and sport event attendance, general sightseeing, relaxation along the river, including soft activities like browsing, shopping, game drives, boat rides, visits to evening entertainment. Chobe river cruise, game drives and picnic main organised activities.</p>	<p>Facilities and spaces for local entertainment, leisure and celebration, without impacting negatively on the international safari experience.</p> <p>Local guesthouses/B&Bs/home stays, as well as value-for-money hotel developments.</p> <p>Family leisure and theme park area with quality picnic facilities.</p> <p>New sport and entertainment events and adapting current events to appeal to the segment.</p>

Core Segments	
Profile, motivation, and expectations	Products and experiences sought
	Celebrating Kasane-Kazungula's cultural heritage, e.g. its role in the freedom struggle, local traditions, etc.
Luxury Adventurers	
<p>Low volume, high value tourists who require exclusive and personalised experiences, favour luxury and unique accommodation and often fly-in to remote locations.</p> <p>Short term: USA and Europe as core markets.</p> <p>Mostly 50 -70 years</p> <p>Accommodation in luxury lodges. Expect exclusivity and personal service and prepared to pay for it. Well-travelled and expect a high-quality, exclusive wildlife experience in pristine environment with unique species.</p> <p>Helicopter or light aircraft trips from base destination or on a circuit of lodges to experience the best diversity on offer.</p> <p>Mostly book direct with luxury lodge management companies of through high-end travel agencies.</p> <p>Private walking and driving safaris in high quality safari vehicles with top notch guides.</p> <p>Keen on other added activities such as guided canoeing/kayaking, game fishing, etc.</p> <p>Sustainability is increasingly important.</p>	<p>Luxury safari lodges with excellent food and extraordinary room designs, finishes and amenities.</p> <p>Exclusive, low volume environment offering the best possible wildlife experience.</p> <p>Personalised and exclusive service such as highly knowledgeable ranger assigned to each group.</p> <p>Engaging with local communities in an organised and curated environment.</p> <p>Excellent cuisine and personal services like spa and wellness treatments</p>
Ecotourists	
<p>Specialise in environmental and cultural immersion, including bird watching, specialist environmental photography, unique flora and fauna phenomena (e.g. wildlife behaviour, history and heritage, archaeology, sport-fishing (catch and release).</p> <p>The appeal is about discovering new environmental and cultural phenomena and species (e.g. species on birding lists) and adding them to the "list". All ages, however majority more mature</p> <p>Lower volume, mid-priced.</p> <p>Both packaged and independently arranged. Word of mouth and recommendations from peers drive demand.</p>	<p>Accessible ecotourism sites and resources with exceptional value.</p> <p>Well protected and safeguarded eco resources.</p> <p>Visitor facilities e.g. pathways, viewing platforms, hides, signage.</p> <p>Local community engagement in camping, local lodging, guiding services.</p> <p>Specialist guiding services.</p>
Potential Segments (for medium to longer term investment and development)	
Profile, motivation and expectations	Product opportunities

Core Segments	
Profile, motivation, and expectations	Products and experiences sought
Romantics	
<p>Main purposes is romantic celebration. Includes honeymooners, weddings (couples and guests), renewal of vows, anniversaries, etc.</p> <p>UK, rest of Europe, USA, Asia.</p> <p>25-60 years.</p> <p>Lower volume, higher priced. Booking mainly through operators that specialise in weddings and romantic holidays.</p> <p>Throughout the year with peak months March, July-August and December.</p> <p>Personal attention and excellent service levels in assisting guests with administration and organisation of weddings and functions are key requirements.</p> <p>Require pampered experiences and environment, including special welcoming and meal treats, room finishes and amenities.</p> <p>Romantic locations and environment are key advantages.</p> <p>Keen on activities such as boat/sunset trips, special dining experiences, interesting excursions, etc.</p>	<p>Chobe environment, sunsets and easy ambience.</p> <p>Exclusivity and privacy.</p> <p>Top quality services, especially fine dining, highly personalised services.</p> <p>Boutique style accommodation with personalised and private facilities and services.</p> <p>Good destination planning and environmental management for retaining the sense of place and avoiding over-tourism at all cost.</p>
MICE (Meetings, Incentives, Conventions, Exhibitions) delegates	
<p>Growing segment globally - majority below 500 delegates, with biggest demand in Botswana for events with fewer than 100 delegates.</p> <p>Medium volume, medium to high priced.</p> <p>Meet and discuss issues of mutual concern with peers. Key motivation is convenience and professionalism of venue and services.</p> <p>Suitable air and road access and meeting venue, equipment and support services like hotels, transport, meals etc. of key importance.</p> <p>Exotic and interesting location is a key factor once the primary boxes have been ticked. After hours entertainment, nightlife and local engagement important.</p> <p>Many delegates do pre and post conference tours to surrounding areas</p>	<p>High quality meeting facilities.</p> <p>For larger groups, state-of-the-art conference facilities, mostly to service conferences of 500 delegates and below.</p> <p>Corporate incentive services – exceptional experiences faultlessly executed.</p> <p>Well-developed town core, communal venues and spaces, with safety of utmost importance..</p>

Target Source Markets

Potential source markets were analysed to develop a target market strategy in terms of both:

- Their tourism value potential (outbound market size, extent and growth of holiday travel, demand for experiential travel and new destinations, travel expenditure per day and per trip) and

- The relative ease of attracting and converting travellers to Chobe (proximity and travel time to Chobe, language compatibility, air access, affinity for and ties to Botswana and the KAZA area).

The conclusion is as follows, as presented in Figure 3.2 below:

Markets to focus on in the **short term**:

Core source markets: Easier and more affordable to convert (although not as easy as Captive markets), and with high value and growth potential.

- Americas: USA and Canada
- Europe: UK (historical mainstay international market), Germany, Benelux, France (affinity for experiential travel and market sizes)

Strategy: Invest the majority of marketing resources to grow these markets as fast as possible to achieve consistent flow of higher value foreign travellers.

Captive source markets: Easy to convert but with more limited value and growth potential.

- Botswana domestic market, with a focus on middle to upper-income households
- Resident expats in Botswana, with a focus on foreign diplomatic corps, NGO staff, staff of International Cooperating Partners and international staff of foreign corporations
- Regional leisure travellers, especially the more adventurous self-drive market

Strategy: Invest substantial marketing resources to leverage the markets as an easy way of generating demand and “firing up” the industry with limited marketing spend.

Markets to focus on in the **medium and longer term**:

Potential markets: Higher growth potential but more costly to convert.

- Europe: Scandinavian countries, Spain and Italy
- Asia: China, as the world’s fastest growing outbound market and Japan
- Australia (as part of a regional overland trip)

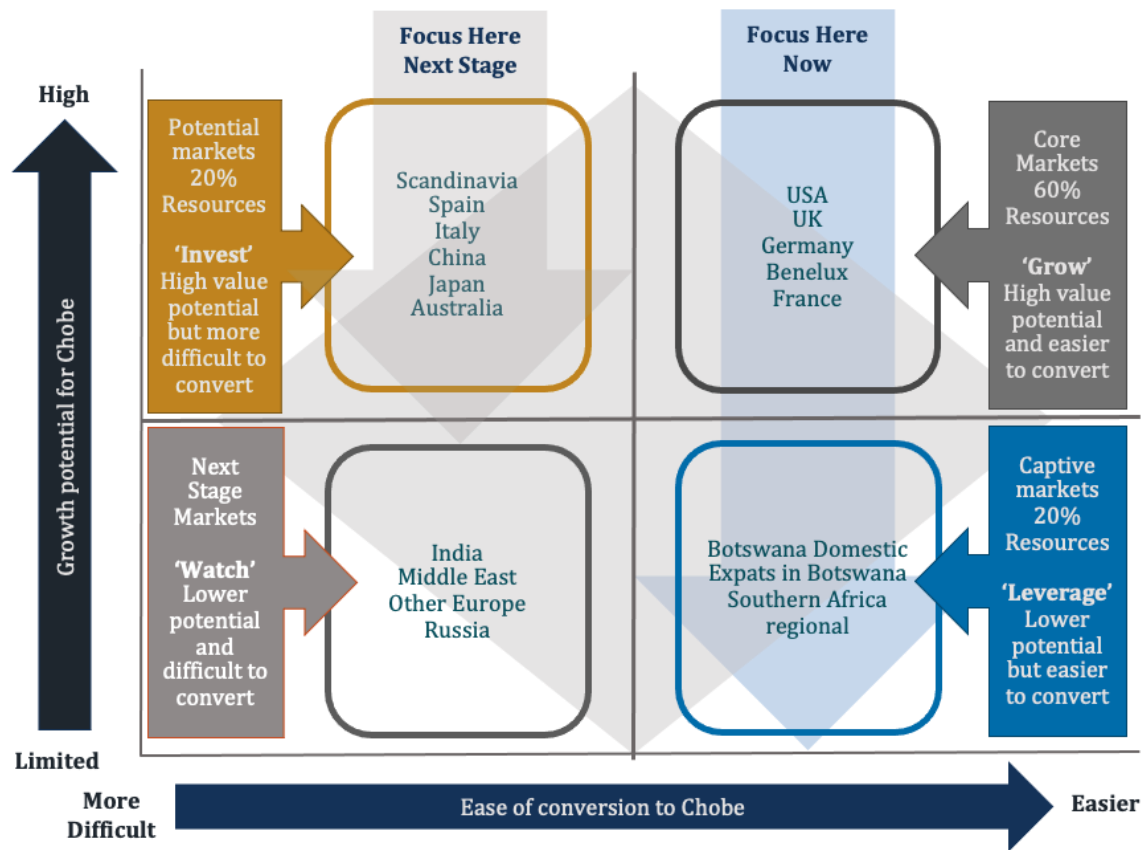
Strategy: Invest some resources in entering these markets by capitalising on below-the-line PR and digital spin-off opportunities.

Next stage markets: Limited growth potential and more difficult to convert

- Middle Eastern countries such as Saudi Arabia/GCC, and Other European, Russia and Eastern European countries

Strategy: Watch these markets and look for future growth potential

Figure 3.2: Target source markets and approaches for the next five years



3.1.7 Institutional Marketing Arrangements

As pointed out in the situation analysis there is no collective destination marketing arrangement or organisation in the Chobe area. Destination marketing is largely directed from BTO headquarters in Gaborone, with the local BTO office supporting ground arrangements during familiarisation trips, local engagements etc.

Feasible implementation of the Kasane-Kazungula redevelopment plan requires a close public-private partnership, both in respect of investment in new products and facilities and tourism promotion of the area. Local public-private tourism initiatives in neighbouring Victoria Falls and Livingstone have set the tone and provide examples of such local initiatives.

The proposal for a Kasane-Kazungula to be declared a special economic zone with enhanced local powers and execution capacity, will create the environment for the formation of such a local tourism association, which should be closely integrated with BTOs institutional structure.

The following guidelines could be considered:

- Establishment of a Chobe Tourism Association, a public-private, membership-based tourism organisation affiliated to Botswana Tourism Organisation.
- While the exact nature, legality and structure of the association will be finalised after consultation

between BTO and private sector operators, the following guidelines could apply:

Affiliated to BTO, either through registration in terms of the tourism act, a Memorandum of Understanding, or another mechanism.

Directed by a Board, elected by members of the association.

Operating in accordance with a clear constitution and terms of reference.

Promoting the Chobe brand, as a sub-brand of the national tourism brand, and having a dedicated website, social media channels and possibly a tourist information kiosk.

Ideally, mandated to raise income through reservation commissions, sales of merchandise, membership charges, etc.

Complementing and supporting the BTO marketing strategy, e.g. through participation in BTO marketing initiatives on behalf of membership; proposing and adding value to BTO marketing initiatives, voicing member views on policy and strategy that affects the Chobe area and businesses, etc.

BTO Kasane office could function as secretariat and administrative support, or BTO could provide financial support to the association for appointing secretarial and administrative staff.

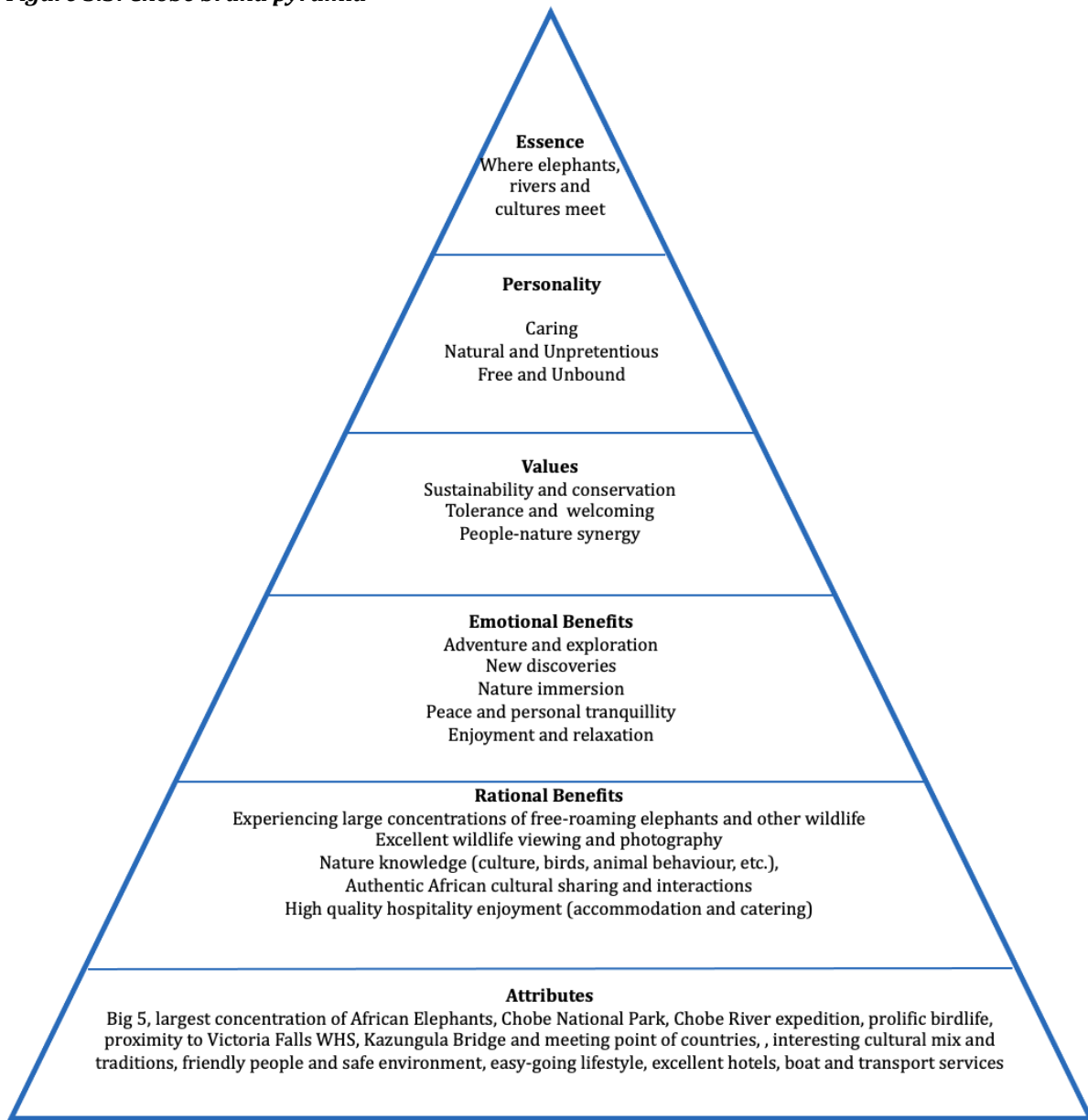
3.2 BRANDING STRATEGY

3.2.1 Brand Composition

The brand pyramid diagram presented in Figure 3.2 below summarises Kasane-Kazungula's brand personality and brand essence.

- The main **attributes** have been outlined above and include the key nature, culture and social resources of the area.
- The **rational benefits** that result from these attractions include experiencing large concentrations of free-roaming elephants and other wildlife, the opportunity for an authentic African adventure, excellent wildlife viewing and photography, new nature discoveries (birding species, animal behaviour, etc.), authentic exotic cultural sharing and interactions and high-quality hospitality enjoyment in the variety of accommodation (hotels, lodges, resorts, guest houses, camping, etc.) as well as the quality and variety of cuisine on offer.
- These rational benefits induce various **emotional benefits** for the experiential traveller, including a sense of adventure, the thrill of new nature and culture discoveries, the fulfilment of immersion in and deeper knowledge of local nature and culture, the experience of escaping the rush of everyday life and enjoying peace and personal tranquillity, as well as the enjoyment, fun and relaxation associated with a mainly leisure holiday destination.
- The **brand values**, which are fundamental drivers of future development and should be integrated in all brand communications and promotional activities are:
 - *sustainability and conservation*, being located in the KAZA and Chobe conservation areas,
 - *tolerance, safety and receptiveness* of visitors and
 - *harmony and synergy* between people and nature
- These values culminate in a **destination brand personality**, one that is:
 - caring (about visitors, nature and culture)
 - authentic and unpretentious (offering an experience that is not over-commercialised and congested) and
 - free and unbound (demonstrated by free-roaming wildlife and limited fences)
- Resulting from all of the above, the tourism **brand essence** is “Where elephants, rivers and cultures converge”, an essence that acknowledges the unique proposition related to the congregation of elephants and the many other experiences on offer.

Figure 3.3: Chobe brand pyramid



3.2.2 Brand Expression

In expressing the brand verbally, in writing and visually, the following concepts will be applied.

Brand Name

The name “Chobe” will be used as a brand name for promoting the area

Brand Promise

The brand promise to be promoted can be summarised as follows:

Visit Chobe and experience the largest concentration of African elephants and a large variety of other big game species roaming freely along the lush Chobe River and in the Chobe National Park; enjoy the rich lifestyle, heritage and culture of the locals who live in harmony with nature; delve deeper to uncover our rich birdlife, indigenous

vegetation, the elusive tiger fish; explore the turbulent history of European exploration and the African freedom struggle; and stand over the confluence of the Chobe and mighty Zambezi rivers, at the meeting point of four African countries.

Brand Slogan

The following slogans could be considered for promoting destination Chobe:

“Chobe: Where Elephants Bathe” or “Chobe: Where Elephants, Countries and Cultures Meet”

Both slogans are evocative, punchy and include the area’s main USP. The first slogan also expresses the unique combination of land and river.

Brand Identity

In designing a visual brand identity, the following guidelines will apply:

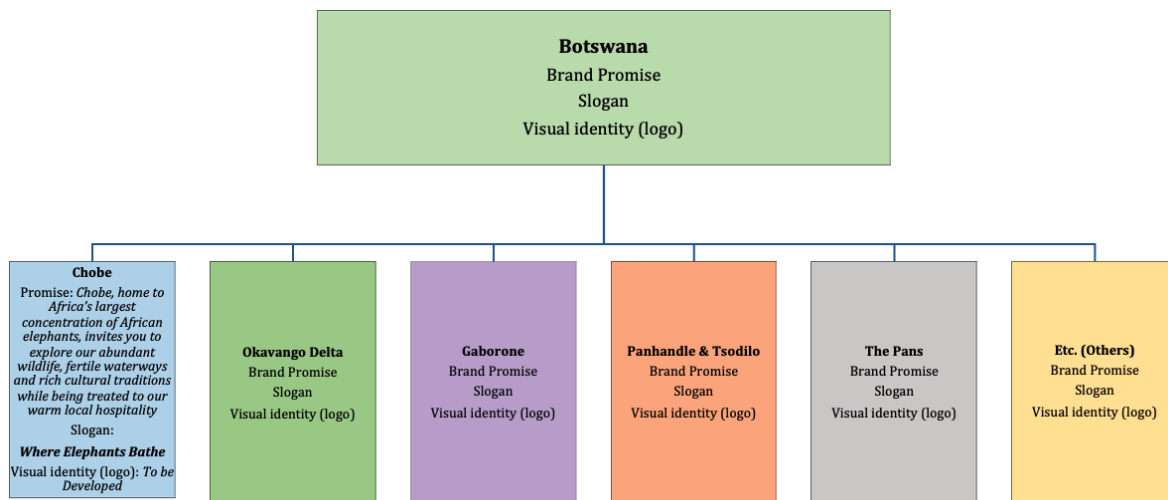
- 1 *Elephant(s) as icon*
- 2 *Green, earthy and blue (water) as colour palette*
- 3 *Design elements that speak to nature, river and culture (e.g. possibly bringing in trees, movement/dance elements, river pathway, etc.)*

3.2.3 Brand Architecture

While the Chobe area has been promoted under the overall Botswana tourism brand and as such has not taken on a dedicated and formal local brand architecture and identity, it should be recognised that Chobe has been a key destination on the Southern Africa tourism circuit for many years. It has therefore, by default, taken on the image of a complementary wildlife and safari destination, both as an extension to Victoria Falls and as a key destination on the Botswana safari circuit.

To maximise Botswana’s brand equity, a “branded house” national brand architecture should be developed that leverages the unique brand assets and personalities of the various tourism regions and landscapes in a complementary and synergistic manner, all adding value towards a strong national tourism brand.

Figure 3.4: Concept of brand Chobe fitting into a national brand architecture



3.2.4 Linking Chobe with other tourism nodes in Botswana

While Chobe's positioning and brand essence provide Botswana with a strong selling proposition, the country's true brand power is embedded in the combination of Chobe and other key nodes highlighted above, such as Maun, Moremi Game Reserve and the Okavango Delta, the Kgalagadi Transfrontier Park, the Makgadigadi and Nxai Pans, Tsodilo Hills and the Panhandle area, the Central Kalahari National Park, the Tuli Block and other key nodes.

These areas are located substantial distances apart and linking them up to promote a powerful and integrated Botswana experience requires a concerted strategy and proactive interventions. These may include, among others:

Incentivising domestic private sector aviation supply: the private charter aviation industry is well developed in Botswana, mainly due to the long history of providing air connections from Maun to camps in the Okavango Delta. This industry could possibly be leveraged to provide a unique Botswana air circuit, where visitors could be offered chartered or even scheduled air services at affordable rates, to travel between the various attraction nodes. Such services are already available to a certain extent and could be further enhanced through favourable policies and regulations in areas such as upgrading of air strips, landing charges and permit fees, availability of fuel in remote areas, etc. A professional aviation assessment is required to properly assess the potential of a local aviation circuit.

Packaging, promotion and development of self-drive circuits: Botswana is not well known as an international self-drive destination. Although the country has been positioned in the regional self-drive market as a remote, off-road travel destination this market has largely patronised the Chobe-Moremi circuit, which requires the use of 4-wheel vehicles.

Opportunities exist for further linking Chobe with destinations in the South (e.g. the Pans, Tuli Block, Tswapong Hills and Kgalagadi) in a destination circuit, similar to what Namibia has done, through circuit packaging, promotion and provision of visitor facilities and affordable commercial concessions at strategic points. In addition, international promotion of Botswana as an off-road, self-drive destination could be enhanced.

3.3 Marketing and Branding Implementation

In executing the marketing and branding strategy, the key actions outlined in the sections are recommended.

Within the Three-year Implementation Action Plan, sets out in detail the marketing actions, time frames, priorities, indicative costs, responsibilities and success indicators for giving effect to the strategy outlined above.

The proposed activities are cognizant of Chobe's status as a local destination, being a subset of the national brand identity and with BTO having the promotional mandate for marketing Botswana (including Chobe) internationally

3.3.1 Destination Marketing

The following activities are recommended for the next three years:

- Establish Chobe Tourism Association to ensure a representative local public-private sector tourism association for promoting destination Chobe. This will include:
 - a feasibility and benchmark study
 - setting up a suitable legal and membership framework
 - electing a board and office bearers and
 - recruiting suitable human resources and logistics capacity

- Develop and maintain branded marketing collateral, including:
 - a destination website (linked to BTO website)
 - social media accounts,
 - a printed visitor map
 - stakeholders contact database and
 - distribution of a destination newsletter
- Set up Chobe Tourism Information Kiosk for promoting Chobe attractions and members products and take ad-hoc reservations. This will include:
 - conducting a feasibility and planning study,
 - based on the results establishing a temporary information kiosk on a test basis for a period of one or two years and,
 - once such an operation is deemed feasible and the best location is clear, establishing a permanent operation
- Launch and promote annual domestic “Green Season” marketing campaign aimed at attracting local travellers during the low season for international travel. This will include:
 - soliciting and logging on the website a range of special offers for the “Green Season”,
 - promoting the campaign through PR, on radio and through social media,
 - tracking campaign impact and adjusting the campaign based on the results.
- Support BTO international marketing initiatives, with Chobe Tourism Association and members to participate on a selective, voluntary basis in BTO selected international trade promotions, grouped together and with companies and exhibition area co-branded with Chobe local brand. Such promotions could include participation in:
 - BTO trade fairs,
 - road shows as well as
 - fam trips for bloggers, travel trade and media
 - Social media marketing through blog posts and social media posts on Facebook, Twitter, Instagram, Pinterest, YouTube

3.3.2 Destination Branding

The following activities are recommended for the next three years:

- Develop and apply a suitable visual brand identity, based on the brand strategy outlined above, including:
 - establishing a brand development workgroup, representative of key decision makers
 - drafting and issuing TORs, evaluate proposals and appoint service provider
 - commissioning and agreeing on a chosen brand identity and visual design language
 - developing a brand manual that outlines guidelines and examples of brand application
 - applying branding to all digital and print collateral
- Promote brand promotion among public and private sector tourism partners, including:
 - developing a branded Associate Membership decal, that can be applied by association members
 - encouraging public sector partners and private association members to use the destination brand on their marketing materials, corporate literature and digital channels
 - agreeing with BTO how and where the local branding can be applied in a co-branded way with the national brand

3.3 TOURISM PRODUCT DEVELOPMENT

Based on the situation analysis findings, further consultations with stakeholders in Kasane-Kazungula and the consultants' experience and knowledge, the following section provides a summary of potential tourism products, activities and experiences that should be considered for development in order to achieve the desired strengthening and diversification of the product offer.

3.3.1 Product Development Categorisation and Prioritisation

The product concepts are *categorised* as follows:

- Public sector - i.e. fully planned, funded and maintained by the Government. Private and/or community-owned tourism enterprises may play a role in helping to operate and maintain facilities.
- Public/Commercial Partnership - i.e. Government led and instigated by making land available under a concession or other (e.g. Build-Operate-Transfer [BOT]) arrangement and providing a suitable investment environment, with commercial development and operation by private, not-for-profit and/or community owned tourism enterprises.
- Commercial sector - fully planned, funded and maintained by private, not-for-profit and/or community owned tourism enterprises. Government will play a role in providing the policy and/or regulatory environment to facilitate operation and maintenance of facilities.

The proposed product concepts are not of equal importance and priority and in terms of *sequencing* they are presented as:

- **Priority A** - of key importance in the short term to achieving the tourism vision; to be initiated and advanced immediately, led by public sector.
- **Priority B** - of importance to achieving the tourism vision, but not critical to its success in the short term.
- **Priority C** - important for strengthening product diversity, but of lesser relative importance to achieving the tourism vision in the short term.

3.3.2 Product Development Concepts

The following proposals, as presented in Table 3.4 below, are proposed/recommended for future development.

Table 3.4: Potential tangible product developments

Attraction/ activity	Possible Location	Description	Target market segments
Priority A			
Public Sector-led Execution			
Improvement of jetties and boat landings	Along riverside, from Mowana Lodge to Chobe NP	<ul style="list-style-type: none"> • Remove individual leisure tourism jetties and consolidate at marina • At immigration point: improve passenger jetty and add goods jetty • Next to Mowana, town side: provide boat service landing/slipway and service workshop meeting environmental standards • Provide jetty at Chobe NP registration point 	• All
Riverfront walkway - viewing points, boardwalks etc.	Kasane riverfront	<ul style="list-style-type: none"> • Boardwalks • Pathways • Hides 	<ul style="list-style-type: none"> • Mature and Intrepid Adventurers • Ecotourists

Attraction/ activity	Possible Location	Description	Target market segments
Public recreation and camping area	Kasane, opposite Mowana Lodge	<ul style="list-style-type: none"> • Public swimming pool and leisure facility • Outdoor gym, skate park • Irrigated public park and picnic area • Municipal camping/caravan site 	<ul style="list-style-type: none"> • Local community • Domestic Relaxers • Intrepid Adventurers, especially younger travellers
Hot Springs picnic and wildlife migration viewpoint improvement	Letswai corridor	<ul style="list-style-type: none"> • Resolve or redirect sewerage seep and lay area dry • Access and infrastructure (e.g. Boardwalks) to ensure effective usage of hot springs • Picnic areas and waste bins 	<ul style="list-style-type: none"> • Local residents • Domestic Relaxers • Intrepid Adventurers • Ecotourists
Public-Private/Commercial Sector Partnership Execution			
Town centre leisure hub, pedestrianised with provision for traders' stalls/storage and local traders market	Kasane town centre, both sides of President's Avenue, from FNB centre to start of Mowana land	<ul style="list-style-type: none"> • Pedestrian improvements along President's Ave and integrate uses on both sides of the road • Public services • New Hotels • Retail shops • Limited upmarket residential • Parking (town side) • Handicraft, souvenir and food stalls • Local traders market • Restored informal traders market • Boardwalks, bird hides • Swap parking at back of shopping centres for town side of President's Ave. • 	• All
Commercial waterfront hub and principal cruise departure point	Kasane, around Hunter's Mall (Spar), linked to leisure hub above	<ol style="list-style-type: none"> 1. Commercial "waterfront" development 2. Main departure point for leisure boat cruises 3. Communal jetty, safe well-maintained boat boarding facility (see also 1 above) 4. Tourism visitors Centre 5. DWNP info office 6. Ticket booths 7. Curio shops 8. Restaurants, cafés, bars 	9. All, especially younger travellers
Kazungula Bridge viewing points entertainment, backpacker and heritage zone	Site adjacent to bridge, to be cleared with bridge management/BURS	<ul style="list-style-type: none"> • Struggle heroes monument and reflection garden • Restaurants, beer garden and bar area on land adjoining bridge • Youth and backpacker accommodation • Pool and games area • Visitor centre, ticketing and workspaces • Guided walks and photography on bridge • Performance amphitheatre • Floating pontoon restaurant (anchored) • Retail and crafts stalls 	<ul style="list-style-type: none"> • Domestic Relaxers • Intrepid Adventurers, especially younger travellers

Attraction/ activity	Possible Location	Description	Target market segments
Seboba musical, cultural entertainment and heritage centre	Seboba Cultural Centre (under renovation), Immediately adjoining the new conference centre and hotel that will be a regular source of business	<ul style="list-style-type: none"> • Performance area • Boma • Heritage interpretation and art centre/small museum • Guided nature and heritage walks, birding trails, etc • Live cultural music shows • Dance performances • Kasane-Kazungula timeline exhibition • Start of heritage trail • Traditional food cooking classes • Art exhibitions • Natural medicine exhibitions 	• All
KAZA Tourism and Environment College (KATEC) = Hospitality, Environmental and Guide Training school	Prison site	<ul style="list-style-type: none"> • High quality regional training facility • Limited numbers intake for lodge hospitality training, environmental management, safari and general tour guiding • Small student residence • Small tourist class operating hotel with kitchen facilities for practical training • Possibly affiliated to existing university or polytechnic 	• Supportive to all market segments
Private/commercial Sector-led execution			
Big Five elephant sanctuary and endangered species education and research centre	To be confirmed	1... Elephant orphanage 2... Elephant experience centre 3... Environmental education centre 4... Research centre	5... All
Priority B			
Public Sector-led Execution			
Sports stadium complex with multi-purpose indoor events and exhibition centre	Kasane, area to north and east of school	<ul style="list-style-type: none"> • Multi-use indoor sports centre • Stadium/events hall for up to 4000 • Soccer and other sports fields • Football/sports stadium and training facility for local and national teams. 	<ul style="list-style-type: none"> • Local community • Domestic Relaxers • MICE
Public-Private/Commercial Sector Partnership Execution			
Residential eco-estate and spa hotel	At town entrance, above Chobe Safari Lodge, adjoining Chobe NP	<ul style="list-style-type: none"> • Eco-estate with major focus on environmental conservation • Fenced to protect from dangerous species • Low density residential footprint with walkways and paths • Various designs and price ranges of residential developments • Mixed use hospitality development including: <ul style="list-style-type: none"> ○ Spa hotel ○ State of the art spa facility ○ Cocktail sunset bar 	<ul style="list-style-type: none"> • Domestic Relaxers & holiday home investors • Mature Adventurers • Luxury Adventurers • Romantics

Attraction/ activity	Possible Location	Description	Target market segments
		<ul style="list-style-type: none"> o Focus on modern cuisine 	
State of the art conference hotel and centre	Prison farms site and adjacent Seboba land down to river	<ul style="list-style-type: none"> ➤ 120 -150 room upmarket conferencing and leisure hotel ➤ State of the art medium scale conference centre ➤ Designed in modern safari style ➤ Focus on being a global meeting hub for nature, wildlife and cultural conservation in KAZA ➤ Major focus on sustainability and conservation with boardwalks and bird hides (bird area) 	<ul style="list-style-type: none"> ➤ MICE ➤ Romantics
Night game drives and guided safari walks	Forest reserves	<ul style="list-style-type: none"> • Zones and routes allocated on concession to specific operators 	<ul style="list-style-type: none"> • Mature and Intrepid Adventurers • Ecotourists
Private/commercial Sector-led execution			
CARACAL animal rescue centre improvement	At current site	<ul style="list-style-type: none"> 6... Improvement of visitor infrastructure 7... Interpretive improvements e.g. audio, signage 8... Expansion of species and cages 	<ul style="list-style-type: none"> 9... All 10... School groups
Crocodile sanctuary	Kazungula (needs investment)	<ul style="list-style-type: none"> 1) Visitor and interpretation centre 2) Guided tours 3) Potential for cage diving 	<ul style="list-style-type: none"> 4) Domestic Relaxers 5) Intrepid Adventurers 6) School groups
Priority C			
Public Sector-led Execution			
Botanical park and river sunset viewpoint	Plateau site of cable car concept	<ul style="list-style-type: none"> 1. Planted garden with indigenous vegetation 2. Pathways 3. Viewpoint deck 4. Tea garden/cafeteria 5. Event stage for sunset concerts 	<ul style="list-style-type: none"> 6. Domestic Relaxers 7. Mature and Intrepid Adventurers
Public-Private/Commercial Sector Partnership Execution			
Adventure sports circuit	Forest reserves and Chobe River	<p>To be investigated and packaged:</p> <ul style="list-style-type: none"> • Mountain biking • Trail running • Quad biking • Kayaking • Ballooning 	<ul style="list-style-type: none"> • Intrepid Adventurers, especially younger travellers
Private/commercial Sector-led execution			
Cable car	From township plateau to waterfront	<ul style="list-style-type: none"> ➤ Light cable car or chair lift facility 	<ul style="list-style-type: none"> ➤ Domestic Relaxers

3.3.3 Priority Product Development Activities and Action

In executing the product development strategy, the key actions outlined in the sections are recommended.

The Three-year Action Plan sets out in detail the marketing actions, time frames, priorities, indicative costs, responsibilities and success indicators for giving effect to the strategy outlined above.

NOTE: *As indicated the indicative cost estimates in the table relate only to the pre-construction stages of each project, including feasibility studies, design (where projects are purely public sector), stakeholder consultation, issuing of ToRs and RFPs, etc. Actual development costs are subject to detailed design and feasibility studies.*

The following activities are recommended for commencement in the next three years:

- Improvement of jetties and boat landings (project to be integrated with commercial waterfront land zoning, see Table of development concept above) and other proposals, including:
 - conducting a feasibility and design study
 - consulting with relevant public and private stakeholders
 - appointing a Riverfront Management Forum (RMF)
 - concluding suitable management and jetty consolidation arrangements and
 - constructing and maintaining the newly constructed jetties
- Construct a riverfront walkway including viewing points, boardwalks and other visitor facilities (project to be integrated with commercial waterfront land zoning, see Table of development concept above) and other proposals. This will include:
 - conducting a feasibility and design study
 - consulting relevant stakeholders
 - concluding management and maintenance arrangements and
 - overseeing the appointment and construction process
- Develop a public recreation and camping area, including:
 - formalising land ownership and benefit sharing arrangement arrangements with the local community
 - conducting a feasibility and design study
 - appointing an outsourced facilities management partner
 - appointing a suitable construction company and
 - operationalising and maintaining facilities
- Develop Hot Springs picnic, viewpoint and parking area, which will include:
 - designing the area and facilities
 - consulting with relevant public, private and community partners
 - concluding suitable management and maintenance arrangements, and
 - constructing, operationalising and maintaining facilities
- Develop the town centre leisure hub, pedestrianised with provision for traders' stalls and community traders' marketplace. This will include:
 - developing a detailed urban design plan
 - consulting relevant public, private and community stakeholders
 - negotiating a suitable PPP agreement for developing and managing the commercial aspects of the project
 - constructing key infrastructures and facilities and
 - operationalising and maintaining facilities
- Develop a commercial waterfront hub and principal cruise departure point, including:
 - developing a detailed urban design plan
 - consulting relevant public, private and community stakeholders

- negotiating a suitable PPP agreement for developing and managing the commercial aspects of the project
 - constructing key infrastructures and facilities and
 - operationalising and maintaining facilities
- Develop the Kazungula Bridge viewing points entertainment, backpacker and heritage zone. This will include:
- developing a detailed urban design plan
 - consulting relevant public, private and community stakeholders
 - negotiating a suitable PPP agreement for developing and managing the commercial aspects of the project
 - constructing key infrastructures and facilities and
 - operationalising and maintaining facilities
- Redevelop the Seboha musical, cultural entertainment and heritage centre. The area was operated in the past as a cultural entertainment centre but has fallen into disrepair. Redevelopment will include:
- formalising land ownership through a suitable management mechanism and benefit sharing arrangement with the local community
 - concluding a suitable PPP arrangement for the project commercial components
 - consulting all stakeholders before finalising the facility plan and designs
 - overseeing construction of both public and commercial aspects of the project and
 - operationalising and maintaining facilities
- Develop and operate a KAZA Tourism and Environment College (KATEC) as a Hospitality, Environmental and Guide Training school. This will entail:
- establishing a multi-stakeholder steering committee, to evolve as a Management Board
 - conducting a benchmark and feasibility study
 - establishing a suitable legal vehicle for operating the school
 - soliciting funding for construction and operational start-up
 - appointing a CEO, management and staff
 - conducting detailed designs, and constructing and
 - operating and maintaining the facility

4. ENVIRONMENTAL AND SUSTAINABILITY STRATEGY

4.1 This section details the evaluation of environment and natural resources and makes recommendations on their use for tourism purposes in Kasane/Kazungula along with appropriate protection and preservation measures.

4.2 Tourism in the Kasane-Kazungula area is largely based on the natural resources including the exceptional concentration of wildlife in the Chobe National Park, particularly along the Chobe River. The Kasane Forest Reserve adds impetus to the nature profile of the area. Game drives and boat cruises offer the main activities for tourists.

4.3 The wilderness and the natural un-spoilt environment, together with its heritage and cultural resources, as well as the friendly atmosphere provide a basis for developing a much more diversified tourism product for the Kasane-Kazungula area. As the natural environment is the bedrock upon which tourism is based, it is of essence that minimum environmental standards are set to ensure the sustainability of tourism.

4.4 Proposed developments under the Kasane Kazungula Tourism Master Plan will be subject to the Environmental Assessment Act (2011). The legislation is purposed to provide for environmental impact assessments to be used to assess the potential effects of planned developmental activities; to determine and to provide mitigation measures for effects of such activities as they may have a significant adverse impact on the environment; to put in place a monitoring process and evaluation of the environmental impacts of implemented activities and to provide for matters incidental to the foregoing.

4.5 Secondly, the tourism developments in particular, have to align with the Botswana Ecotourism Certification System which is designed to encourage and support responsible environmental, social and cultural behavior by tourism businesses and make sure they provide a quality eco-friendly product to consumers. Aligning to the Ecotourism Certification System will deliver green city developments in Kasane Kazungula that promotes energy efficiency and renewable energy in all its activities, extensively promotes green solutions, applies land compactness with mixed land use and social mix practices in its planning systems, and anchors its local development in the principles of green growth and equity. Sustainable surface water supply & hydroelectric power supply make the Kasane-Kazungula a potential candidate for a green city.

4.6 Furthermore, the proposed developments will be guided by the Botswana National Ecotourism Strategy (2003). The definition of eco-tourism adopted acknowledges that conservation of natural resources is important as it also has an impact on the ability of a tourist town to generate income from economic opportunities which in turn contribute to the development of the town and well-being of the local people. Using eco-tourism as the base for vision development, there are key themes that form the main components of the vision. These are: Ecology and Conservation, Capitalising on the river, Contemporary African Town, Community at the heart and Global positioning.

4.7 Each of the key themes have specific strategies that help realise the vision. The strategies are tangible programs that can be realised through specific projects.

4.1. Environmental Design Considerations

4.1.1. Site Adaptive Design

To help in achieving sustainable site design, it has to be realized that much can be learned from nature. When nature is incorporated into designs, spaces can be more comfortable, interesting and efficient. It is important to understand natural systems and the way they interrelate in order to work within these constraints with the least amount of environmental impact.

Development should therefore reflect the unique natural attributes of the site and not depend on the importation of artificial environments. The following environmental considerations have been specifically devised for development of facilities in the Kasane Kazungula area.

Wind

The prevailing wind is generally not strong in Kasane Kazungula with average speeds of 10km/hr or less. The major advantage of wind in tourism environments is its cooling property. For example, many of the structures and outdoor gathering places should be orientated to take advantage of this cooling wind movement, or 'natural' air conditioning. This design adaptation will reduce large power consuming air-cooling machinery in all facilities.

Geology and Soils

The underlying rock in Kasane is basalt. The soils are calcareous in the subsoil, structural development is weak and horizonation is gradual. Soil testing for construction must be undertaken to ensure that remedial reinforcement is provided if required. Designing with geological features such as rock outcrops can enhance the sense of place. For example, integrating rocks into the design of a timber deck or boardwalk brings the visitor in direct contact with the resource and the uniqueness of a place. Soil disturbances should be kept to a minimum to avoid erosion.

Water Ecosystems

Development near water areas must be based on an extensive understanding of sensitive resources and processes. In most cases, development should be set back from the water and protective measures taken to address indirect environmental impacts. Buildings near the Chobe River must be elevated above the 925m contour line which corresponds to the 50-year flood line. Developments at particularly sensitive habitats such as wetlands at Kasane Hot springs and Kazungula Bridge should be subjected to a full environmental impact assessment before construction.

Vegetation

Exotic plant materials, while possibly interesting and beautiful, are not amenable to maintaining healthy native ecosystems. Sensitive native plant species need to be identified and protected. Existing vegetation should be maintained to encourage biodiversity. Native planting of indigenous trees should be incorporated into all new developments on a 2:1 ratio if any native plants are removed. Vegetation can enhance privacy, create 'natural rooms' and provide a primary source of shade. Plants also contribute to the visual integrity or natural fit of a new development in a natural setting.

Wildlife

Sensitive habitat areas should always be treated with caution. The wildlife corridors in Kasane township, Kasane Hot Springs and Kazungula are a case in point. The wildlife corridors must be maintained and enhanced where possible. The corridors will also serve as game viewing areas. Encouraging wildlife to remain close to human activity centres enhances the visitor experience. This can be achieved by maintaining as much original habitat as possible. Creating artificial habitats or feeding wildlife could have disruptive effects on the natural ecosystem and should normally be avoided.

Visual Character

Natural vistas should be used in design whenever possible. Creating on site visual intrusions (road cuts, utilities etc.) should be avoided and views of off-site intrusions carefully controlled. A natural look can be maintained by using native building material, hiding structures within the vegetation and working with the topography. It is easier to minimise the building footprint initially than it is to heal a visual scar at the end of construction.

Archaeology

A complete archaeological survey prior to development is imperative to preserving resources. Once resources are located, they can be incorporated into designs as an educational or interpretative tool. If discovered during construction activities, work should be stopped and the site re-evaluated in line with the Monuments and Relics Act.

History

Cultural traditions should be reinforced through design by investigating and then interpreting vernacular design vocabulary. Local design elements and architectural character should be analysed and employed to establish an architectural theme for new development. Some of the historical characteristics of the Kasane Kazungula area are as a trading centre for ivory and timber as well as a liberation route for Freedom Fighters.

Cultural Context

Cultural traditions should be encouraged and nurtured. A local market should be provided for local foods, music, art and crafts, lifestyles, dress and architecture; to supplement local incomes, diversify visitor experience and show case the rich and diverse cultural traditions found within the Kasane Kazungula area.

4.2. Utilities and Infrastructure

With the development of a site comes the need for some level of utility services. More elaborate developments have more extensive services to provide water, waste treatment and energy for lighting, cooling, ventilation etc. The provision of these services and the effects associated with them may create adverse impacts on the landscape and the functioning of the natural ecosystem. Early in the planning process utility services must be identified that will not adversely affect the environment and visual setting and will work within established natural systems.

Water Supply

Kasane-Kazungula is the only area in Botswana where water provision is obtained exclusively from a river without supplement from a borehole (underground source). Current water abstraction is at 144,000 cubic meters per month. An adequate and reliable supply of drinking water must be provided to meet all the requirements for domestic and tourism developments. Designers should adopt methods to reduce consumption including: low water use toilets and low flow shower heads; use of the most efficient irrigation methods; use of efficient hydraulic designs and pumps, collection of rainwater to supplement supply; and use of groundwater only in quantities that can be replenished. For larger scale tourism developments, re-circulation of treated sewage will become a vital part of their water conservation programme.

Water Distribution

Most water distribution systems are buried and only placed at grade where it is impossible to bury. At grade distribution systems have minimal effect on the site and vegetation during construction, but are subject to problems with accidental breakage, exposure, and visual quality. Burying has the advantage of protecting against accidental breakage, but leaks are more difficult to locate. However, due to the abundance of wildlife in the area, burying will help prevent damage to the pipes by the same wildlife.

Sewage Treatment

A robust sewer system must be constructed to cover the entire Kasane Kazungula area. Where no connection to the main sewerage system exists, developers will need to install special treatment facilities. Types of sewage

treatment include: activated sludge process; sedimentation and aeration process; or conservancy tanks especially for small facilities. Pit latrines and septic tank and soak away systems should be prohibited to prevent contamination of underground aquifers as well as discharge into the Chobe River.

Outfalls

Waste water from tourism facilities located in close proximity to the Chobe River can severely damage the river environment by the addition of excess nutrients to the water, for example from sewage or through irrigation with poor quality grey water. The treatment of waste water and siting of outfalls must be carefully considered.

Power

Kasane-Kazungula is again the only area in Botswana that uses green energy as its power supply for the area comes from Kariba hydro power plant in Zambia. Distribution of electricity within Kasane-Kazungula tourism site should preferably be constructed underground to avoid the unsightly appearance of poles and cables. Where this is not feasible, the planning and location of the overhead lines must take account of the visual amenity value of the landscape. Lines must be integrated into the landscape and the contours so that they cannot be seen against the skyline or diverted away from areas of high scenic attraction. Sub stations should be located away from the facility and screened from view.

4.3. Construction Methods and Materials

The methods and techniques used for tourism development should ensure that there will be no residual signs of construction or environmental damage. Methods to minimise the impacts of construction activities upon the environment are as follows:

- Establish guidelines or controls for contractors to comply with while on site, specifying appropriate construction procedures and practices.
- Provide a briefing or training session for all contractors and their employees to specify the desired environmental management practices and to inform them of the results of non-compliance.
- Collect performance bond or deposit from contractors, which can be used to repair any undue potential environmental degradation that may occur as a result of their activities.
- Establish settling ponds or rubbish traps to prevent the discharge of pollutants and sediments into surrounding areas (especially along the Chobe River).
- Devise procedures to deal with waste which is generated on site, with an emphasis upon the reuse or recycling of waste where possible.
- Support local businesses and the local community by obtaining labour, building materials and other necessary resources from local suppliers and contractors.

4.4. Construction Programme

This programme serves as a primer for developers, construction contractors and maintenance workers. The programme should cover materials, methods, testing and options. Careful organisation and phasing of construction is emphasised.

Throughout construction, the natural resource should be monitored to ensure that the environment is not being adversely affected.

Landscape Preservation/Restoration

Preservation of the natural landscape in Kasane-Kazungula area is of great importance during construction because it is much less expensive and more ecologically sound than subsequent restoration.

- Restoration of native planting patterns should be used when site disturbances are unavoidable. All good native plants disturbed by construction should be saved and replanted after first storing them in a temporary nursery.

- Noxious or toxic plant materials should not be used adjacent to visitor facilities. Eradication or control of exotic species should be considered, without creating negative effects on native plants. Some exotics are relatively benign; others are highly invasive. Ideally, plantings of native materials to control exotics should be used.
- Interpretation of the restoration areas will inform and educate the visitor on the value of native landscape restoration. Protection of existing resources in the ecosystem is the fundamental purpose of sustainability.

Operations and Management

Sustainable development requires an ongoing environmental management programme that covers environmental awareness and compliance, and in the case of tourism development, water and energy conservation, staff training, visitor education and environmental monitoring and evaluation procedures.

Environmental Awareness

Although the environment can be protected to some extent by legislation and regulation, the ideal tourism development is one with a positive or pro-active interaction with the environment. A proactive approach to environmental management may include a commitment to continuous improvement in the areas of economic, environmental and social development. Government as well as tourism operators and the community may become responsible for protecting both the terrestrial and aquatic resources. It is also possible that co-operative working agreements between tourism operators, the community or landowners and other relevant management authorities will maintain the resource such as clean up campaigns and monitoring of sensitive ecological sites.

Water Conservation

The cornerstone of any tourism development water supply programme must be conservation. Water conservation also includes using water of lower quality such as reclaimed wastewater effluent and grey water for irrigation and toilet flushing. These uses do not require the level of water quality that is needed for drinking, bathing and washing.

Water saving measures include:

- Small sinks (less than five liters)
- Tap aerators
- Low flow showerheads
- Grey water reuse
- Rainwater/stormwater collection and storage
- Low or dual flush toilets
- Automatic turn-off taps
- Low water-use gardens and landscaping

User education and awareness is key to a successful water conservation programme. The visitor should receive interpretation about the source and the types of energy required to process and distribute the water, along with a description of water conservation measures being used. Appropriate signs should be put in rest rooms or bathrooms to indicate that management places high priority on water conservation and confirm goals and expected behaviour of visitors.

Waste Prevention

Experience has now shown that there is no completely safe method of waste disposal. All forms of disposal have negative impacts on the environment, public health, and local economies. Garbage burned in incinerators has poisoned the air, soil and water. Many water and wastewater treatment systems change the local ecology. Attempts to control or manage wastes after they are produced fail to eliminate environmental impacts. The problem is particularly acute in Kasane-Kazungula where waste is dispersed by some wild animal species

including at the Kasane Landfill. Although some establishments may follow best practice, birds, baboons, warthogs and Elephants are able to follow the waste all the way to the Kasane Landfill.

The only way to avoid environmental harm from waste is to prevent its generation. Pollution prevention means changing the way activities are conducted and eliminating the source of the problem. It does not mean doing without, but doing differently. For example, preventing waste pollution from garbage caused by disposable beverage containers does not mean doing without beverages; it just means using refillable bottles.

Preventing pollution in tourism developments means thinking through all of the activities and services associated with the facility and planning them in a way that generates less waste. Waste prevention leads to thinking about materials in terms of reduce, reuse, and recycle.

Everyone associated with the facility must change their habits and adopt a more responsible attitude toward waste. This includes the ownership and management of the facility, as well as the designers, contractors, employees, and visitors. Each of these groups needs to consider the issues so that no waste will be generated that adversely affects the environmental quality of the area.

Waste Prevention Strategies

Any development facility is going to have two basic sources of solid waste: materials purchased and used by the facility for its operations; and those brought into the facility for other reasons. The following waste prevention strategies apply to both, although different approaches will be needed for implementation:

- Buying supplies in bulk to minimize packaging.
- Replacing disposable items with reusable ones (e.g., rechargeable batteries, refillable soap and shampoo containers, and cloth laundry bags).
- Recycling all items for which recycling facilities are available locally.
- Composting organic waste.
- Collecting and removing all litter encountered on tours/excursions in conservation areas.
- Printing all promotional material on recycled/unbleached paper.
- Assisting with the establishment of local recycling infrastructure.

Minimising Waste

Much of the growing volume of garbage is from the use of disposable consumer products and excess packaging. Consideration must be given to materials or products that minimise waste disposal needs. For example, plastics, which account for 20% of solid waste by volumes, are non-biodegradable, difficult to recycle, have high volume to weight ratio, and are toxic when burned. Consequently, the Government of Botswana has proposed a bill to regulate use of plastics that has inevitably become waste disposal problem.

Biodegradation

In the process of biodegradation, micro-organisms break down the products of other living things and incorporate them back into the ecosystem. Biodegradable material includes anything that is organic. Most of the organic components of garbage, such as paper and food wastes can be eliminated through composting or anaerobic digestion.

Recycling

Reuse is the best form of recycling. If a material can be reused it is a resource, not waste. There are markets in the world for many recyclable materials including aluminium, paper, glass, steel, and some types of plastics. These may be available to a development facility depending on location and the quantity of the materials generated. Efficient recycling requires sorting of materials and therefore convenient bins should be provided at the facility for the materials being recycled. If a waste prevention strategy has been fully executed, actual remaining waste should be minimal.

4.5. Energy Management

Responsible energy use is fundamental to sustainable development. Alternative production and efficient use of energy provide opportunities for increasing benefits to the operator (lower costs) and can be interpreted (educating and changing the perception of the visitor). Energy awareness will be particularly important when developing small-scale eco facilities in the more remote areas where connection to the main grid or the transport of diesel for example, is difficult and expensive.

Energy Conservation

The design of facilities can contribute to energy conservation in many ways:

- Through use of environmentally sensitive building materials.
- Having facilities serve multiple functions.
- Incorporating day lighting and other passive energy conserving strategies appropriate to the local climate.
- Paying proper attention to site planning and building design to reduce the need for air conditioning.

Energy Efficiency

Facilities should employ efficient methods, devices and appliances to conserve energy. Almost all facets of the facility, client services and amenities, can profit from recent innovations in energy efficiency:

- Refrigeration – high insulation levels and efficient compressors will reduce energy consumption significantly.
- Laundry facilities – energy efficient conversion kits are available which reduce energy consumption by two thirds. Laundry should be air dried whenever possible.
- Lighting – natural lighting should be used wherever possible. Where artificial light is needed, fluorescent lighting should be used. They use 75% less electricity and last 10 times longer than incandescent.
- Sensors and controls – lighting, ventilation and other devices or systems can be controlled with a variety of sensors that reduce electricity consumption significantly (occupation sensors, movement detection, door openings etc.).
- Low energy transportation – site layout should encourage walking.

Renewable Energy Resources

Once energy awareness, conservation and efficiency measures have been employed, renewable energy resources should be investigated for providing the needed energy. Site conditions and available resources as well as energy demand will indicate the sources to develop.

Specific examples of renewable energy resources for smaller scale 'ecotourism' developments include solar technologies. A broad range of solar technologies exists –some as simple as building orientation and shading highlighted above:

- Photovoltaic systems provide an attractive option for remote energy generation; solar cells for street lighting etc. They have low maintenance and high reliability.
- Low temperature thermal systems include domestic hot water heaters.
- Medium temperature systems can provide refrigeration.
- Conversion of toilet waste systems to bio gas generation.
- Wind systems such as wind towers to keep buildings comfortable can be incorporated into the architecture. Wind scoops can be used for small power demands such as pumping water.

4.6. Maintenance Management

The inclusion of the following environmental action ideas will not only positively impact on the surrounding environment but also will yield significant cost reduction opportunities and strategically position the tourism facility to tap into the growing and viable consumer market of ecotourism.

Management

- Work with nature as opposed to overriding it when designing, installing, or modifying facility systems and structures.
- Foster a greater level of local involvement in the planning, development and operation of the facility to establish a community-based versus community run operation.
- Develop a means of expanding the role of the facility in the local community to sustain mutual environmental interests through monetary and/or civic activities.
- Establish executive level commitment to the environmental programme.
- Staff meetings to educate staff about environmental concerns.
- Empower employees to implement environmental principles.
- Conduct an environmental audit.
- Plant trees for cooling, using native species.

Maintenance

- Minimize the use of no biodegradable cleaning products.
- Keep air conditioner filters clear.
- Fix leaks promptly.
- Buy unbleached paper towels, toilet paper, coffee filters etc.
- Adopt areas for clean-up.

Energy/Recycling/Water Conservation

- Use the sun rather than electric clothes dryer.
- Install water saving faucets and shower heads.
- Keep buildings cool by using shades, shutters etc. on sunny side.
- Programme for wastewater recycling.
- Employ computer controls for energy use.
- Maximise the use of solar energy.
- Help initiate a recycling programme for the area.

Restaurants/Coffee Shops

- Minimize the use of throw away plastic cups, plates etc.
- Minimize the use of non-biodegradable cleaning products.

Shops

- Minimize aerosols that contain fluorocarbons.
- Minimize polystyrene foam products.
- Minimize the use of plastic bags where possible.
- Purchase bulk items where possible.
- Print anti garbage and conservation slogans on paper grocery and shopping bags.
- Print anti garbage and conservation slogans on clothing sold in shops.
- Install can crush to recycle aluminum cans.
- Recycle newspapers.

Staff Training

Producing an environmental management manual or plan is an essential factor in developing a proactive approach. A clear environmental policy statement or code of ethics, which is adopted and endorsed by management, will ensure compliance to environmental management standards. This policy would guarantee responsibilities of key personnel towards the environment, along with the training and communications procedures employed to inform and educate employees about the policy.

A policy statement could include realistic environmental management objectives and targets. Procedures and targets may be specified for environmental issues such as environmental protection, waste management and recycling, energy and water conservation, education and research, purchasing or cleaning policies, landscaping and visitor education.

For larger scale tourism developments, it may be necessary to employ an environmental officer to establish environmental procedures and supervise and monitor their practice. Consequently, the impact of tourism development upon the surrounding environment could be monitored. Staff training will ensure how to improve environmental performance. Fostering innovation within the development and amongst staff will encourage improvements in environmental management and performance.

Visitor Education

Encouraging appropriate visitor behaviour is best achieved by providing on-site educational guidance. Education may be useful in promoting appropriate visitor behaviour by, for example, encouraging visitors to conserve water (for example, by re-using towels for several days before washing) and not lighting fires for BBQs in undesignated areas. On-site education may be provided in the form of interpretative brochures, displays, guided tours or videos.

The majority of tourists are urban dwellers who want a comfortable, fleeting involvement with the environment. The rest, who include for example, back packers, photographers and specialist enthusiasts, typically already have a highly developed sense of environmental responsibility. The developers should cater for each particular market with pro-active and informative signs where necessary. Advertising brochures should allocate reasonable space to producing information about the project's environment.

In tourism developments that are properly planned, the environmental work often becomes part of the marketing package, as environmental constraints -such as landscape features, inland waters, bird life -become blended into the development and gradually become part of the attraction to tourists.

The maintenance costs of a tourism development will be less if the environmental strategy is well articulated and understood by all stakeholders. In addition, higher efficiency and productivity will occur in the tourism workforce if the management and staff have a proud 'sense of environmental place.'

Monitoring and Evaluation

The Environmental Assessment Act (2011) requires that baseline data should be collected before any construction or development commences. If the development has been in operation for some time, an environmental audit, or an audit of some aspects of performance (such as energy or water conservation and efficiency, or waste management practices) may be useful in providing baseline data and in identifying specific areas where alternative practices can contribute towards improved environmental performance.

A monitoring programme should record regulatory requirements and set realistic management and performance targets or standards, such as for example, a ten percent reduction in water use. It should also establish performance indicators that are easy to measure and that might indicate specific problems preventing the achievement of specific targets. Regular data collection, record keeping and reporting procedures to examine actual performance will need to be established.

Finally, all stakeholders should act responsibly towards the environment as it is in their best interest to do so. Pursuing a sustainable tourism development approach outlined in these guidelines makes good business sense and will help ensure the long-term viability of the individual project and of the tourism industry in the Kasane-Kazungula area.

4.7. Priority Developments and actions

Waste Management

- Kasane- Kazungula requires robust waste management structures, systems, and infrastructure. The current sewer infrastructure require upgrade. Kazungula is lacking in sewer infrastructure and must be developed urgently to cope with the liquid waste generation.
- The use of pit latrines, septic tanks and soak away must be phased out to reduce the risk of leakage to underground aquifers as well as to the Chobe River
- Discharge from the Kasane sewage treatment ponds must be re-directed away from the Chobe River and to a suitable location preferably within the Forest Reserve, creating a wetland that can attract birds and other wildlife and enhance the tourism potential of the Forest Reserve
- Receptacles for domestic waste must be animal proof to prevent dispersal by wild animals.
- Collection of domestic waste must be regular and frequent to avoid waste pile-up that attracts wild animals.

Wildlife Corridor

- The section of the Chobe River between Kasane and Kazungula remains an important source of water for wildlife foraging in the Kasane Forest Reserve and beyond. Furthermore, the Kasane Hot Springs area is an important salt lick area for wildlife. Therefore, access to the river for wildlife through the corridors should be maintained. In order to enhance the corridor, a vehicle tunnel should be constructed on the Kasane-Kazungula road to allow wild animals to cross and reach the Chobe River unhindered by vehicular traffic.

5. COMMUNITY-BASED TOURISM

5.1 This section details the evaluation of the local community engagements in the tourism industry and provides a formulation of a community-based tourism development strategy for Kasane/Kazungula.

The Kasane-Kazungula area has a rich cultural heritage that is overshadowed by its wildlife attractions. As a result, the development of cultural heritage sites has been slow. However, developing these cultural heritage sites and making them accessible has the potential to enhance the wildlife product and the Kasane-Kazungula area as a wildlife and cultural heritage tourism destination.

5.2 The inhabitants of the area include different tribes. They are Basubiya, Basarwa, Lozi, Kuhane, Zezuru and Ndebele speaking people. None of the groups has remained completely homogeneous as there have been constant integration and assimilation between the groups over the years. Cultural and ethnic diversity is, however, evident in the numerous language groups, in addition to Setswana. Because of the proximity of Kasane-Kazungula to the neighbouring countries of Zimbabwe, Zambia and Namibia, there are cultural and traditional trade links between and amongst the people of the four countries. In addition to international boundaries, Kasane-Kazungula is distinctive because the area is wholly surrounded by legally protected areas, Forest Reserves and the Chobe National Park.

5.3 The livelihoods of the people have been and are still centred around fishing, flood recession farming, small scale livestock production and hunting. Over the years, formal employment in tourism and tourism-related enterprises have provided the bulk of employment. Human-Wildlife Conflict is a “normal” part of everyday life in the area and includes damage to property (especially by elephants), damage to crops, vehicle collisions with wild animals, and injury and the occasional death of people attacked by wild animals.

5.4 Since the 1990's, the Government of Botswana has advocated a policy of promoting the development of community-based natural resource management (CBNRM) in order to increase national wildlife-based tourism competitiveness, support the alleviation of poverty, increase environmental conservation, and preserve local cultures and heritage. Community-based tourism (CBT) is widely accepted as a form of socially responsible tourism in which the activities of visitors are controlled and organized by the people of local communities. CBT enables tourists to discover local habitats and wildlife, celebrate local cultures, rituals and wisdom, and interact with local people. The community is central to delivering successful CBT products. In order for CBT to effectively support the alleviation of poverty and the empowerment of communities, it is imperative that enterprises in support of CBT are created, organised, promoted and attract visitors in order to provide tangible direct benefit to locals.

5.5 Although there are a number of historical and cultural attractions in the Kasane – Kazungula area, they are not in themselves sufficiently attractive to motivate tourists to visit them for this reason alone. However they can be used to add value and lengthen the average duration of stay to the existing “mainstream”wildlife vacations. In addition, some sites and features could become the basis for special interest tours.

5.6 Currently, very little information has been published about cultural sites. One reason for this is that they are unprepared for tourism and unprotected against possible vandalism. Apparently the vicious cycle “no knowledge – no demand – no funds – inadequate presentation – no visits etc” has not been broken yet. If the tourism industry is to expand outside its present narrow base, there is a need inter alia to develop and promote the area's archaeological, cultural and historic sites as well as traditional folklore including music, dance, handicraft, cuisine etc.

5.7 The other challenge is organising the community into robust organizations that are able to effectively and efficiently run tourism enterprises. There are currently two legally registered community organizations in the Kasane Kazungula area, namely Seboba and PALEKA community Trusts. Both have suffered the “weak community organization syndrome”experienced by most community organizations. Deliberate efforts must be directed at giving community organizations the skills needed to run successful CBT businesses.

5.1. Setting the Stage

5.1.1 It will be important to encourage widespread community participation in the development of tourism in Kasane Kazungula. It is sometimes assumed by those who are based outside communities, that local residents are happy to become involved in tourism, or other new activities. In fact, it is best to discuss with the community the ideas that have been conceived for the area, in a preliminary way, to enable residents to begin to assimilate information, to have discussions among themselves and to find out what the next steps are.

5.1.2 It would be useful to Set the Stage (Table 5.1) and have discussions about:

- What the needs, aspiration and expectations of the residents of Kasane Kazungula are.
- The type of products, activities or experiences that will interest tourists.
- Deciding in principle if local residents would like to be involved in tourism.
- Reconciling the needs, aspirations and expectations of the residents with those of the tourists.
- What types of community-based projects have been tried and been successful or failed elsewhere.
- What skills are available locally and what skills need to be acquired.
- What the possible socio-economic and conservation benefits would be.
- What other options there are for sustainable development in the area.

5.1.3 Community Action Planning (CAP) will need to play a major role in the overall tourism development of Kasane Kazungula. Components of the CAP process are suggested here and can be applied to each of the tourism circuits and to community tourism projects.

5.1.4 If certain sections of the local community are not interested or committed, resources would be best used on community development projects elsewhere. While in general the local communities may want the benefits of tourism, it is probable that community residents lack a general understanding of what is involved and what the potential may be. Table 5.1 illustrates examples of the kinds of activities, products and services, etc., which the community may consider developing to complement their core project and to derive related benefits.

5.2. Vision and Goals

5.2.1 The community might not use such terms as 'vision'. However, a project starts with a few individuals with a vision - a practical dream of how a specific local area can benefit from economic benefit, conservation and visitor enjoyment. This makes a good starting point. Visions can focus efforts on specific goals. Clear visions can help groups to understand and support development and conservation efforts.

5.2.2 A thorough discussion of everyone's ideas and suggestions will assist in developing project goals. It is also useful to talk to people to find out what is important to the community, any issues, what is planned for the project area and to think about possible links. This helps establish the general requirements and outline for community participation and involvement in tourism, based on the review and tourism circuits and further site visits and consultation.

5.2.3 A leader(s) or project champion(s) are needed. This does not mean that an expert decides what is needed and then leads. It means that ideas, developed and welcomed by the community are not dependent on one individual, and do not collapse if the individual is not around. Also, different people may be active at different times and find the community-driven goals to motivate.

Table 5.1

Community Experience Opportunities	Possible Activities
General	Canoeing, boating, hiking, fishing. Village stories, legends, myths. Wildlife viewing, bird watching. Tracking wild animals. Cooking traditional foods. Craft making (pots, woodcarving, matt/basket weaving). Traditional clothes making. Walking safari in the Forest Reserve Night Game Drives in the Forest Reserve
Static Displays/Built heritage	Art. Resource/interpretive centres, information centres (e.g., in shops, or kiosks). Historic buildings and monuments. Living attractions (tours, etc.).
Intangible heritage/Performance	Dancing of different types. Song, music.
Products/Crafts	Jewellery. Pottery. Clothing making. Furniture. Wood carving. Mat weaving (bags, purses, hats, etc.).
Natural Foods and Produce	Fresh fish (fishing, catching, cleaning, selling, cutting). Herbal teas, herbal medicines and explanations, teaching. Vegetables (village markets). Fruits (all the tropical varieties, plantation or home grown).
Events	Fairs. Other (shows, school related, fairs, markets, crafts shows, sports events). Historic (festivals). Festivals (dancing etc).
Services	Tour operations (inbound, receptive, site specific) themed tourism. Home visits, home cooked meals. Physical activities, nature trails, historic and cultural tours, environmental tours, dancing. Accommodation (hotels, guest houses, small lodges, camping). Shops and retail outlets (food and beverage, convenience items, water, unsweetened drinks). Transportation.

5.3. Heritage and Cultural Tourism Hub

5.3.1 The Kasane Kazungula area requires a heritage and cultural tourism hub in order to showcase its heritage and provide a base for cultural performances and activities. It can also be a springboard from where cultural tours can start. The intention is that these functions will be provided by the refurbished Seboba Cultural Village and Recreational Park.

5.4. Identified Tourism Circuits

5.4.1 A set of four variables were used as an assessment-criteria for developing community-based tourism circuits. They include:

- current development and future potential of individual sites;
- feasibility of the project;
- category/classification of tourism products/resource; and
- management body/structure able to run the circuit.

5.4.2 Both Seboba and PALEKA community-based organizations are already in existence and are well placed to run the tourism circuits, along with local tour operators. The tourism circuits can commence and end at Seboba Cultural Village and Recreational Park once it has resumed operations; The proposed circuits are outlined below and shown in Figure 5.1 below.

- Seboba, Prison & Postal Baobab, Kasane Hot springs
- Seboba, Hunters Mall local market -Plateau walk way and viewing point
- Seboba, Kasane Hot springs, Old Kazungula village, Liberation monument
- Seboba, Old Kazungula village, Liberation Monument, Lesoma BDF monument
- Seboba – Kasane Forest Reserve (Game viewing, Walking, & night drives)

5.4.3 The Millennium Ecosystem Assessment defines cultural services as “non-material benefits people obtain from ecosystems through spiritual enrichment, cognitive development, reflection, recreation and aesthetic experience”. Tengberg et al (2012) classify cultural ecosystem services according to the following aspects:

- Spiritual and Religious Values.
- Cultural History.
- Educational and Social Value.
- Inspiration and Aesthetics.
- Recreation and Tourism.

5.4.4 The main purpose and selling point for the heritage and cultural tourism products will be to “connect people with nature”, exploring how older generations lived harmoniously with wildlife, how they travelled, what they ate, what medicine they used and their spirituality.

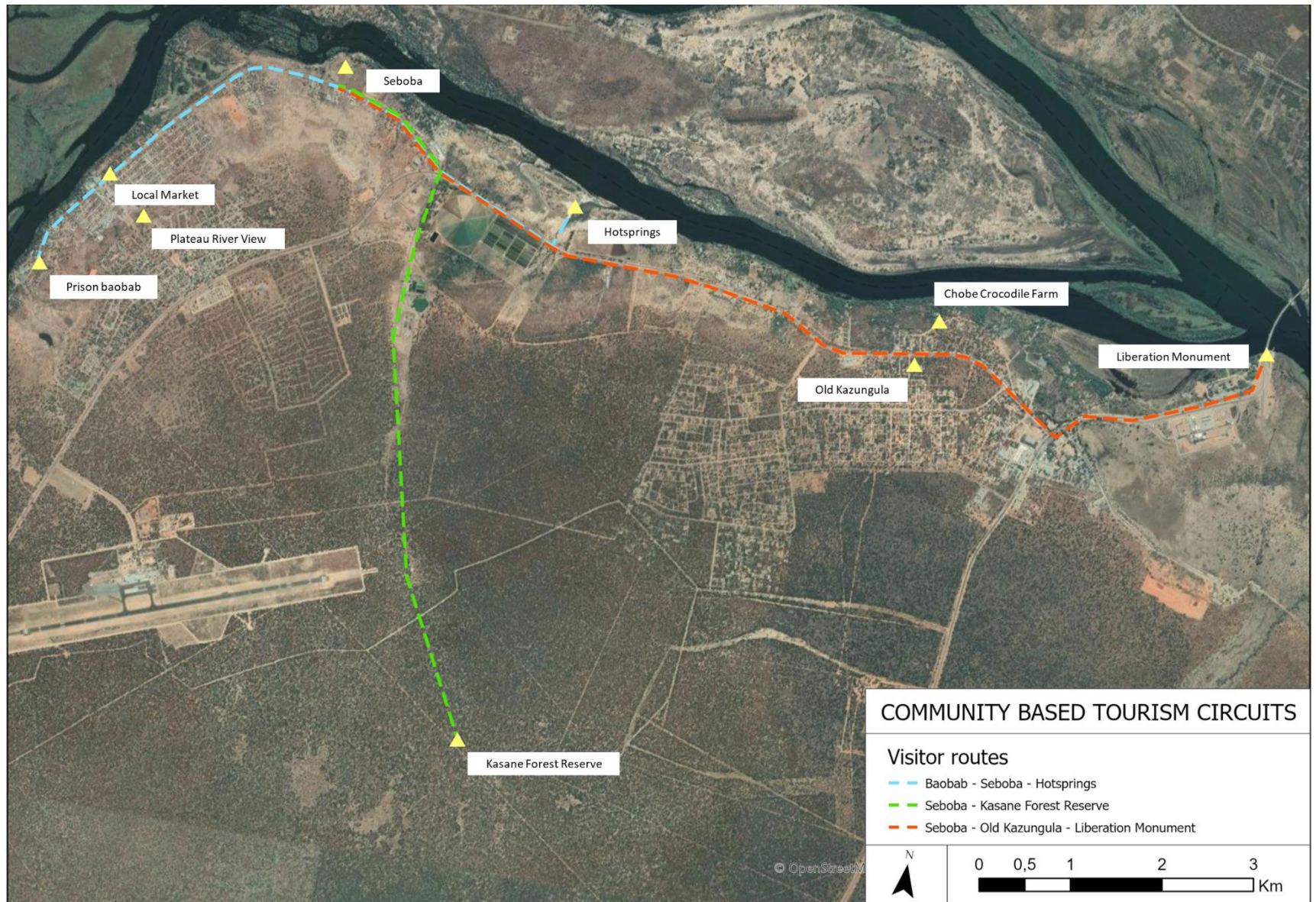


Figure 5.1 Community Based Tourism Circuits

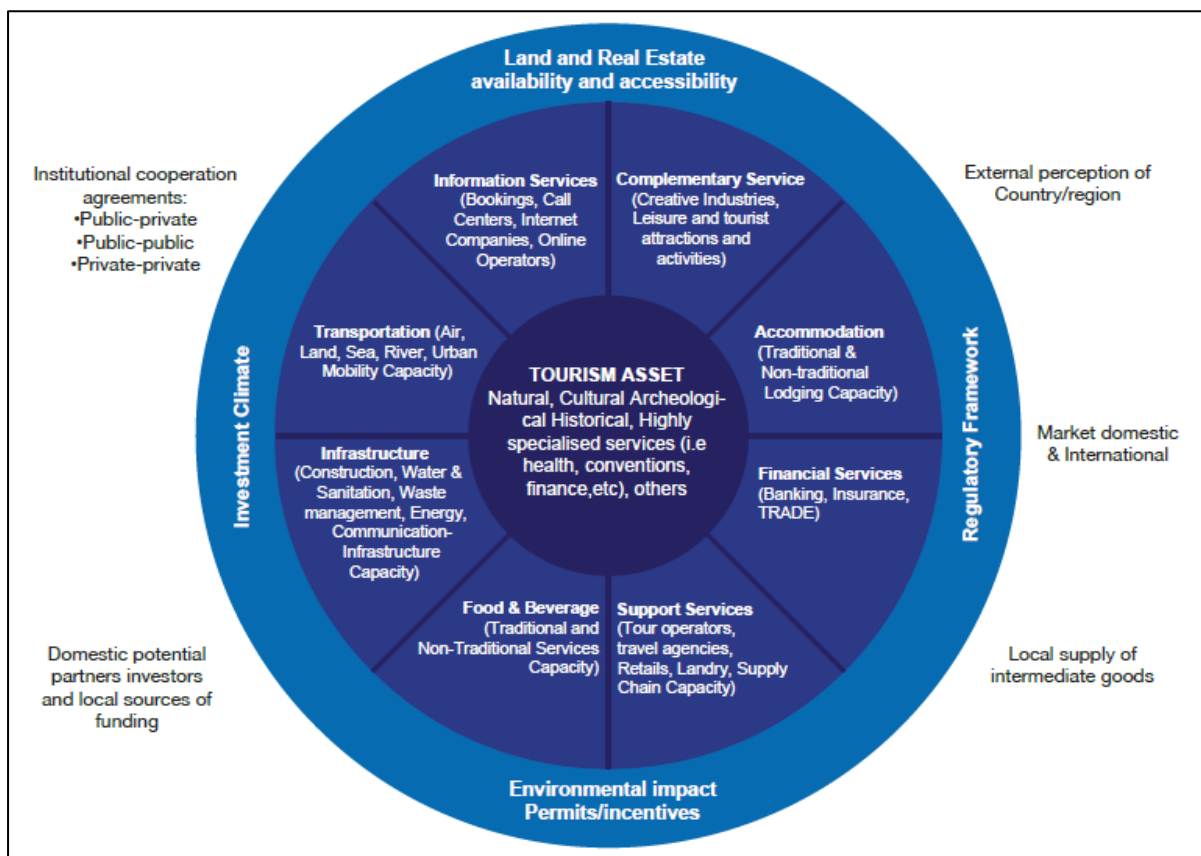
6. BUSINESS AND INVESTMENT FACILITATION

6.1. Introduction

6.1.1 The following investment strategy for Kasane Kazungula takes into account the needs for product development and strengthening and product diversification. The investment strategy pays heed to the Tourism Ecosystem (see Figure 6.1) and is based on the tourism development projects recommended in the Product Development section (6).

6.1.2 The investment strategy also includes recommendations on the appropriate techniques to encourage investment in the area's tourism industry and recommendations for practical improvements to access funding for local SMEs, entrepreneurs and community trusts or organisations.

Figure 6.1: Tourism Ecosystem



Source: UNWTO 2020

6.2. Investment Mechanism

6.2.1 In the Governance and Institutional Reform Section of the Tourism Master Plan it is recommended that a specialised tourism SEZ be developed to cover the areas of Kasane and Kazungula. The Kasane-Kazungula SEZ would thus serve as the investment mechanism.

6.2.2 It is recommended that the Kasane-Kazungula SEZ work in partnership with the communities of Kasane and Kazungula and serve as their advisors and implementors in order that they derive appropriate benefit from tourism investments. Various case studies⁸ have indicated that communities do not always

⁸ Developing a viable community-based tourism project in Botswana: The Case of the Chobe Enclave Conservation Trusts, Joseph E Mbaiwa, University of Botswana and Tlamelo E Tshamekang, Tawana Land Board, Botswana

derive the full benefit of tourism investments due to a lack of skills and knowledge amongst communities regarding the commercial development and operation of tourism products. The Kasane-Kazungula SEZ should be staffed with tourism development experts that can advise the community and act on their behalf to extract the full potential benefits from the tourism investment.

6.2.3 It is recommended that the Kasane-Kazungula SEZ, community and private sector investors form a joint venture for the development of the tourism products. The joint venture could take the form of a management contract or a concessionaire contract.

6.2.4 In the past communities tried to either self-manage the tourism developments or signed a lease agreement with the private sector investor where the community received a fixed lease payment but had little to no input on the operation of the tourism product. The different ownership and management options for tourism developments are detailed below in Table 6.1.

Table 6.1

Ownership and Management Options for Tourism Developments				
	Self-Management	Lease	Joint Venture Management Contract	Joint Venture Concessionaire
Description	The tourism development is completely owned and managed by the SEZ and the community	The tourism development is owned by the SEZ and the community but managed by a private party that pays a monthly rental. The rental is typically a fixed rental amount but recent lease contracts do include a fixed as well as variable component.	The tourism development is owned by the SEZ and the community but pays a private party management company a performance-based management fee to manage the tourism development. The performance fee is usually linked to the total turnover as well as the gross operating profit.	The tourism development is owned by the SEZ and community but managed by a private party that pays a concession fee which is usually linked to the turnover of the tourism development. The concession can be structured on a build and operate structure where the private party provides the capital to develop the tourism development in return for the opportunity to earn enough income to provide them with a decent return on investment.
Payment Flow	No payments are made to other parties apart from suppliers	The operator pays a lease payment to the SEZ and community and the operator receives the net income from the tourism development operations	The SEZ and community pays a management fee to the operator and the SEZ and community receives the net income from the tourism development operations	The operator pays a concession fee to the SEZ and community and the operator receives either all of the net income from the tourism development operations, or shares the net income with the SEZ and the community
Advantage	The SEZ and community maintains total control over the tourism	The tourism development is managed by a private party	The SEZ and community remains involved in the management of the tourism development. The tourism development is managed by a private party, with	The SEZ and community remains involved in the management of the tourism development.

Community-based Tourism in Botswana: The SNV experience in three community-tourism projects, Nico Rozemeijer (ed.), SNV/IUCN CBNRM Support Programme, Botswana

Community-based tourism ventures, benefits and challenges: Khama Rhino Sanctuary Trust, Central District, Botswana, Lesego S. Sebele, Harry Oppenheimer Research Centre, University of Botswana

Ownership and Management Options for Tourism Developments

	Self-Management	Lease	Joint Venture Management Contract	Joint Venture Concessionaire
	development and how it is managed	<p>The budgeted lease payment is known in advance to the SEZ and the community</p> <p>The operational risk including the need for insurance is taken on by the private party.</p>	<p>oversight by the SEZ and the community.</p> <p>The payment to the private party is usually linked to the performance of the tourism development which ensures that the SEZ and community benefits if the tourism development is doing well and that the private party has some relief if the tourism development is not doing well</p> <p>The private party is responsible for the maintenance of the tourism development</p> <p>The operational risk including the need for insurance is taken on by the private party.</p>	<p>The concession payment can be linked to the performance of the tourism development which ensures that the SEZ and community benefits if the tourism development is doing well and that the concessionaire has some relief if the tourism development is not doing well</p> <p>The concessionaire is responsible for the maintenance of the tourism development</p> <p>The operational risk including the need for insurance is taken on by the private party.</p>
Disadvantage	<p>The SEZ and community has to manage the tourism development.</p> <p>The SEZ and community must assume all the operational risk for the tourism development including insurance for public liability</p>	<p>The SEZ and community has little control over the management of the tourism development apart from the maintenance and operational standards set in the lease contract.</p> <p>The lease payment is usually fixed which could lead to the lessee not being able to meet their commitment if the tourism development is not performing well.</p> <p>The SEZ and community remains wholly responsible for maintenance of the tourism development.</p>	<p>The tourism development may not generate an operational income for the SEZ and the community to share in while the payment of a certain amount of management fees still has to be paid.</p>	<p>The SEZ and community has less control over the management of the tourism development than in the case of a management contract.</p>
Risk Transfer	All development and operational risks are allocated by the SEZ and community	The development risk is allocated to the SEZ and community.	<p>The development risk is allocated to the SEZ and community.</p> <p>The operational risk is allocated to the private party</p>	The development risk could be allocated to the private party in a build and operate concession.

Ownership and Management Options for Tourism Developments				
	Self-Management	Lease	Joint Venture Management Contract	Joint Venture Concessionaire
		The operational risk is allocated to the private party		The operational risk is allocated to the private party
Funding of Development Cost	The development cost is to be funded by the SEZ and community	The development cost is to be funded by the SEZ and community	The development cost is to be funded by the SEZ and community	The development cost could be raised by the concessionaire in a build and operate concession.
Operational Costs	The operational cost is to be funded by the SEZ and community	The operational cost is to be funded by the SEZ and community	The operational cost is to be funded by the management company through the income generated by the tourism development	The operational cost is to be funded by the concessionaire through the income generated by the tourism development
Human Resources	All staff employed by the SEZ and community under their HR policies	All staff employed by the private party	All staff employed by the management company through a company established to manage the tourism development	All staff employed by the concessionaire through a company established to manage the tourism development
Legal	No legal contracts required	Lease contract between the SEZ and community and private party	Management contract between the SEZ and community and management company A company to be established to house the operations and management of the tourism development	Concession contract between the SEZ and community and concessionaire A company to be established to house the operations and management of the tourism development

6.2.5 The main investor typologies that will be applicable to the ownership and management options are:

- Equity investments are made in exchange for part-ownership in the development. Equity investors realise a return on investment by receiving shareholder dividends and ultimately by selling their share of the development for more than their original investment. Equity investments are made by Angel Investors, Venture Capitalists and Personal Investors (usually through buying shares)
- Debt investments are made by way of a loan over a fixed period. Debt investors realise a return on investment through regular payment at an agreed interest rate. Debt investments are made by commercial banks and state owned enterprises that support specific industries
- Grants are provided by state-funded enterprises with no repayment requirement and no return on investment requirement.

6.3. Investment in Tourism Products

6.3.1 In the Product Development Section of the Tourism Master Plan, various tourism products, activities and experiences have been recommended for development. The proposed tourism products have been prioritised according to their importance in achieving the tourism vision. The products have also been categorised according to the investment driver, namely public sector, public/private partnership or the private sector.

6.3.2 This investment strategy utilises this prioritisation and categorisation and indicates in Table 6.2 the time that each tourism product is likely to take to plan (P), build (B) and open & operate (O).

6.3.3 It should be noted that the planning period could take from six months to two years depending on the nature of the development. The longer planning periods are typically (but not exclusively) tourism developments that require environmental impact assessments, public consultation and are sufficiently complex to require an extended planning permission process.

6.3.4 Similarly, the building period could take less than a year to two years depending on the development. Activity facilities such as adventure sports could be planned and built in less than a year. Large developments such as a waterfront, hotel, conference centre and stadium may take up to two years to build.

6.3.5 The development of a range of diversified and high-quality tourism products will gradually attract greater numbers of tourists to Kasane-Kazungula and give them reasons to increase their length of stay. This increase in tourism demand will in turn drive an increase in the supply of tourism services such as accommodation, by the private sector, in the shape of guesthouses, lodges and hotels. This is a natural process in which the private sector takes advantage of a commercial opportunity but it has not been included in the table below.

Table 6.2: Investment in Tourism Products

Attraction/ activity	Priority	Investment Driver	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
		P = Plan B = Build O = Operate											
1 Riverfront walkway - viewing points, boardwalks etc.	A	Public Sector-led Execution Public Funded - Grant	P	B/O	O	O	O	O	O	O	O	O	O
2 Public recreation and camping area	A	Public Sector-led Execution Public Funded – Loan/Grant	P	P	B	O	O	O	O	O	O	O	O
3 Hot Springs picnic and viewpoint improvement	A	Public Sector-led Execution Public Funded - Grant	P	B/O	O	O	O	O	O	O	O	O	O
4 Town centre leisure hub, pedestrianised with provision for traders’ stalls/storage and local traders market	A	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P	B/O	O	O	O	O	O	O	O	O	O
5 Kasane Commercial waterfront hub and principal cruise departure point	A	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P	P	B	B	O	O	O	O	O	O	O
6 Kazungula Bridge viewing points entertainment, backpacker and heritage zone	A	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P	P	B	B	O	O	O	O	O	O	O
7 Seboba musical, cultural entertainment and heritage centre	A	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P	B/O	O	O	O	O	O	O	O	O	O
8 KAZA Tourism and Environment College (KATEC) = Hospitality, Environmental and Guide Training school	A	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P	B	O	O	O	O	O	O	O	O	O
9 Big Five elephant sanctuary and endangered species visitor education and research centre	A	Private/commercial Sector-led execution Private Funded–Equity/Loan	P	P	P	P	B	B	O	O	O	O	O

Attraction/ activity	Priority	Investment Driver	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
10 Sports stadium complex with multi-purpose indoor events and exhibition centre	B	Public Sector-led Execution Public Funded - Grant	P	P	P	P	B	B	0	0	0	0	0
11 Residential eco-estate and spa hotel	B	Public-Private/Commercial Sector Partnership Execution Private Funded-Equity/Loan	P	P	B	B	0	0	0	0	0	0	0
12 State of the art conference hotel and centre	B	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P	P	B	B	0	0	0	0	0	0	0
13 Night game drives and guided safari walks	B	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P/B/O	0	0	0	0	0	0	0	0	0	0
14 CARACAL animal rescue centre improvement	B	Private/commercial Sector-led execution Private Funded-Equity/Loan	P	B/O	0	0	0	0	0	0	0	0	0
15 Crocodile sanctuary	B	Private/commercial Sector-led execution Private Funded-Equity/Loan	P	B/O	0	0	0	0	0	0	0	0	0
16 Botanical park and river sunset viewpoint	C	Public Sector-led Execution Public Funded – Grant/Loan	P/B/O	0	0	0	0	0	0	0	0	0	0
17 Adventure sports circuit	C	Public-Private/Commercial Sector Partnership Execution Public Funded-Grant Private Funded-Equity/Loan	P/B/O	0	0	0	0	0	0	0	0	0	0
18 Cable car	C	Private/commercial Sector-led execution Private Funded-Equity/Loan	P	P	P	P	P	P	B	B	0	0	0

6.4. Investment in Supporting Infrastructure and Services

6.4.1 A tourism investment strategy cannot operate in isolation from the general investment strategy of Kasane-Kazungula since tourism is dependent on various supporting infrastructure and services. Kasane Kazungula SEZ should ensure that the necessary investment is made in key supporting infrastructure and services which includes:

- Water & sanitation
- Waste management
- Energy & electricity
- Health – hospital, clinics and pandemic safety measures
- Communication and technology
- Access via road and air
- Information services
- Financial services – banks & forex

6.5. Incentives

6.5.1 Investment incentives can be sorted into three main categories, namely:

- Fiscal (tax) incentives, which include special tax exemptions, deductions or allowances as well as custom duty exemptions.
- Financial incentives, which include direct subsidies, grants and soft loans.
- Non-financial/fiscal incentives, also referred to as ‘soft’ incentives, which could range from aspects such as fast-tracking registrations, waiving deadlines to be met under certain circumstances, hand-holding potential investors to help them navigate additional required processes through the public system, etc.

6.5.2 Any incentives offered could be made subject to certain minimum requirements such as:

- Minimum investment amounts
- Minimum investment periods
- Minimum Botswana Citizen and Resident ownership

6.5.3 Based on an analysis of the existing incentives offered in Botswana, it is recommended that the following incentives be offered by the Kasane Kazungula SEZ:

- Fiscal (tax) incentives
 - 5% Corporate Tax for the first 10 years, 10% Corporate Tax thereafter
 - Duty-free Imports of Specialist Furniture, Fittings and Equipment for Tourism Purposes
 - Zero-rated VAT on Consumables for Tourism Purposes, not available in Botswana
 - Waiver on Transfer Duty on Land and Property
 - Property Tax Exemption for 5 years
 - No Exchange Controls
 - Full Repatriation of Profits and Capital
- Financial incentives
 - It is not recommended that the Kasane Kazungula SEZ offer any direct subsidies, grants or soft loans, but rather assist in the application to the existing institutions that provides funding
- Non-financial/fiscal incentives
 - Fast tracked land allocation
 - Long term renewable land leases
 - Fast tracked licence application – tourism trading, liquor, etc
 - Easing of access/special visas for day visitors that are visiting Chobe National Park

6.6. Access to Funding

6.6.1 The analysis of access to funding in the Situation Analysis found that there are a number of institutions providing finance to SMEs, entrepreneurs and community organisations but the ability of the SMEs, entrepreneurs and community organisations to access finance is often limited.

6.6.2 A key recommendation would be for funding institutions to **develop new credit assessment models** that are centred on the re-payment/credit history/viability of the enterprise itself, rather than focusing on the enterprise owner's personal credit record, to determine the credit worthiness of the enterprise.

6.6.3 Determining the credit worthiness of the enterprise would require the entrepreneur to compile a comprehensive feasibility study/business plan for the proposed enterprise. The research shows that a limiting factor to accessing finance is the lack of a proper business plan. The lack of a proper plan often stems from the inability of the entrepreneur to compile the plan or the lack of funds to employ an expert to compile it.

6.6.4 Training of entrepreneurs in the compilation of a business plan already occurs through various institutions. It is recommended that funding institutions make finance and grant schemes available to **fund the development of business plans by experts** to ensure that the credit worthiness of the enterprise could accurately be determined.

6.6.5 The new credit assessment model should take into account the factors that influence access to finance for SMEs, entrepreneurs and community organisations such as gender and education to ensure that entrepreneurs are not discriminated against because of these factors.

6.6.6 One of the options that could be utilised by SMEs, entrepreneurs and community organisations in Botswana to improve their ability to access finance is the formation of a **cooperative society or community trust**. Entrepreneurs in the tourism industry could potentially form a cooperative society with accommodation provider(s), transport provider(s), tour operator(s), activity provider(s), restaurant(s) and attraction(s). This cooperative society will result in risk pooling/sharing when applying for finance. A cooperative society should be less risky than the individual enterprises.

6.6.7 Investing in enabling infrastructure, particularly **information technology** and web access in rural areas, will improve the ability of SMEs, entrepreneurs and community organisations to not only access finance, but to access training.

7. TOURISM LEGISLATION AND REGULATION

7.1. Introduction

7.1.1 The legislative framework in Botswana that applies to the tourism sector is complex since tourism-related activity is governed by legislation that covers many different sectors.

7.1.2 This Master Plan focuses on issues that relate specifically to the Kasane-Kazungula area. For the most part the laws of Botswana have a national and not a regional application, although some local issues are covered by existing Subsidiary Legislation: for example, the Kasane Township Temporary Structures By-Laws (Subsidiary Legislation 42:02), the Third Schedule of the Tribal Land Act (Chapter 32:02) which covers the Chobe Tribal Area, and the Wildlife Conservation and National Parks Act which makes specific reference to the Chobe National Park (National Parks) and to the Kasane and Kazungula Controlled Hunting Areas.

7.1.3 Proposals for legislative or regulatory amendments or new legal instruments are made below that have a direct relevance to the Kazane-Kazungula area, covering:

1. Water-based activities;
2. Protection of the tourist;
3. Adventure and sports activities;
4. MICE;
5. Intangible Heritage;
6. Timeshare;
7. Licensing of tourism activities;
8. Wildlife and National Parks Act;
9. Tourist Guides;
10. Sustainable development;
11. Health, Safety and Security;
12. Food safety

7.1.4 These legislative and regulatory amendments might in certain cases be taken forward at local level; those of them with a national relevance might more appropriately be managed as part of the National Tourism Master Plan due to be delivered in 2022.

➤ Water-based Activities

In the Kasane-Kazungula Master Plan, various references are made to the number of unauthorised or structurally unsafe jetties on Chobe River and other issues arising from water-based activities, mainly but not only relating to leisure boat cruises. Given the importance of water-related activities to the local economy, this is clearly an area that requires legislative action and strict regulation.

Currently, whereas the Tourism Department is responsible for licensing the operation of a boating enterprise, the Water Department is responsible for the registration of boats. It is important therefore to clearly delineate in the proposed law the respective jurisdiction of each Department.

With regard to the Kasane area, training and certification of boat operators or pilots of river craft on the Chobe River is provided by the Madirelo Testing and Training Centre, an apprentice training agency regulated by the Department of Labour and Home Affairs. The Centre does not award a pilot's licence but a certificate confirming that the named person is capable of operating a boat.

It is proposed that current legislative provisions should be amended or enacted to cover the following water-related issues in order to ensure a safe and secure environment for boat passengers:

- (a) Operating licences for tourist and leisure boat operation;
- (b) Vessel classification and certification related to the number of passengers carried and whether the vessel is used for commercial activity, sport or pleasure;

- (c) Licensing of boat crew/certification of the crew – to ensure the basic competence of the crew, and that all pilots of craft that carry more than a defined number of passengers and/or are of a defined size be required to acquire an appropriate qualification equivalent to the UK’s boat-master’s licence for inland waterways;
- (d) The boat’s river-going worthiness;
- (e) Insurance Policy/financial or bank guarantee, whereby the boat owner is required to pledge a fixed sum with the bank. Should the boat owner fail to abide by the law, or be negligent in the event of an accident/incident, the bank guarantee would be liable to be wholly or partially confiscated by the Tourism Department;
- (f) Health and safety of the boat – emergency procedures to be undertaken, provision of first aid; life jackets accessible; storage of hazardous chemicals; the prevention of communicable diseases; signage;
- (g) Safe speed limits in designated areas;
- (h) Driving in a diligent and prudent manner at all times;
- (i) Food safety (should any food be served);
- (j) Waste and refuse discharge and removal of hazardous materials;
- (k) Access for persons with limited mobility or disability;
- (l) Tourist Guides offering services for water-based activities;
- (m) Maximum number of persons allowed on boats;
- (n) Passenger rules (for example, covering movement around the boat while it is under way);
- (o) Servicing of boats on the riverfront; discharge of fuel, oil and hazardous or toxic materials into the river;
- (p) Other relevant offences.

A related area that requires legislation is noise pollution caused by boats (such as the noise made by motorboats travelling at high speed, and by boat parties with music) particularly within the National Park vicinity and along the riverfront. Not only can it cause distress to residents of Kasane and Kazungula but “noise pollution disrupts many water species’ ability to find food, mates or hear their predators”⁹.

Light pollution should also be considered for legislation, particularly if astro-tourism were to be advocated within the Kasane-Kazungula area, as proposed in the current Tourism Policy¹⁰.

Many of these issues could adequately be addressed through the framing and enactment of Subsidiary Legislation.

➤ **Protection of the Tourist**

The Policy for the Growth and Development of Tourism in Botswana emphasises the importance of establishing a “crisis management strategy” and of having the right mechanism in place in order to “secure tourism areas and to be alert to potential safety threats.”¹¹

The Kasane-Kazungula Master Plan recommends that the provision of medical/hospital services in Kasane-Kazungula should be upgraded as a priority, not only to cope with communicable diseases or outbreaks such as Covid 19, but also to provide the emergency services required in the event of serious accidents¹² and by airlines wishing to use larger aircraft at Kasane airport.

⁹ <https://www.greatlakesscuttlebutt.com/news/press-room/more-than-just-emissions-boating-and-noise-pollution> (as on 23 December 2021)

¹⁰ Paragraph 3.3 (viii), Page 8

¹¹ Policy for the Growth and Development of Tourism in Botswana, page 24

¹² Table 3.1 of the Master Plan

These proposals are in line with the new Code for the Protection of Tourists promulgated by UNWTO in response to the Covid 19 pandemic.

Legislative measures would apply nationally but would have direct relevance to protection of the tourist in the Kasane-Kazungula area in emergency situations in terms of the primary and basic assistance that would be required to be provided. This Code should clearly define the rights and obligations of all the service providers involved in order to identify the respective responsibility of the State, the private sector and citizens and tourists.

➤ **Adventure and Sports Activities**

Adventure and sports activities are two components of the Kasane-Kazungula Master Plan's product diversification strategy and are likewise promulgated in the Tourism Policy¹³.

Consideration should be given to introducing specific by-laws covering sports activities as a `health and safety` measure, to prevent as far as reasonably possible the occurrence of serious accidents. They should include the requirement to provide personal protective equipment where appropriate; the communication of appropriate health and safety instructions; and any age limitations that might reasonably apply to a particular sports or adventure activity.

These regulations would ensure that those participating in these adventure sports would be protected whilst those offering these services would be provided with the standards to which they would have to adhere.

➤ **MICE - Exhibitions, Conferences and Events**

MICE (Meetings, Incentives, Conventions and Exhibitions) is identified as a potential growth sector in the Kasane-Kazungula Master Plan, as also in the Tourism Policy¹⁴. Legislation should therefore be introduced or amended, to cover the following issues and areas of activity:

- (a) the establishment of a safety management team,
- (b) the health, safety and security obligation of the licensed event organiser, including the completion of risk assessments,
- (c) health and safety signage,
- (d) fire-fighting equipment,
- (e) availability and accessibility of fire doors if the event is held indoors;
- (f) maximum attendance capacity;
- (g) crowd management plans;
- (h) sanitary facilities;
- (i) seating and standing arrangements;
- (j) transport management plan;
- (k) noise control;
- (l) rights of inspections by the authorities; and
- (m) penalties and offences applicable.

➤ **Intangible Heritage – Handicrafts**

The importance of handicrafts is noted in the Master Plan as an opportunity to diversify and develop the product range `.

¹³ Tourism Policy (2021), Paragraph 3.3 (viii), Page 8, see also Paragraph 4.4 (vi), Page 10.

¹⁴ Tourism Policy (2021), Paragraph 3.3 ((viii), Page 8, see also Paragraph 4.4 (vi), Page 10, also Paragraph 4.5 (vii), Page 11

It is noteworthy that in the law relating to Monuments and Relics (Subsidiary Legislation 59:03) neither Kasane nor Kazungula feature. It is important that this region should also be promoted for its traditional heritage, both tangible and intangible, and future revisions of this law should rectify this omission.

The Tourism Policy¹⁵ notes that “Botswana is in need of increased tourism investment and business expansion,” including in ‘arts and crafts development’. A legal framework for crafts and craft villages should be explored to stimulate development along with appropriate financial and investment incentives.

➤ **Timeshare**

The proposed development of an eco-residential complex adjoining Chobe National Park could open the opportunity for inclusion of holiday properties for sale on a timeshare basis. This is a common practice in many parts of the world whereby purchasers buy the right of use of the property for a specific period (typically for one or two weeks a year) for a certain number of years. This would require the introduction of appropriate legislation.

The timeshare concept could enhance domestic tourism in the Kazane-Kazungula area, as envisaged in the Tourism Policy¹⁶.

➤ **Licensing of Tourism Activities**

Tourism operators. The licensing of tourism operators should be reviewed, and appropriate amendments enacted, to include the licensing of travel agents and appropriate insolvency regulations that offer adequate protection to the consumer. This legislation would apply nationally and not just to the local region.

Tourist Guides. The Policy for the Growth and Development of Tourism in Botswana states that ‘the tour guide system and regulations are inadequate, with tour guide qualifications mainly confined to wildlife and safari tourism’. Indeed, tourist guides are only covered to a limited extent under the Wildlife Conservation and National Parks Act (Chapter 38:01) which purports to cover “a tracker, driver beater, bearer or domestic servant, who, for hire or reward, conducts or assists any other person or party for the purpose of visiting, viewing, or photographing animals or places of interest or beauty, or of botanical, historical, geological, ethnological or archaeological significance or for the purpose of sport fishing, but which purpose shall not include the hunting or capture of animals¹⁷.”

A new law should be drafted to encompass the activities of all types of tourism guides, while responsibility for licensing guides and ensuring that they act within the law would be vested in the Department of Tourism. Some of the provisions of this legislation would include:

- (a) Licence to Act as a Tourist Guide
- (b) Specially Designated Locations (such as those restricted to qualified safari guides);
- (c) Licensing Procedures
- (d) Identity Documents required
- (e) Codes of Conduct (to be drafted by the Tourism Department)
- (f) Responsibilities of the Tourist Guide
- (g) Complaint Procedures and Contact Information
- (h) Maximum number of persons that one guide may accompany
- (i) Cancellation of Engagement of a Tourist Guide
- (j) Commencement and End of Organised Excursions
- (k) Reporting Requirements of a Tourist Guide

¹⁵ Tourism Policy (2021), Paragraph 4.13 (x), Page 13

¹⁶ Tourism Policy (2021), Paragraph 4.11, Page 12

¹⁷ Article 22 of Chapter 38:01

- (l) Collusion activities
- (m) Suspension or Revocation of Licence of a Tourist Guide
- (n) Pleading by Applicant
- (o) Right to Appeal
- (p) Surrender of Licence and Authorization card
- (q) Fines and Penalties applicable.

This legislation could be of particular benefit to the Kasane-Kazungula and Chobe region by providing some measures of protection for local tourist guides in relation to guides accompanying groups travelling on a multi-destination tour.

➤ **The Wildlife Conservation and National Parks Act**

The Wildlife Conservation and National Parks Act has a direct and significant relevance to the Kasane-Kazungula area in view of the importance of safari trips to its local economy.

In addition to the issues related to Tourist Guides, other provisions in the Act would appear to require revision.

Article 6 of the Wildlife Conservation and National Parks Act states that the “Minister shall be responsible for the control, management and maintenance of national parks”. It follows that should an accident or incident happen as a result of inadequate safety precautions taken by the `Minister` (ie the State), the injured person or his/her heirs could sue the State for compensation (civil damages) and criminal damages (due to negligence).

Article 48 (3) of the Wildlife Conservation and National Parks Act considers the issue of the killing of an animal by a person whilst driving “by accident or in error”. However, this article is not clear: a person who kills an animal whilst driving would almost always, except in unusual circumstances, do so `by accident`. The definition of `in error` is wide: it is assumed to mean `by mistake`, which is not as precise in law as the term `negligence`.

On the one hand, `accident` in this context could be interpreted to mean that the driver did not have the `mens rea` (the criminal intent) to kill the animal, which might have occurred as the result of a logical action – for example, because the driver needed to swerve to avoid a falling tree trunk, and in doing so, accidentally hit an animal. On the other hand, negligence could be defined as when the driver was careless in his/her actions, and consequently failed to exercise appropriate diligence, prudence and *bonus pater familias* (acting as a good father, ie with all due care) to avoid hitting the animal. Consequently, the word `error` is not legally precise and appropriate in this context.

Under sub-article 3, should a person kill an animal he or she is required to report such an incident (and to retrieve the animal, if so directed).

Article 4 addresses the penalties that apply in such an event. It is not made clear whether the fines and imprisonment stipulated are related to the non-reporting of such an accident or `error` or whether they apply only to the actual killing. Irrespective thereof, both a fine and imprisonment of one year apply for contravention of Article 3. Moreover, if the animal killed should be a rhinoceros or an elephant, the penalty increases to BP100,000 and 15 years imprisonment and BP50,000 and 10 years imprisonment respectively. This provision is also unclear as to what part of the `contravention 18` is punishable, nor does it prescribe either a fine or imprisonment, but both a fine AND imprisonment, without setting minimum or maximum limits.

Hence, any person who should accidentally kill an elephant or a rhinoceros whilst driving a vehicle, and reports this misadventure to the authorities, would be liable to imprisonment if found guilty. Normally when such serious accidents happen, an investigation would be conducted by the police at the order of the

18 The fines and imprisonment imposed are usually for `crimes` and not for `contraventions`. The latter are considered to be `petty crimes`.

investigating Magistrate on Duty in order to establish the facts surrounding the case. As part of the judicial process, the person involved in the accident would be presented with the relevant accusations and would have the right to defend himself. In this instance, as stipulated under Article 48, there does not seem to be any reference to such Criminal Proceedings taking place before a specified Court of Law.

The Act also fails to address the issues arising in the event of an animal attacking a car and killing or injuring one or more of its passengers.

➤ **Sustainable Development**

Development that meets both economic and environmentally sustainable criteria is a key guiding principle of the Kasane-Kazungula Master Plan and is referred to explicitly in Section 4.1.5 'Operations and Management', and Section 8.2 'Settlement Scale'.

Sustainable development also covers the question of social sustainability, such as the employment of local people and access requirements for the disabled. The Tourism Policy (2021) however makes no specific reference to access for the disabled. Specific legal provisions are required.

Incentives designed to encourage the employment of disabled persons in the tourism sector, such as subsidies for training and other employment schemes, should be considered, and supported by legislation if necessary. This would also be in line with the UNDP Governance Programme in Botswana¹⁹.

➤ **Health, Safety and Security**

Health, Safety, and Security is a primary issue in tourism legislation. Besides the costs of accidents, injury or harm to tourists, the international reputation of Botswana is at stake when serious accidents occur and appear in the media. The issue therefore needs to be highlighted, as is also made clear in the Tourism Policy²⁰, albeit in a very generic sense.

Various standard operating procedures relating to health and safety are prescribed by the Bureau of Standards (of Botswana) but these are not deemed to suffice since they are not laws but standards, and may not necessarily have the enforcement provisions which are deemed essential in law.

An example is found in the Policy for the Growth and Development of Tourism in Botswana, it stipulates that "road signage and tourism information require improvements to cater for a growing independent travel market." This is once again reiterated in the Tourism Policy approved in April 2021²¹.

Indeed, road signage does not fall within the parameters of Tourism Law, as it is not regulated by the Department of Tourism; however, signage in general is deemed important for both domestic and international tourists, depending on its colour code (blue, green, amber or red), as it positively contributes towards the avoidance of possible accidents. Due to its international usage, signage provides a clear direction and information to all persons, irrespective of their nationality, or whether one is illiterate. Consequently, albeit road signage is not a 'tourism law matter', it has a direct effect on tourism.

In the hotel/hospitality sector, numerous health and safety issues arise which should be covered either as an amendment to the Tourism Law, or under a general law on Health and Safety (at present Botswana has a health and safety law whose application is limited to factories (Law 44:01 of Botswana). Among its provisions, it should require hoteliers to draw up risk assessments (for specific areas such as the swimming pool or reception area, etc.) to ensure that the facilities offered to guests, visitors, contractors and employees comply with all reasonable safety standards.

19 Rights of Persons with Disabilities | UNDP in Botswana

20 Tourism Policy (2021), Paragraph 4.35, page 25

21 Tourism Policy (2021), Paragraph 2.5.5, page 7

➤ Food Safety

Food safety is self-evidently an important factor in the tourism sector, albeit it falls under the Public Health Act. The provision of food must be fit for the consumer at all times. Any establishment that offers food to the consumer/tourist/traveller must be compelled by law to ensure that the food is safe in line with specified food safety standards.

One requirement might be that restaurants and other food-dispensing establishments follow a system such as the Hazard Analysis Critical Control Point system that operates in Europe (HACCP). The Food Control Act of 1993 is relatively limited in scope. In this regard, the website of the Botswana Investment & Trade Centre²² makes reference to various European laws covering European Food Safety Regulations.

Food Safety Regulations in Europe include Hygiene of Food Regulations, the importance of traceability of food, ensuring food temperature control, labelling, and a rapid alert system including recall of food and withdrawal of food, etc. These regulations should also be an integral part of Botswana's food regulations.

Food safety legislation could also include provisions covering traditional agri-food products from the Kasane-Kazungula area. They would apply to products whose "processing, preservation and ageing methods are consolidated in time and have proven usage on the local market" ... "for a period that allows transmission between generation, which period is not less than twenty-five years"²³. These provisions could encourage local producers to register a particular traditional food, which, if approved by the Director responsible for Agriculture, could also be promoted as a local speciality.

²² <https://www.gobotswana.com/food-safety-traceability-hygiene-and-control>

²³ This definition has been adopted from Article 2 of the 'Establishment of the National Register of Traditional Agri-Food Products of Malta Regulations' (Subsidiary Legislation 427.89 of the Laws of Malta)

8. SPATIAL AND PHYSICAL PLANNING

8.1 Introduction

8.1.1 The core output is the preparation of design guidelines and an illustrative impression for each of the five sites that have been identified as the basis for detailed technical study, design and ultimately, implementation.

8.1.2 The planning section of the Situation Analysis report considers the wider strategic context for potential development at a national and regional level. At a settlement scale, this represents the adopted Land-Use and Infrastructure Plans for Kasane and Kazungula and coordination has taken place with stakeholders to ensure the five projects are integrated with these.

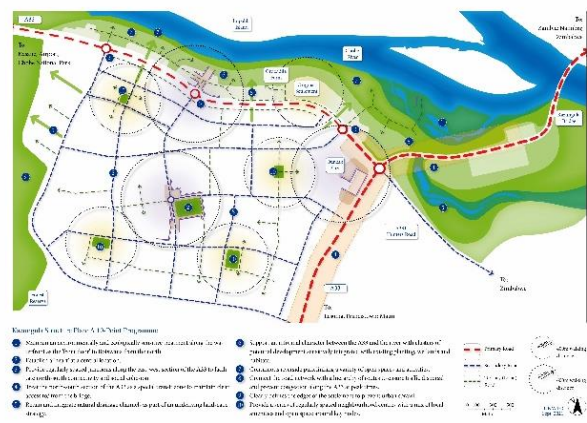
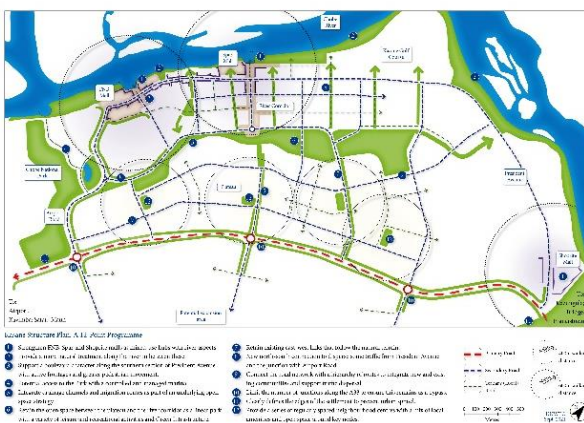
8.1.3 To support the identification of the five sites, framework plans have been prepared for both settlements, which present considerations for the elaboration of the adopted plans at the end of the Plan Period. This is discussed in greater detail in a following Section.

8.1.4 The following Section focusses on the potential arrangement and character of each of the five development projects. The section concludes with recommendations to support the delivery of the five projects in a viable and sustainable manner and should be read alongside the phasing and action plans that are included in this report.

8.2 Settlement Scale

8.2.1 The strategic context of each settlement has been an important consideration within the development of the tourism strategy. Principally, this represents the adopted Land Use and Infrastructure Plans that are currently informing new development in Kasane and Kazungula. From the outset, it was apparent that any activities proposed through this study should integrate with the adopted planning parameters in order to deliver a coherent vision for sustainable tourism.

8.2.2 To facilitate this, a number of parcels within the structure of the Redevelopment Plan were identified for potential tourism activity. From these, five sites were chosen in consultation with the client for priority projects that will deliver the key goals of strengthening and diversifying the product and transforming Kasane-Kazungula into a distinctive tourism destination that will attract greater numbers of



visitors. These are discussed in greater detail in the following section.

Kasane and Kazungula Framework Plans (Annex B, 10.1 and 10.2)

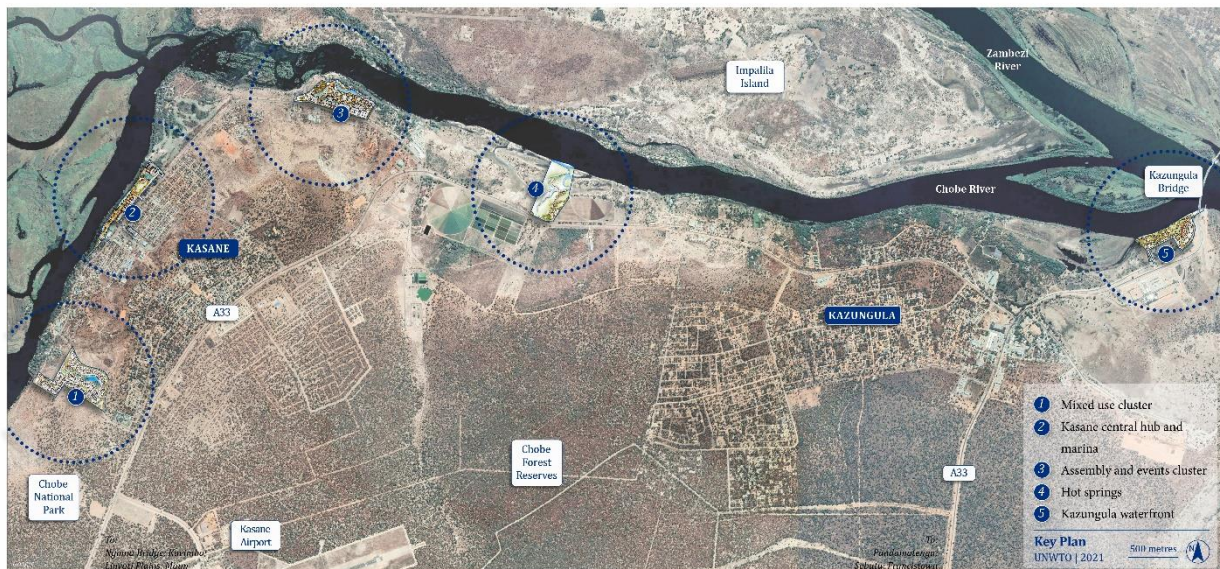
8.2.3 In addition, settlement-scale framework plans have been prepared for both Kasane and Kazungula. Based on the core of the Redevelopment Plan, these consider aspects that might be incorporated in the next Plan Period to strengthen the sense of place and character. For reference, larger versions of these plans are included in the appendices of this report.

8.2.4 The proposals that are presented at a settlement scale do not impact the delivery of the five projects that are discussed in greater detail in the following section.

8.3 Priority Development Projects

8.3.1. Introduction

A plan showing the location of the five project sites is included below. These were selected through discussion between the UNWTO team and the client as representing the greatest opportunity to underpin the sustainable tourism strategy for both settlements.



Development Projects Key Plan (Annex B 10.3)

Three sites are located in Kasane, one in Kazungula and one at the hot springs and wildlife crossing in the green belt that separates the two settlements. The intention is to distribute activities between the National Park at the western edge of the study area and Kazungula Bridge at the eastern end. In addition, the character and nature of proposed activities varies from institution and events accommodation to hospitality, vacation residential and conservation, thereby supporting a more diverse and sustainable mix.

The scale of the project sites also varies, from approximately 13 hectares (projects '2' and '5') to approximately 20 hectares (projects '1', '3' and '4'). The composite area all parcels is approximately 90 hectares, or 10 km². A boundary denoting the limits of each parcel is shown on the following plans. For ongoing coordination and delivery, digital versions of these at geographically referenced coordinates are included within the GIS database that has been prepared by UNWTO as part of this study.

The core objective of the planning component of the masterplan strategy is to provide an outline of the potential scale, character and arrangement of new development at each site as the basis for further technical study and design at a greater level of detail. To allow flexibility and innovation at the design stages, these provide an indication of how activities may be delivered for consideration by different project teams.

The guidelines are not intended to replace existing planning regulations that are applicable at a national and local level. Rather, they should be read alongside current policy and can be adopted by the regulatory authority, Chobe District Council, as Supplementary Planning Guidance (SPG) to support this.

For this purpose, design guidelines have been prepared as separate sheets that can be issued independently from the body of this report. These are included in Annex B 10.3 of this document. For ease of reference, extracts from these are included in the following section together with an overview of each project.

▪ **Project 1 – Residential Eco-estate, Adjoining Chobe NP**

The site is located to the south of Airport Road and represents an area of 23.64 hectares. Within close proximity to both the Park and the town centre, it has been identified for residential tourism (including high quality villas/lodges for rent or sale, in different price categories) with provision for a spa/wellness hotel and a cluster of food and beverage outlets at the waterfront.

The parcel is characterised by a gradual slope towards the river with expansive views over the river from the east of the site. A drainage corridor appears to pass through the site from east to west, forming a water body in a centrally located depression. It is understood that the south-east corner of the site is part of a migration route while River Road, a public right of way, passes across the western tip of the site.

Occupying a prominent location between Kasane town centre and the airport, Airport Road represents a primary frontage. However, within the illustrative arrangement, it has been elected to orientate potential lodges towards the water body. This creates a valuable frontage for the lodges and allows a fringe of structural planting along Airport Road to mitigate the visual impact of new development and support a gradual transition into the town centre.

An important consideration within the design of this site will be the treatment of the boundary with the Park. This might vary from an impermeable edge, such as a wall, a semi-permeable edge, such as a fence of planting or, a permeable edge, with no physical separation between the Park and new accommodation. Determination of the most appropriate approach will depend on the extent of integration with wildlife that is safe and desirable for visitors and residents. For instance, a wall would be of maximum safety to residents but would restrict the opportunities for interaction with the wildlife and consequently, the experience of being within the Park. If a semi or fully permeable boundary is adopted to allow wildlife into the site, it will be necessary to incorporate passive design measures in order to maintain the safety of residents. This might involve raising habitable accommodation above ground level, aligning roads to provide passive surveillance of areas of open space and orientating buildings to create a back-to-back arrangement with defensible space at the rear of the property.

The natural slope of the site presents an opportunity to include garages and car ports at ground level with habitable accommodation above this while the illustrative arrangement shows how a back-to-back arrangement might be incorporated with lodges facing both the Park and the water body.

The existing water body provides an opportunity to incorporate a sustainable drainage strategy with natural surface water filtering into this and potentially, grey water harvesting. In this manner, it can become a central feature while also reducing infrastructure requirements and supporting biodiversity.

The number of lodges that might be accommodated varies depending on the nature of the offering as identified through the market study. However, a low density, irregular arrangement is recommended with a greater sense of openness through the site to integrate with the wider natural context. The interface with River Road presents an opportunity for an allowance of apartments/ serviced apartments, potentially above food and beverage outlets at ground floor.

As a tourism-led activity, the overarching land-use designation would be 'commercial' rather than 'residential'. Tourism residential is a particular type of accommodation with different requirements, character and potentially, ownership arrangements to a residential dwelling. For instance, units may be owned by a single operator/ developer and released as holiday lets. Alternately, properties may be privately owned and returned to the master developer to be sub-let by an operator as an investment. In such instances, limitations are often placed on the duration that the property can be occupied by one entity over a year to prevent it from becoming a primary residence. As a result, holiday lets do not commonly contribute to community facility provision and infrastructure is privately owned rather than being adopted by the municipality. Ultimately, given the scale of the parcel, a mix of delivery mechanisms is recommended to support a more robust and sustainable offering.

Design Guidelines

Summary

Parcel number:	1
Location:	South of Airport Road, Kasane
Description:	Cluster of mixed-use activities at the edge of the National Park
Area:	23.64 hectares
Principal land use:	Commercial
Permitted activities:	Residential (vacation ownership); hotel; food and beverage; jetty
Maximum floors:	2

Key Considerations:

- A landmark parcel between the airport and the centre of Kasane and at the edge of the Park. Particular consideration of the following aspects is recommended;
- Sensitive arrangement and treatment of new accommodation to integrate with the character of the Park through the use of natural materials and permeable surfaces.
 - Treatment of the southern boundary to maintain migration routes while at the same time, ensuring the safety of visitors and residents. This might be achieved through building orientation, road alignment, planting and changes in level.
 - Long views from Airport Road to the river.
 - Existing waterbody.
 - Interface with River Road to maintain public access along this.

Location Plan

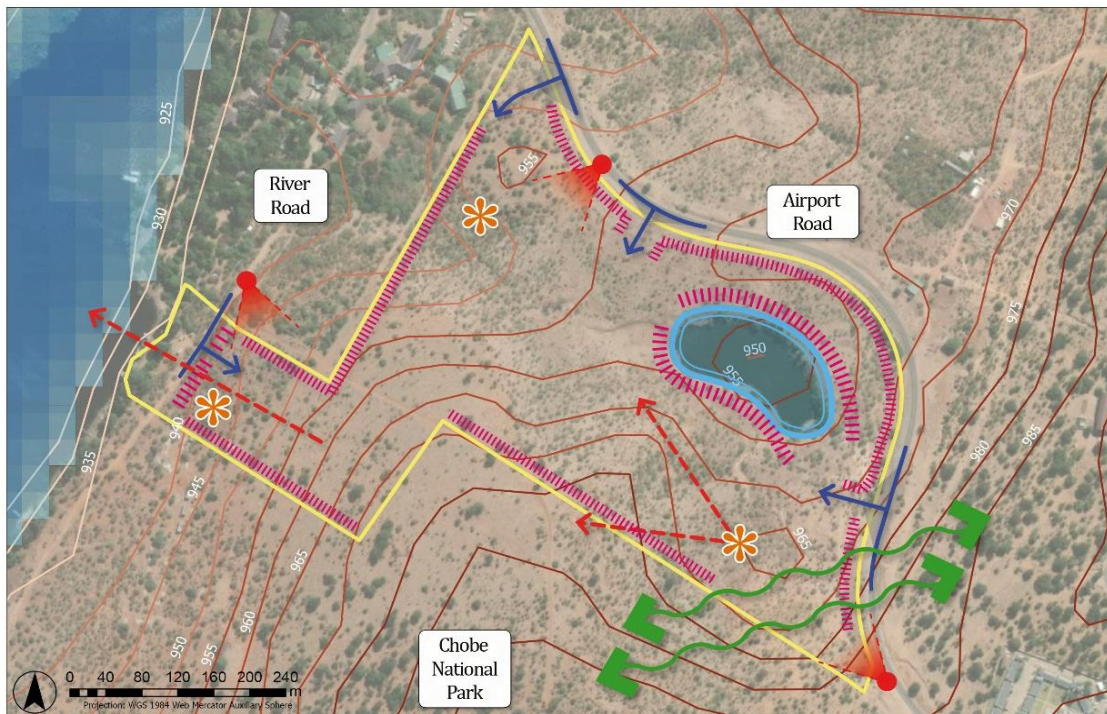


Legend

- Parcel limits
- Potential vehicle access
- Pedestrian/ cycle link to site
- Primary frontage
- Secondary frontage
- Natural waterbody
- Migration corridor
- Key views to site
- Key views from site
- Potential location for an interesting building
- Contours
- Indication of a 50-year flood event

Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and national planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.



Project 1 – Design Guidelines

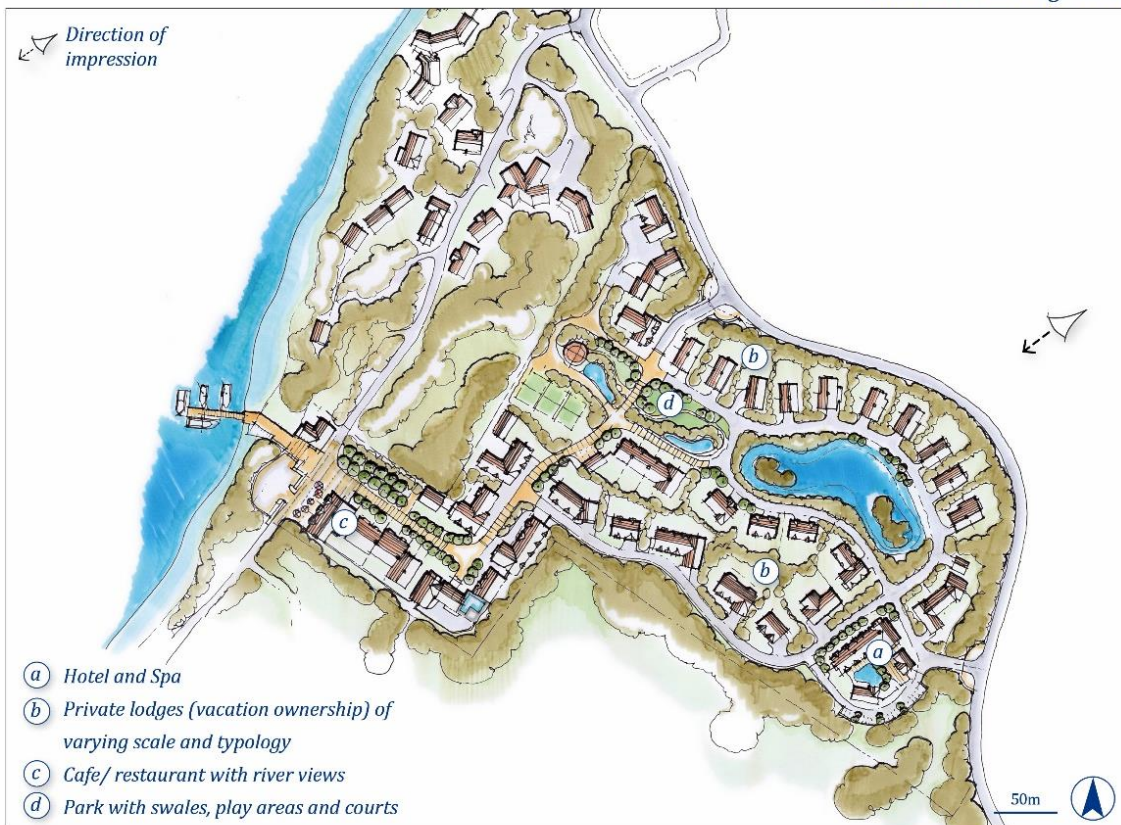
The following page includes an impression of how potential accommodation might be arranged in accordance with these guidelines. Principally, it is based on the integration of a landscape spine through the middle of the site to support natural drainage, views and openness while also providing opportunities for leisure and recreation. As noted previously, this represents one potential arrangement as the basis for further technical study, review and design by the project team.

Project 1. General layout and impression

Indication of potential character



Illustrative arrangement



▪ **Project 2 – Central Tourism Hub and Marina, Kasane**

The second project is based on strengthening the existing commercial hub of Spar Mall on President Avenue in Kasane to create a distinctive centrally-located tourism and hospitality hub with a waterfront aspect.

Delivery will involve a combination of public and private sector participation to reorientate the existing building complex towards the river and a new marina. The project represents a strong opportunity to connect the town centre and the river around an attractive waterfront quarter with a rich public realm.

Design Guidelines

Summary

Parcel number:	2
Location:	Intersection of President Avenue and Chilwero Road, Kasane
Description:	Central hub and marina
Area:	13.32 hectares (two parcels)
Principal land use:	Commercial
Permitted activities:	Institutional (tourist information); hotel; food and beverage; retail; recreation; marina
Maximum floors:	Generally 2 with the potential for 2.5 around the marina and a higher roof over the market

Key Considerations:
 Representing two parcels either side of President Avenue, potential development provides an opportunity to strengthen an existing hub in order to create a waterfront aspect and a destination for food and beverage activities. Particular consideration of the following aspects is recommended;

- Opportunity for a more contemporary character around the marina.
- Public realm and landscape design to encourage movement and connectivity.
- Pedestrian/ cycle access across President Ave.
- Treatment of the northern side of Spar Mall to provide an active frontage towards the river.
- Marina design in relation to river flow and levels.

Location Plan

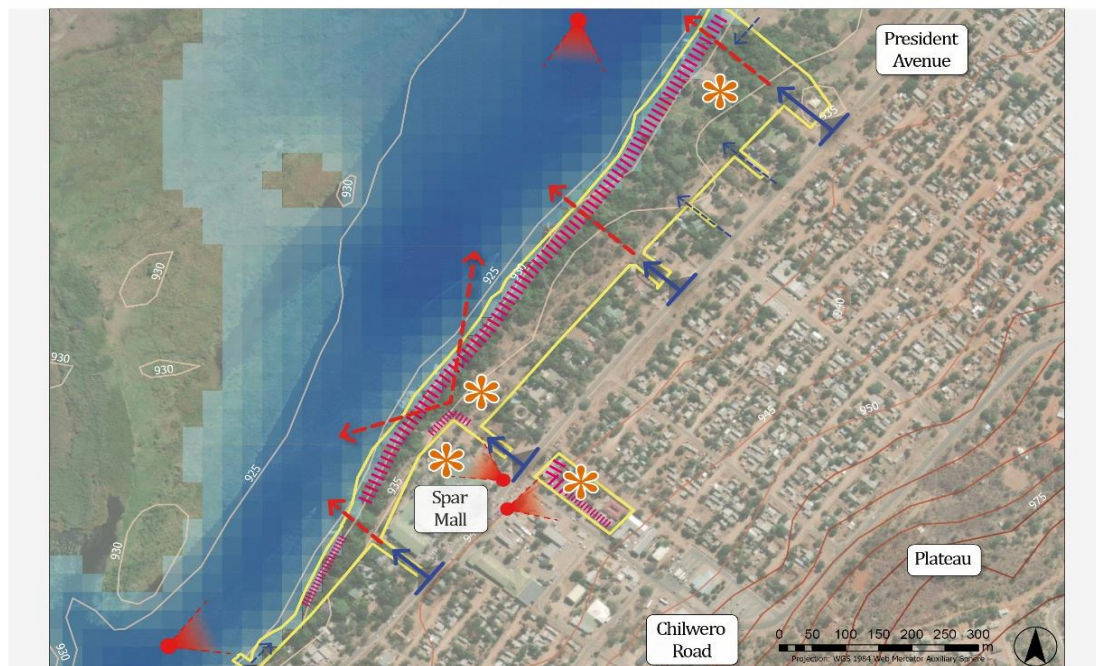


Legend

- Parcel limits
- Potential vehicle access
- Pedestrian/ cycle link to site
- Primary frontage
- Secondary frontage
- Natural waterbody
- Migration corridor
- Key views to site
- Key views from site
- Potential location for an interesting building
- Contours
- Indication of a 50-year flood event

Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.



Project 2 – Design Guidelines

Two parcels have been made available for new activities – a linear parcel along the river and a regularly formed parcel at the intersection of Chilwero Road and President Avenue, which would accommodate a new indoor market.

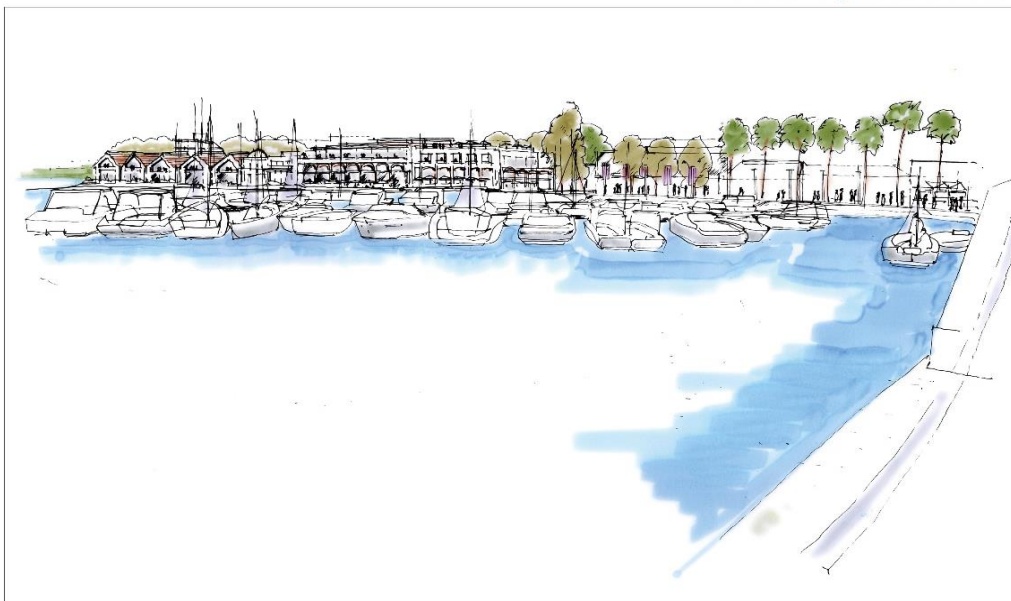
Potential accommodation around the hub of Spar Mall includes a Tourist Information Centre and a ticket office for boat cruises and other attractions, a frontage of bars and restaurants towards the river and the aforementioned indoor market. The parcel widens at the eastern end, providing an opportunity for a hotel, public lido and a working marina for boat repairs.

Within the illustrative arrangement, these anchors are connected by a park that provides space for recreational activities, picnics, events/ gathering and also serves as an attenuation basin for drainage.

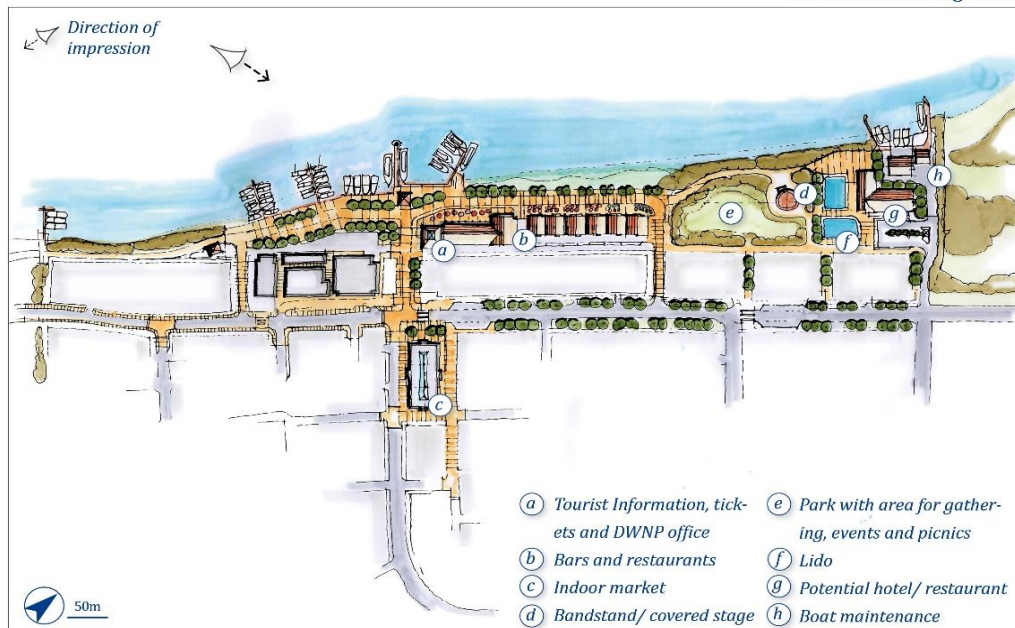
The existing height of Spar Mall coupled with the valuable frontage that would be created with views across the river and marina provides an opportunity for a maximum height of 2.5 floors with the additional half level becoming a roof terrace.

The riverfront aspect and the existing form of Spar Mall supports a more contemporary built form character away from a traditional lodge style with the potential for a number of interesting buildings and structures.

Indication of potential character



Illustrative arrangement



Project 2. Potential arrangement and impression

▪ **Project 3 – Conference and Event Centers**

The third project represents a well-formed parcel of almost 19 hectares (ha) between President Avenue and the river, adjacent to the Seboba Cultural Centre. Being relatively flat with good access and located closer to Kazungula, the site has been identified for an international conference and events centre with supporting hospitality and specialist retail accommodation.

The provision of MICE activities in Kasane is identified in the current Redevelopment Plan and this project presents an opportunity to harness the value of these as the catalyst for a vibrant new quarter with a waterfront aspect. Additionally, the nature of new accommodation would be complementary to the existing culture and recreational activities at Soboba.

The hill to the west of the parcel will assist in mitigating the visual impact from central Kasane while the site's location outside the centres of Kasane and Kazungula but with good access to both President Avenue and the A33 will assist in mitigating traffic impact.

Primary frontages are presented to both President Avenue and the river. However, within the following illustrative arrangement, car parking has been located along President Avenue to maximise the value of the river frontage and also to limit the movement of vehicles. There would be an opportunity to develop an active pedestrian precinct with bars, cafes and restaurants at ground floor level.

The illustrative arrangement has also considered the possibility of creating a naturally flushing water channel within the site. If viable, this would maintain the fringe of the existing shoreline and support sustainable drainage while at the same time enhancing the public realm.

The conference and events centres each represent key buildings with the potential for a maximum height of three floors to increase their prominence and maximise the value of views across the river.

As with Project 2, the waterfront outlook coupled with the scale and nature of proposed accommodation supports a more contemporary architectural style and palette of materials, which may have a closer association to the character of the new bridge and airport terminal than a traditional building.

Owing to the particular type and character of potential accommodation coupled with the scale of development opportunity that is presented, it is envisaged that a high level of investment would be required to fully realise this impression. However, multiple funding mechanisms could be considered, including public-private partnerships and sponsorship. Additionally, the linear form of the parcel supports the potential for sub-parcellation and phased delivery in an incremental manner that would reduce the catalyst investment.

Design Guidelines

Summary

Parcel number:	3
Location:	East of Soboba, Kasane
Description:	Cluster of assembly activities with a long waterfront aspect
Area:	18.8 hectares
Principal land use:	Commercial
Permitted activities:	Assembly; hotels; food and beverage; specialist retail; serviced apartments; camping; leisure and recreation
Maximum floors:	Generally 2 with potential for 3 floors at the conference centre as a landmark building
Key Considerations:	<p>A relatively level and regularly formed parcel with a long waterfront aspect and attractive views. Particular attention of the following aspects is recommended;</p> <ul style="list-style-type: none"> Physical and visual links to neighbouring Soboba. Potential for a naturally flushing water channel to maintain the shoreline, support sustainable drainage and create an interesting public realm. Treatment of car parking to ensure this does not become a buffer between new accommodation and President Avenue while minimising visual impact and supporting sustainable drainage. Potential for three floors around the auditorium to strengthen this as a landmark building.

Location Plan

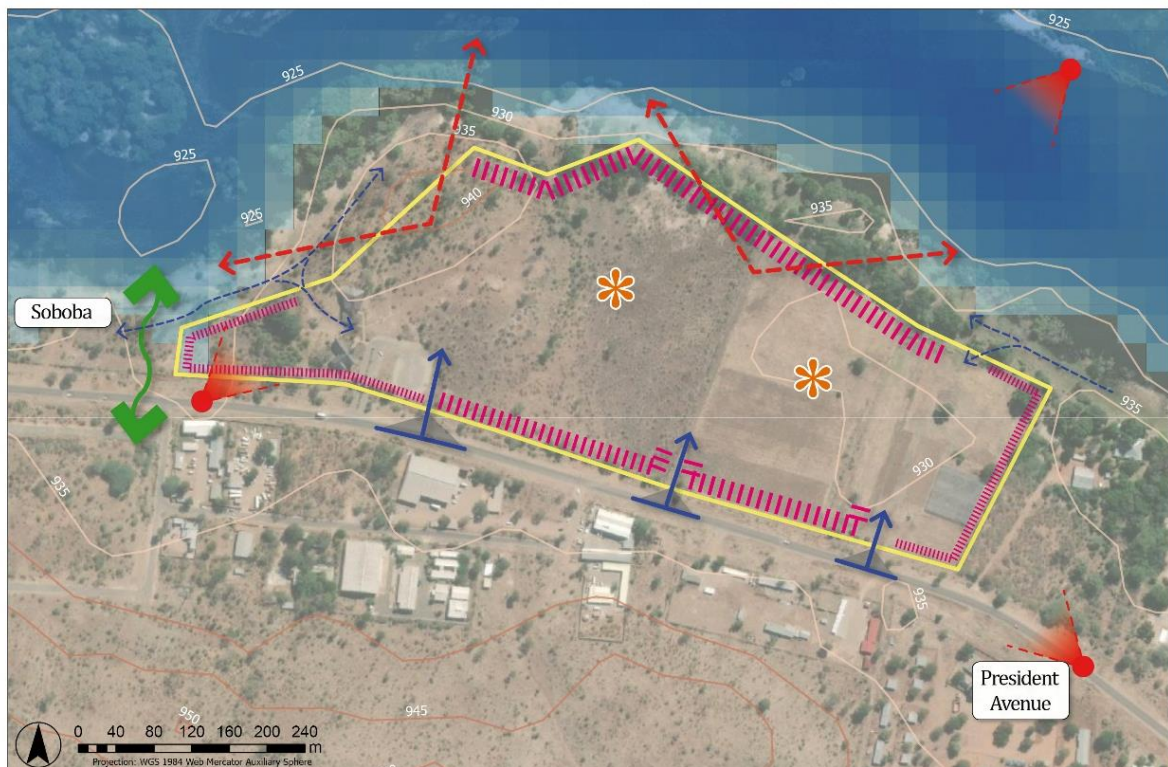


Legend

- Parcel limits
- ← Potential vehicle access
- - - - - Pedestrian/ cycle link to site
- ||||| Primary frontage
- - - - - Secondary frontage
- ~ Natural waterbody
- ↔ Migration corridor
- Key views to site
- - - - - Key views from site
- ✻ Potential location for an interesting building
- ~ Contours
- Indication of a 50-year flood event

Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.



Project 3 – Design Guidelines

Indication of potential character



Illustrative arrangement



Project 3 – Potential arrangement and impression

▪ **Project 4 – Hot Springs and Wildlife Migration Viewing Site**

Project 4 focuses on the site of the hot springs and main wildlife migration route, which are located within the green belt that separates Kasane and Kazungula.

In the first instance, it should be noted that the indicative boundary shown on the following guidelines plan is for illustrative purposes only. As the springs is located within an important migration route and the surrounding area comprises multiple land ownerships, it is assumed that the project would not have a physical boundary. Rather, the primary objective for potential activities is to improve access to the springs for tourists and residents alike while at the same time, conserving existing ecology and biodiversity.

To achieve this, it is important to minimise the impact of potential development. Within the guidelines, the recommended location of vehicular access from the A33 is at the south-east corner of the site. As this is approaching a long bend in the A33, particular consideration of minimum viewing distances for oncoming traffic is required, involving the removal of any potential obstacles to sight. To further limit the visual and environmental impact, it is recommended that parking is located close to the access and treated as a permeable surface (not asphalt) to support natural drainage.

It is envisaged that physical development would be limited to visitor information and wayfinding signage and also, public conveniences. Ideally, the conveniences would be a temporary structure with minimal connections to the wider infrastructure networks. Pending further environmental study, a grey water drainage system may be incorporated for hand washing basins with package sewage treatment tanks and different recycling bins for solid waste disposal. Natural materials should be used for signage, boundary treatment, bins and furniture, which should all be sensitively positioned to minimise impact.

While locating the parking in the corner of the site reduces visual and environmental impact, this would be approximately 300m from the springs. To accommodate this, a timber boardwalk is proposed for pedestrian access to the springs. Within the illustrative arrangement, the alignment of this follows the edge of the migration route from north-south, traversing this to the springs at the shortest possible distance.

Particular study of the alignment, height and treatment of the boardwalk across the migration route is required. However, provisional environmental guidance is for a level that would enable wildlife to cross above this while allowing water to pass beneath.

Alongside the migration route, the boardwalk might increase in height to provide viewing platforms. Again, particular care of the design and treatment of these will be required to mitigate impact.

As the basis for further study and consideration, the illustrative arrangement considers the provision of a series of rumble strips/ speed humps along the section of the A33 that crosses the migration route with a raised table at the entrance to the springs site. Further traffic impact study would be required to determine the viability of this. However, from a planning perspective, such provisions would slow the speed of movement in this particular section with the impact of reducing the frequency of accidents, increasing awareness to the springs and providing opportunities for visitors to glimpse wildlife when passing between Kasane and Kazungula.

Design Guidelines

Summary

Parcel number:	4
Location:	Hot springs between Kasane and Kazungula
Description:	Visitor and conservation activities
Area:	20.93 hectares
Principal land use:	Open space
Permitted activities:	Leisure; recreation; suis generis (public conveniences)
Maximum floors:	1

Key Considerations:

A popular tourist attraction and an important cultural and ecological area within the green belt between Kasane and Kazungula. Potential activities in this area will require particular care and attention to consider the following aspects;

- Interface with the migration route (denoted by a dark fill across the site in the below figure).
- Flooding.
- Existing flora and fauna around the springs.
- Avoid visual obstructions to vehicular access.
- Mitigate the visual and physical impact of access, parking and public conveniences.
- Where possible, encourage new Green Infrastructure to strengthen ecology and biodiversity at this particular location.

Location Plan

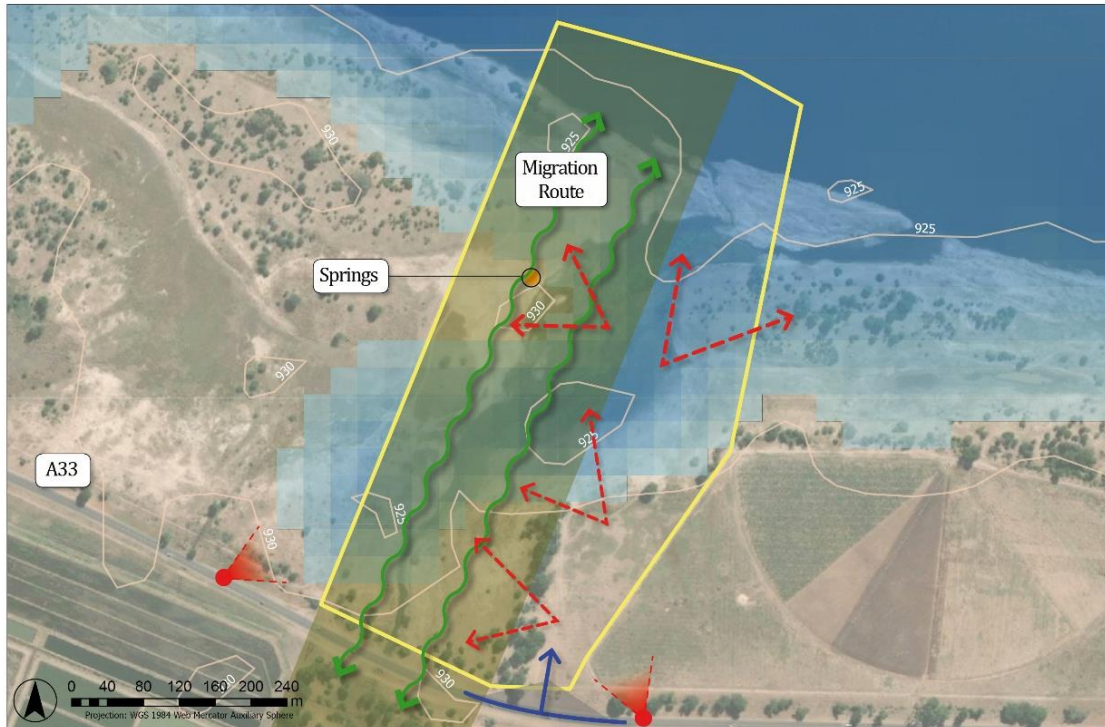


Legend

- Parcel limits
- Potential vehicle access
- Pedestrian/ cycle link to site
- Primary frontage
- Secondary frontage
- Natural waterbody
- Migration corridor
- Key views to site
- Key views from site
- Potential location for an interesting building
- Contours
- Indication of a 50-year flood event

Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.

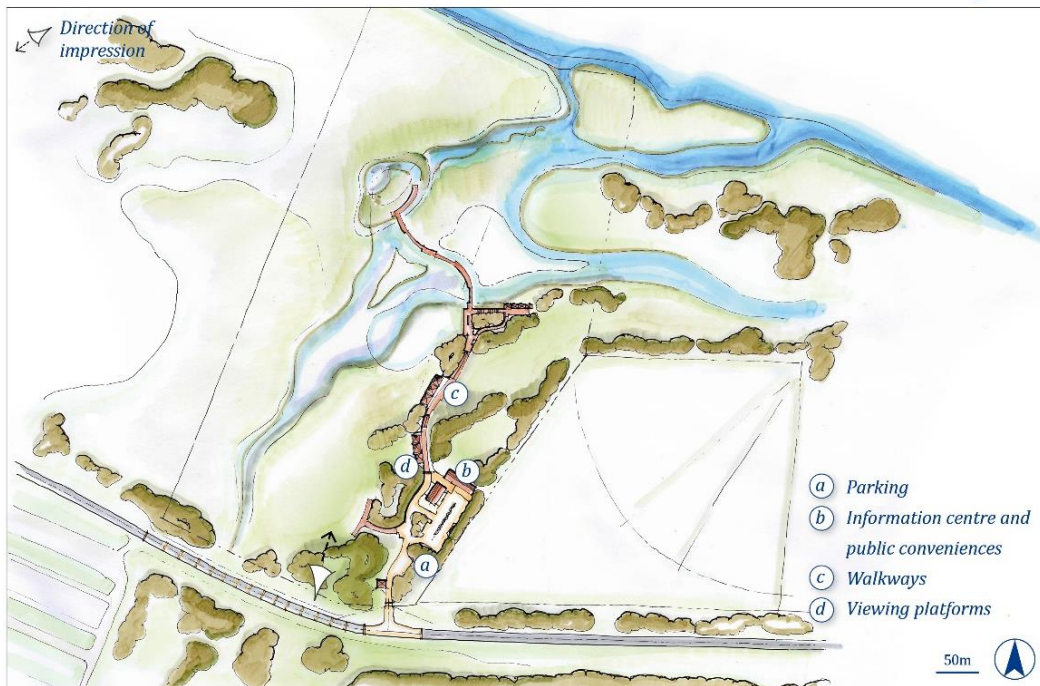


Project 4 – Design Guidelines

Indication of potential character



Illustrative arrangement



Project 4 – Potential arrangement and impression

▪ **Project 5 – Kazungula Waterfront Tourism and Leisure Hub**

Representing an area of up to 13 ha, the site for the last of the project proposals is located to the west of the approach to Kazungula Bridge, between the site of the border control and the river.

A prominent parcel that provides the first views of Botswana for new visitors arriving across the bridge, it has the potential to create a distinctive hub for tourism, hospitality and recreation in Kazungula, appealing to a wide variety of domestic and international markets. In addition to the visual sensitivities, the site contains a number of mature trees and would appear to experience surface water drainage along the south and eastern edges and fluvial flooding in lower areas around the river. As such, particular care and attention will be required to ensure that new activities respond to the site's natural conditions and context.

Within this, the illustrative arrangement that has been prepared considers the treatment of the parcel as a series of events and activities within the setting of a park. Potential activities include assembly (amphitheatre/external seating), food and beverage outlets and a hotel.

The site has particular significance in local and national history through its connection to the independence movement and a 'Heroes Memorial' has been proposed to recognise this and the roles of those involved. In addition, a jetty is proposed with the potential to accommodate larger boats and the ferry across the river to Namibia.

Within the following guidelines, the primary vehicle access would be from the existing road that borders the southern edge of the site. Independent from the A33, this will assist in mitigating the impact of traffic to/ from the site on flows across the bridge. The primary frontage is along the waterfront with the potential for secondary frontages towards the A33 and the approach to the bridge. The site's prominence supports two locations for interesting buildings or structures, together with the proposed Heroes Monument.

The illustrative arrangement considers locating the hostel, bar and restaurant on higher ground to the east of the site, in between areas that may be susceptible to surface and fluvial flooding. This also supports a south-western aspect with views to the bridge and across the river beyond Xakumba Island. A series of terraces could be provided to accommodate the change in level of 5m to the river front. The jetty is shown in broadly the location of the original pontoon – however, it should be emphasised that fuller technical study would be required to determine the most appropriate location of this to accommodate larger boats.

Furthermore, the illustrative arrangement considers the potential to locate the memorial within the river at the end of a short causeway. If viable, this would be clearly visible from across the site and the bridge without the need for the height to achieve this if it were located on the land. The causeway would allow access to the memorial and be of a height that is only visible and accessible at lower tides, thereby reducing visual impact and the impact on the surrounding shoreline.

An amphitheatre might be located close to the causeway with the potential to accommodate events in the foreground of the memorial. A network of footpaths would connect the hubs of the memorial, jetty and main building with a series of pavilions and gardens of varying function and character in between these.

The intent is to create for a series of complementary activities that will create an engaging experience, different in nature to what will be offered in Kasane, to attract a mix of markets while at the same time providing a high-quality leisure facility for the local community.

Design Guidelines

Summary

Parcel number:	5
Location:	West of Kazungula Bridge
Description:	Kazungula waterfront
Area:	13.33 ha
Principal land use:	Commercial
Permitted activities:	Institutional (monument and tourist information); assembly (outdoor theatre); leisure and recreation; hotel
Maximum floors:	2

Key Considerations:

A prominent parcel to the west of the approach to Kazungula Bridge. Particular attention of the following aspects is recommended;

- Arrangement of habitable accommodation around the 50-year flood event (as a minimum) and surface water drainage.
- Siting, scale and treatment of the proposed Heroes Monument.
- Landscape design to support the character of a series of activities and events within a park.
- Pedestrian/ cycle routes around the site.
- Connectivity along the waterfront to west of the site.
- Vehicle movement beyond the site boundary to avoid impacting traffic flows across the bridge.

Location Plan



Legend

	Parcel limits		Migration corridor
	Potential vehicle access		Key views to site
	Pedestrian/ cycle link to site		Key views from site
	Primary frontage		Potential location for an interesting building
	Secondary frontage		Contours
	Natural waterbody		Indication of a 50-year flood event

Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.



UNWTO | Sustainable Tourism Master Plan for Kasane and Kazungula, Botswana | 2021

Project 5 – Design Guidelines

Indication of potential character



Illustrative arrangement



Project 5 - Potential arrangement and impression

8.4 Phasing and Implementation

Phasing

Through their scale and distribution, each of the five projects can operate independently without reliance on another for delivery. In this regard, the phasing strategy is more likely to be based on funding, operational and utility considerations than ease of construction.

It is envisaged that Project 4, the hot springs, would require the least investment and time to deliver while at the same time, responding to a pressing need to regulate access and conserve natural assets. However, conversely, the area involves multiple land ownerships, and it is assumed that some stakeholder engagement and agreement will be required to proceed.

It should also be relatively inexpensive to develop some activities at Projects 2 and 5 to facilitate access to the river with some temporary accommodation and events in the short term.

Projects 1 and more significantly 3 will require greater investment to realise. However, equally, the scale of these presents a number of opportunities for sub-parcellation and delivery through varying public-private partnership mechanisms. Determination of the appropriate funding strategy will also depend on the extent of ongoing control and responsibility that the public sector wishes to retain after completion. A reduced level of involvement would involve releasing serviced sub-parcels to the private sector and retaining ownership of the public realm. Conversely, a higher public sector commitment would involve the retention of land and developing accommodation that could be leased to private sector operators as an ongoing source of revenue. Ultimately, it is likely that different approaches will be required according to the varying nature and scale of each project.

Having determined the delivery programme for the overall masterplan, development phasing programmes can be considered for each site at a greater level of detail.

Implementation

There is already a strong regulatory structure in place for delivery through the various technical departments of Chobe District Council, which are already responsible for reviewing, determining and monitoring new development across the region.

Currently, this is required to accord with the approved Development Guidelines and Standards (Pingare Architects, 2019) and also, the National Development Control Code of 2013. The former identifies particular criteria in relation to the approved Redevelopment Plan while the later provides comprehensive regulations for all types of land use, spanning applicable set-backs and plot coverage to parking and occupancy rates.

The guideline sheets that have been prepared for this study are intended to be read alongside these documents. However, it is also acknowledged that projects '2' and '5' represent a deviation from schemes that are outlined within the regional guidelines while project '3' represents a special type of development to the typical conditions that are covered by the national regulations.

To ensure the delivery of a series of high-quality developments, it is therefore important that the proposed SEZ or local authority retains a key role through development control and implementation. This might be supported by the appointment of a committee that would be dedicated to the delivery, operations, management and maintenance of the tourism projects.

Another body that could support delivery would be a Design Review Panel – an independent group of experienced, multidisciplinary professionals who would assist the local authority to determine the various planning applications for each site through the provision of design advice.

Given Kasane and Kazungula's 'Green City' designation in the National Spatial Strategy, it might also be determined that new development should accord with one of the internationally recognised rating systems

for sustainable development, such as LEED (Leadership in Energy and Environmental Design), Estidama or BREEAM (British Research Establishment Environmental Assessment Method).

This would not require every building to meet a 'gold' standard. Rather, it would ensure that key buildings are designed and executed according to a minimum standard of sustainable design, which would be evaluated by an independent assessor. For instance, it would provide a strong statement of intent if focal buildings such as the event and conference centre were to secure green building accreditation.



Greater Accra Regional Hospital, Ghana (Perkins and Will Architects) – a LEED 'Silver' rated green building (source - [wikipedia.org](https://en.wikipedia.org/wiki/Greater_Accra_Regional_Hospital))

Another vehicle that might be considered to bolster the design quality of key buildings and sites and also, to generate public/investor interest would be through an international design competition. Seminal projects that have been conceived through international competitions include the Guggenheim Museum in Helsinki, the Centre Pompidou in Paris and Shenzhen Bay Master Plan in China. The jury panel often comprises prominent practitioners and academics, thereby further increasing public awareness. Parcel '3' is well placed for such an exercise, whether this would involve the full parcel, a sub-parcel or a focal building.

While an international competition can identify a preferred design or construction team for a particular project, there is also value in the involvement of multiple teams to stimulate variety and innovation. In particular, this would be appropriate for project '1', where a different team might be appointed to develop proposals for each plot. The Development Control Code will ensure a degree of uniformity. However, this could be supplemented by a Design Code if the intent were to enforce a particular aspect, such as the palette of materials, building form or landscape treatment.



Examples of development completed by different design teams according to common parameters and a Design Code (left - Bo01, Malmö; right - Borneo Sporenburg, Amsterdam)

The Bo01 Expo site in Malmö and the Borneo Sporenburg district in Amsterdam (see the below images), which are often cited as examples of good practice sustainable development, were completed with multiple design teams working to common planning regulations and design coding.

Access to each of the five sites is currently provided through the existing road network. However, given the scale and nature of proposed activities, a traffic impact assessment (TIA) is recommended to determine whether the network will provide an acceptable level of service (LOS) for the projected flows. This is particularly important given the location of sites '1' and '5' close to important junctions, the central location of site '2' and the cluster of high trip generating activities at site '3'. 8.4.2.12 Strengthening the public transport system will reduce the number of private trips on the network at peak times while enhancing the settlement's 'Green City' credentials. At present, public transport is provided by a number of private shuttles that operate independently. However, the linear form of development through Kasane and Kazungula supports the provision of a regular bus service.

In the first instance, this may be limited to a route along President Avenue and the A33 between Airport Road and Hunters Mall. A second service may be provided along the plateau to connect the residential neighbourhoods. Bus stops should be regularly spaced at approximately 600m intervals and located at key nodes and local centres.

A shuttle service between the Chobe's rural towns and hubs in Kasane and Kazungula would further reduce peak time flows in central areas and support cohesion and wealth distribution across the region.

The Situation Analysis recommended the distribution of high trip generating activities across the network to disperse traffic and reduce the potential for congestion along President Avenue. Where possible, this would be supplemented by additional links between the plateau and the river corridor to reduce reliance on Airport Road and Chilwero Road. These aspects are considered in greater details in the two structure plans that are included in Annex 'B' as the basis for consideration at the end of the current Plan period.

3-YEAR ACTION PLAN

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
GOVERNANCE AND INSTITUTIONAL REFORM								
P = Priority Action								
1.	Establish a Tourism SEZ in accordance with the Special Economic Zones Act No 13 of 2015	P	X	X	X			
	<ul style="list-style-type: none"> Identify the area to be covered in consultation with the Ministry responsible for lands and the Chobe District Council and submit a proposal for the establishment of the Kasane-Kazungula SEZ to Government and Chobe District Council 		X				Special Economic Zones Authority	Application submitted
	<ul style="list-style-type: none"> Approval of Kasane-Kazungula SEZ 		X				Chobe District Council	Application approved
	<ul style="list-style-type: none"> Publication of approval in the Gazette 		X				Minister	Approval and establishment gazetted
	<ul style="list-style-type: none"> Prepare investment and operational budget proposals and submit for approval 		X				Kasane Kazungula SEZ	Appropriate funding secured
	<ul style="list-style-type: none"> Recruit CEO and qualified staff and obtain office space 		X				Kasane Kazungula SEZ	Staff complement filled and work begun
	<ul style="list-style-type: none"> Review the Kasana Kazungula Tourism Master Plan and formulate a detailed investment and development strategy for the area 		X				Kasane Kazungula SEZ	Detailed Investment and Development strategy formulated
	<ul style="list-style-type: none"> Implement investment and development strategy 			X	X		Kasane Kazungula SEZ	Investment and Development strategy implemented

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
STATISTICS AND MARKET INTELLIGENCE P = Priority Action								
1	Establish an Inter-Institutional Platform at national level to ensure better coordination between tourism data producers and end-users	P	X				DoT/MENT	Protocol agreed for systematic cross-departmental sharing of data and its timely onward transmission
2	Strengthen the human and financial resources of the Research and Statistics Department in the DoT	P	X				MENT	Sufficient resources provided to enable regular collection and dissemination of key tourism intelligence
3	Statistics Botswana to introduce tourism-related questions into its Household Surveys to better understand the domestic market		X				DoT and Statistics Botswana	Results obtained and shared with tourism stakeholders
4	Introduce regular baseline visitor expenditure and satisfaction surveys in K-K	P		X			RSD	Results obtained and shared with tourism stakeholders
5	Examine and analyse day-visitor data by border post and purpose of visit		X				RSD and Statistics Botswana	Results obtained and shared with tourism stakeholders
No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
MARKETING P = Priority Action								
1.	Establish Chobe Tourism Association	P	X	X	X			
	<ul style="list-style-type: none"> Develop TORs, invite proposals and appoint a service provider to conduct feasibility study 		X			10 000	NTB	TORs issued, adequate number of proposals received, service provider appointed
	<ul style="list-style-type: none"> Investigate benchmark case studies of local tourism organisations in the region and distil lessons and best practices 		X			In feasibility study	Service provider	Clear lessons and guidelines for a local Chobe tourism association formulated
	<ul style="list-style-type: none"> Propose and evaluate options, including membership categories and fees, financial sustainability, human resources and institutional structural implications 		X			In feasibility study	Service provider	Association proposal formulated
	<ul style="list-style-type: none"> Consult with public and private stakeholders and select best option 		X			200	NTB	Stakeholders agree on a preferred institutional arrangement
	<ul style="list-style-type: none"> Arrange and conclude founding meeting, including 		X			600	NTB	Association established

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	election of office bearers							
	<ul style="list-style-type: none"> Establish legal foundations and frameworks 		X			300	Chobe Tourism Association Board	Legal association persona established
	<ul style="list-style-type: none"> Establish human resources and logistics capacity 		X	X	X	30 000	Chobe Tourism Association Board	Associated staffed up
	<ul style="list-style-type: none"> Operationalise the association, arrange AGMs, conduct regular member communications 		X	X	X	10 000	Chobe Tourism Association executive	Association operates successfully
2.	Develop and maintain branded marketing collateral	P	X	X	X			
	<ul style="list-style-type: none"> Develop and maintain Chobe Website, integrated with and/or linked to BTO destination website and blog 		X	X	X	12 000	Chobe Tourism Association executive	Dedicated website developed and populated with contents
	<ul style="list-style-type: none"> Establish and maintain Chobe social media channels including: <ul style="list-style-type: none"> Instagram Facebook YouTube 		X	X	X	400	Chobe Tourism Association executive	Social media channels established and content refreshed on a regular basis
	<ul style="list-style-type: none"> Design, print and distribute destination visitor map (suitable for individual branding and distribution by Association members) 			X	X	1 000	Chobe Tourism Association executive	Visitor map developed and 1000 copies printed and distributed
	<ul style="list-style-type: none"> Establish stakeholder contact database 			X	X	200	Chobe Tourism Association executive	Consolidated database established and growing
	<ul style="list-style-type: none"> Set up and distribute a digital destination newsletter 			X	X	500	Chobe Tourism Association executive	Quarterly newsletter drafted and distributed
3.	Set up Chobe Tourism Information Kiosk for promoting Chobe attractions and members products and take ad-hoc reservations			X	X			
	<ul style="list-style-type: none"> Draft TORs, invite proposals and appoint a service provider to conduct feasibility and planning study and propose a suitable location, design, operational structure, linkage with BTO office, human resources capacity, business model and 			X		10 000	Chobe Tourism Association and BTO	Detailed proposal for information kiosk drafted and approved by association Board and BTO
	<ul style="list-style-type: none"> Design, construct and operationalise information kiosk on a test case basis for one to two years 			X		30 000	Chobe Tourism Association executive	Temporary tourism information established and operational
	<ul style="list-style-type: none"> Monitor patronage, bookings and value achieved and evaluate feasibility 			X		-	Chobe Tourism Association executive	Acceptable and viable growth in enquiries, bookings and revenues

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> If deemed feasible, formalise and establish permanent operation 				X	To be confirmed	Chobe Tourism Association executive	Permanent kiosk established and operational
4.	Launch and promote annual domestic “Green Season” marketing campaign aimed at attracting local travellers during the low season for international travel	P	X	X	X			
	<ul style="list-style-type: none"> Draft TORs, invite proposals and appoint a PR and marketing support agency on a 4-month retainer to implement and operationalise the campaign 		X	X	X	8 000	Chobe Tourism Association executive with BTO support	TORs issued, adequate number of proposals received, service provider appointed
	<ul style="list-style-type: none"> Solicit, obtain and log on the website special offer deals received from association members for local citizens, residents and Southern Africa travellers 		X	X	X	-	Chobe Tourism Association executive with BTO support	At least 20 “Green Season” special offers received and logged on website
	<ul style="list-style-type: none"> Set up campaign newsletter subscription and promote campaign through a special newsletter 			X	X	500	Chobe Tourism Association executive with BTO support	2 weekly campaign newsletter distributed during campaign duration
	<ul style="list-style-type: none"> Promote campaign through PR media and digital media coverage – call to action to obtain offers on website 		X	X	X	In PR retainer	Chobe Tourism Association executive with BTO support	At least 2 high level media exposures per week for duration of campaign
	<ul style="list-style-type: none"> Promote campaign through radio advertising - call to action to obtain offers on website 			X	X	80 000	Chobe Tourism Association executive with BTO support	Notable response in campaign enquiries and bookings following advertising
	<ul style="list-style-type: none"> Track campaign progress and results and adapt as necessary 			X	XXX	In PR retainer	Chobe Tourism Association executive with BTO support	Significant growth in booking enquiries and translating into actual bookings
5.	Support BTO international marketing initiatives	P		X	X			
	<ul style="list-style-type: none"> Chobe Tourism Association and members to participate on a selective, voluntary basis in BTO selected international trade promotions, grouped together and with companies and exhibition area co-branded with Chobe local brand, including: <ul style="list-style-type: none"> BTO trade fairs (virtual and real) BTO roadshows (virtual and real) Hosting participants in BTO travel trade fam trips Hosting participants in BTO media educational trips 		X	X	X	100 000	Chobe Tourism Association executive with BTO support	<p>Chobe tourism brand present and exposed in all BTO marketing initiatives</p> <p>Chobe association members participate in all major BTO marketing initiatives</p>

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	○ Hosting participants in BTO Influencer (blogger) trips							
6.	Conduct social media marketing			X	X		Chobe Tourism Association executive with BTO support	
	• Create and publish regular blog posts on website			X	X	Staff costs	Chobe Tourism Association executive with BTO support	At least 2 blog posts per month; 24 blogposts per annum published
	• Make regular posting of unique and visually attractive copy, images and videos e.g. special nature and wildlife interactions and events on social media platforms, including Facebook, Twitter, Instagram, Pinterest, YouTube			X	XX	Staff costs	Chobe Tourism Association executive with BTO support	At least weekly video clips and images posted on all social media channels
BRANDING P = Priority Action								
1.	Develop and apply a suitable visual brand identity, based on the brand strategy outlined above	P	X	X	X			
	• Establish a brand development workgroup, representative of key decision makers		X				Chobe Tourism Association with BTO support	Representative workgroup established
	• Draft and issue TORs, evaluate proposals and appoint service provider		X			8 000	Workgroup with BTO support	Brand development service provider appointed
	• Evaluate design proposals and agree on a chosen brand identity and visual design language		X				Service provider and workgroup	Favoured brand identity approved
	• Approve the brand manual that outlines guidelines and examples of brand application		X				Service provider and workgroup	Brand manual drafted, approved and published
	• Apply branding to all digital and print collateral			X	X	2 000	Chobe Tourism Association executive	All digital and printed destination brand collateral branded with new brand identity
2.	Promote brand promotion among public and private sector tourism partners			X	X			
	• Develop a branded Associate Membership decal, that can be applied by all members of the association as a sticker or framed certificate on their premises, vehicles, boats, etc. to show that they are affiliated to and			X	X	300	Chobe Tourism Association executive	Membership decal developed, distributed and applied by all association members

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	supportive of the local brand							
	<ul style="list-style-type: none"> Encourage private association members to use the destination brand on their marketing materials and digital channels 				X	Staff	Chobe Tourism Association executive	Majority of members apply brand decal and used co-branding on their marketing materials
	<ul style="list-style-type: none"> Encourage local public sector authorities and agencies to apply the local branding where possible, especially on letterheads, communication media, etc. 				X	Staff	Chobe Tourism Association executive	Key public sector partners (especially local authority) apply co-branded visual identity
	<ul style="list-style-type: none"> Agree with BTO how and where the local branding can be applied in a co-branded way with the national brand 			X	X	-	Chobe Tourism Association executive	Successful co-branding with national brand achieved

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
PRODUCT DEVELOPMENT								
P = Priority Action								
1.	Improvement of jetties and boat landings	P	X	X	X			
	<ul style="list-style-type: none"> Issue TORs, invite proposals and appoint a service provider to conduct feasibility study, management proposals and detailed designs and costs for the various jetties. Project to be integrated with commercial waterfront land zoning (see Table 6.1 - development concept 6 above) and other proposals 		X			150 000	Local agency/authority BTO MENT	TORs issued, adequate number of proposals received, service provider appointed
	<ul style="list-style-type: none"> Consult with relevant public and private stakeholders regarding jetty consolidation, finance and maintenance options and agree a suitable management model 		X			1 000	Local agency/authority BTO DWNP CBOs	Stakeholders agree on a preferred management arrangement
	<ul style="list-style-type: none"> Elect and appoint public-private "riverfront management forum (RMF)" as communication and consultative body for jetty management 					-	Local agency/authority BTO CBOs Private sector	

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X			-	Local agency/authority BTO RMF MENT	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> If required, amend regulations to disallow non-approved jetties 		X			-	Local agency/authority MENT	Regulations support design and management model
	<ul style="list-style-type: none"> Conclude on management arrangements, issue RFP for works and appoint preferred construction company 			X		-	Proposed local agency BTO	RFP issued and preferred construction company appointed
	<ul style="list-style-type: none"> Construct and inaugurate new jetties and main marina 				X	Construction Costs to be Confirmed	Local agency/authority DWNP RMF CBOs Private sector MENT	New jetties finalised and constructed
	<ul style="list-style-type: none"> Disassemble and decommission existing jetties 				X	20 000	Local agency/authority Private sector	Redundant jetties disassembled
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				X	Maintenance Costs to be Confirmed	Local agency/authority Private sector RMF	Jetties successfully operated and maintained
2.	Construction of riverfront walkway- viewing points, boardwalks etc.	P	X	X	X			
	<ul style="list-style-type: none"> Issue TORs, invite proposals and appoint a service provider to conduct feasibility study, management proposals and detailed designs and costs for the project. Project to be integrated with commercial waterfront land zoning (see product development concept 6 below) and other proposals 		X			120 000	Local agency/authority BTO MENT	TORs issued, adequate number of proposals received, service provider appointed
	<ul style="list-style-type: none"> Consult with “jetty and riverfront Management forum” (see 1 above) regarding construction, finance and maintenance options for boardwalks and agree a suitable management model 		X			1 000	Local agency/authority BTO RMF MENT	Stakeholders agree on a preferred management arrangement

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X			-	Local agency/authority BTO RMF MENT	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> If required, amend regulations to ensure and embed management powers in local authority 		X			-	Local agency/authority MENT	Regulations support design and management model
	<ul style="list-style-type: none"> Conclude on management arrangements, issue RFP for works and appoint preferred construction company 			X		-	Local agency/authority BTO RMF MENT	RFP issues and preferred construction company appointed
	<ul style="list-style-type: none"> Construct and inaugurate riverfront walkway and boardwalks 			X		Construction Costs to be Confirmed	Local agency/authority RMF MENT	Riverfront walkway and boardwalks finalised and constructed
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				X	Maintenance Costs to be Confirmed	Local agency/authority RMF MENT	Riverfront walkway successfully operated and maintained
3.	Develop public recreation and camping area							
	<ul style="list-style-type: none"> Formalise land ownership and benefit sharing arrangement of area with local community 		X			10 000	Local agency/authority Relevant Ministries BTO CBOs MENT	Land ownership and transfer (if necessary) agreed and implemented
	<ul style="list-style-type: none"> Issue TORs, invite proposals and appoint a service provider to conduct feasibility study, management proposals and detailed designs and costs for the project 		X			200 000	Local agency/authority BTO MENT	TORs issued, adequate number of proposals received, service provider appointed
	<ul style="list-style-type: none"> During planning, consult with community and tourism stakeholders regarding project elements 		X			1 000	Local agency/authority BTO CBOs Private sector	Stakeholders agree on a preferred management arrangement
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X			-	Local agency/authority BTO	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> If required, amend regulations to ensure and embed management powers in local authority 		X			-	Local agency/authority MENT	Regulations support design and management model

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Issue RFP for commercial partner to manage facilities under a suitable outsourced arrangement 			X		1 000	Local agency/authority BTO	RFP issued and at least three proposals received
	<ul style="list-style-type: none"> Evaluate proposals received, identify suitable outsourced management partner, negotiate a suitable arrangement and sign outsourced contract 			X		1 000	Local agency/authority BTO	Outsourced commercial partner appointed
	<ul style="list-style-type: none"> Issue RFP for works and appoint preferred construction company 			X		-	Local agency/authority Commercial partner	RFP issued and preferred construction company appointed
	<ul style="list-style-type: none"> Construct and inaugurate facilities 			X	X	Construction Costs to be Confirmed	Local agency/authority Commercial partner	Public recreation and camping area constructed
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				X	Maintenance Costs to be Confirmed	Local agency/authority Commercial partner	Facilities successfully operated and maintained
4.	Develop Hot Springs picnic, viewpoint and parking	P						
	<ul style="list-style-type: none"> Issue TORs, invite proposals and appoint a service provider to conduct feasibility study, management proposals and detailed designs and costs for the project. <p>Note: Consider integration of the project with Riverfront Walkway project (see development concept 6 above)</p>		X			80 000	Local agency/authority Relevant Ministries BTO CBOs MENT	TORs issued, adequate number of proposals received, service provider appointed
	<ul style="list-style-type: none"> Consult with “jetty and riverfront Management forum” (see 2 above) regarding construction, finance and maintenance options and agree a suitable management model 		X			500	Local agency/authority Relevant Ministries BTO RMF MENT	Stakeholders agree on a preferred management arrangement
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X			-	Local agency/authority BTO RMF MENT	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> If required, amend regulations to ensure and embed management powers in local authority 		X			-	Local agency/authority MENT	Regulations support design and management model
	<ul style="list-style-type: none"> Conclude on management arrangements, issue RFP for works and appoint preferred construction company 			X		-	Local agency/authority BTO RMF	RFP issued and preferred construction company appointed

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
							MENT	
	<ul style="list-style-type: none"> Construct and inaugurate Hot Springs picnic, viewpoint and parking facilities 			X	X	Construction Costs to be Confirmed	Local agency/authority Construction company BTO RMF MENT	Construction finalised and facilities inaugurated
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				X	Maintenance Costs to be Confirmed		Facilities successfully operated and maintained
5.	Town centre leisure hub, pedestrianised with provision for traders' stalls and marketplace	P						
	<ul style="list-style-type: none"> Issue TORs, invite proposals and appoint a service provider to develop detailed urban design plan, management proposals, detailed designs and costs for public sector infrastructure elements in the area. Project to be integrated with commercial waterfront land zoning (see development concept 6 below) and other proposals 		X			250 000	Local agency/authority BTO MENT	TORs issued, adequate number of proposals received, service provider appointed
	<ul style="list-style-type: none"> Consult with relevant public and private stakeholders regarding project elements, finance and maintenance options and agree a suitable design and management model 		X			1 000	Local agency/authority BTO RMF CBOs Private sector Relevant Ministries MENT	Stakeholders agree on a preferred management arrangement
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X			-	Local agency/authority MENT	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> Issue RFP and invite proposals for the various commercial aspects of the project, e.g. construction and management of trader stalls, market area, etc., under a suitable PPP agreement 			X		1 000	Local agency/authority MENT	TORs issued, adequate number of proposals received
	<ul style="list-style-type: none"> Evaluate proposals received, identify suitable outsourced management partner, negotiate a suitable arrangement and 			X		1 000	Local agency/authority MENT	Outsourced components agreed and management partner contracted

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	sign outsourced contract							
	<ul style="list-style-type: none"> Issue RFP for public works, evaluate proposals and appoint preferred construction company 			X		-	Local agency/authority Management partner	RFP issued and preferred construction company appointed
	<ul style="list-style-type: none"> Construct and inaugurate key infrastructure and facilities 			X	X	Construction Costs to be Confirmed	Local agency/authority Contractor Management partner	Redevelopment successfully finalised and facilities constructed
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				→	Maintenance Costs to be Confirmed	Local agency/authority Management partner	Facilities and infrastructure in area successfully operated and maintained
6.	Commercial waterfront hub and principal cruise departure point	P						
	<ul style="list-style-type: none"> Formalise land ownership and benefit sharing arrangement with local community 		X			10 000	Local agency/authority Management	Land ownership agreed and formalised Benefit sharing mechanism agreed, documented and legalised
	<ul style="list-style-type: none"> Issue RFP to invite proposals from private developers for developing the site according to a suitable PPP arrangement (Concession/lease, BOT, or another) 		X			2 000	Local agency/authority BTO Management	TORs issued, adequate number of proposals received, PPP developer partner appointed
	<ul style="list-style-type: none"> Evaluate proposals received, identify suitable private development partners, negotiate a suitable arrangement and sign PPP agreement 		X	X		1 000	Local agency/authority Management	Outsourced components agreed and contracted
	<ul style="list-style-type: none"> During planning, consult with related stakeholders regarding project elements 		X	X		1 000	Local agency/authority DWNP RMF CBOs Private sector Management	Stakeholders agree on a preferred management arrangement
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X	X		-	Local agency/authority Management	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> If required, amend regulations to ensure and embed management powers in local authority 		X	X		-	Local agency/authority Management	Regulations support design and management model

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Developer partner to construct, market and operate facilities 			X	X	Construction Costs for private developer	Local agency/authority Developer	Development proceeding and progressing as expected
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				→	Maintenance Costs to be Confirmed	Local agency/authority Developer	Facilities and infrastructure in area successfully operated and maintained
7.	Kazungula Bridge viewing points entertainment, backpacker and heritage zone	P						
	<ul style="list-style-type: none"> Formalise land ownership and benefit sharing arrangement with local community 		X			10 000	Local agency/authority MENT BRS	Land ownership agreed and formalised
	<ul style="list-style-type: none"> Issue RFP to invite proposals from private developers for developing commercial components of the site according to a suitable PPP arrangement (Concession/lease, BOT, or another) 		X			2 000	Local agency/authority BTO MENT	TORs issued, adequate number of proposals received, PPP developer partner appointed
	<ul style="list-style-type: none"> Evaluate proposals received, identify suitable private development partners, negotiate a suitable arrangement and sign PPP agreement 		X	X		1 000	Local agency/authority MENT	Outsourced components agreed and contracted
	<ul style="list-style-type: none"> During planning, consult with related stakeholders regarding project elements 		X	X		1 000	Local agency/authority BRS CBOs Private sector MENT	Stakeholders agree on development plan
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X	X		-	Local agency/authority MENT	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> Issue RFP for public works, evaluate proposals and appoint preferred construction company 			X		-	Local agency/authority MENT	RFP issues and preferred construction company appointed
	<ul style="list-style-type: none"> If required, amend regulations to ensure and embed management powers in local authority 		X	X		-	Local agency/authority MENT	Regulations support design and management model
	<ul style="list-style-type: none"> Construct and inaugurate key public infrastructure and facilities 			X	X	Construction Costs to be Confirmed	Local agency/authority MENT	Public components and facilities finalised and constructed
	<ul style="list-style-type: none"> Developer partner to construct, market and operate facilities 			X	→	Construction Costs for private developer	Local agency/authority Developer	Private developments proceeding and progressing as expected

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				→	Maintenance Costs to be Confirmed	Local agency/authority Developer	Facilities successfully operated and maintained
8.	Seboba musical, cultural entertainment and heritage centre	P						
	<ul style="list-style-type: none"> Formalise land ownership, management mechanism and benefit sharing arrangement with local community 		X			10 000	BTO CBOs	Land ownership agreed and formalised Benefit sharing mechanism agreed, documented and legalised
	<ul style="list-style-type: none"> Issue RFP to invite proposals from private developers for developing commercial components of the site according to a suitable PPP arrangement (Concession/lease, BOT, or another) 		X			2 000	BTO Management Board Private sector	TORs issued, adequate number of proposals received, PPP developer partner appointed
	<ul style="list-style-type: none"> Evaluate proposals received, identify suitable private development partners, negotiate a suitable arrangement and sign PPP agreement 		X	X		1 000	BTO Management Board	Outsourced components agreed and contracted
	<ul style="list-style-type: none"> Formalise and approve final designs and management proposals 		X	X		-	BTO Management Board	Final designs, costs and management arrangements approved and go-ahead given
	<ul style="list-style-type: none"> Issue RFP for public works, evaluate proposals and appoint preferred construction company 		X	X		-	BTO Management Board Private operator	RFP issues and preferred construction company appointed
	<ul style="list-style-type: none"> Construct and inaugurate key public infrastructure and facilities 			X	X	Construction Costs to be Confirmed	BTO	Public components and facilities finalised and constructed
	<ul style="list-style-type: none"> Private developer partner to construct, market and operate commercial infrastructure facilities 			X	→	Construction Costs for private developer	BTO Private operator	Private development components proceeding and progressing as expected
	<ul style="list-style-type: none"> Operationalise and maintain facilities 				→	Maintenance Costs to be Confirmed	BTO Management Board Private operator	Seboba successfully operated and maintained
9.	KAZA Tourism and Environment College (KATEC) = Hospitality, Environmental and Guide Training school							
	<ul style="list-style-type: none"> Establish public-private-community project Steering Committee 		X			-	BTO DT	Steering committee established
	<ul style="list-style-type: none"> Draft TORs, commission and conduct benchmark and feasibility study for training school development, with financing and management options 		X			30 000	BTO Steering Committee	Benchmark and feasibility study conducted

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Steering Committee and MENT to evaluate proposals and options, confirm KATEC go-ahead and recommend suitable options 		X			-	BTO Steering Committee MENT	Go/No-go agreed. Recommended business and operational model agreed
	<ul style="list-style-type: none"> Establish suitable legal persona (e.g. company, statutory body, foundation, etc.) 					10 000	BTO Steering Committee	Legal institution established
	<ul style="list-style-type: none"> Approach International Cooperating Partners (donors) for funding capital operational start-up costs 		X	X		2 000	MENT BTO	International donor support successfully recruited
	<ul style="list-style-type: none"> Appoint KATEC Management Board and change Steering Committee to Advisory Committee 			X		12 000	MENT BTO	Representative and professional Management Board appointed
	<ul style="list-style-type: none"> Appoint CEO and key management establish facility 				X	Costs to be determined based on feasibility study	BTO Management Board	Suitable CEO appointed
	<ul style="list-style-type: none"> Investigate affiliation options with other reputable training facilities in Africa and elsewhere, select potential affiliation partners, negotiate a suitable affiliation partnership and conclude agreement 			X	X	-	CEO Management Board	Affiliation with a suitable, reputable institution achieved
	<ul style="list-style-type: none"> Draft TORs, commission and conduct <ol style="list-style-type: none"> Detailed planning and design Detailed business plan Human resources recruitment plan and job scoping 			X	X	300 000 (est.)	CEO Management Board	Detailed plans developed and approved
	<ul style="list-style-type: none"> Issue RFP for construction and development, evaluate and appoint construction company 				X	1 000	CEO Management Board	Suitable construction company appointed
	<ul style="list-style-type: none"> Construct and operate KATEC 				X	Construction costs to be confirmed	CEO Management Board	KATEC operates successfully
COMMUNITY-BASED TOURISM								
P = Priority Action								
1	Capacity building and empowerment of Seboba and KALEPA community Trusts through Community Action Planning							
	<ul style="list-style-type: none"> Secure funds for capacity building Identify Mentor(s) to train and mentor the CBOs 	P	X	X		30,000	National CBNRM Office	Seboba & PALEKA community trusts are functional and operating profitable tourism enterprises

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
2	Develop curriculum for heritage and Cultural Guiding short Course							
	• Prepare Terms of Reference for developing Curriculum	P	X				Department of National Museum and Monuments	Terms of Reference published in the media
	• Engage reputable Consultant to prepare curriculum	P	X			30,000	Department of National Museum and Monuments Consultant	Curriculum prepared
	• DNMM to approach one of the institutions to offer the short course	P		X	X		Department of National Museum and Monuments	One of the local institutions hosting and running the course
	• Accredit the short course with Botswana Qualifications Authority	P		X	X	10,000	Department of National Museum and Monuments Local Learning Institute BQA	Curriculum for heritage and Cultural Guiding short Course accredited to Botswana Qualifications Authority
3	Document the and write profiles of all heritage and cultural sites in Kasane Kazungula							
	• Prepare Terms of Reference for documenting information about heritage & cultural sites						Department of National Museum and Monuments	Terms of Reference published in the media
	• Engage reputable Consultant to prepare profiles of: Prison Baobab Kasane Hot Springs Old Kazungula Liberation struggle stories	P	X			30,000	Department of National Museum and Monuments Consultant	Brochures profiling heritage and cultural sites/ activities of Kasane Kazungula

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	Old trekking routes and trade Burial sites							
4	Fast track review of Forest Act to allow tourism activities in the Forest Reserve							
	<ul style="list-style-type: none"> Lobby Member of Parliament for Chobe Lobby Chobe District Council 	P	X				Department of Forestry and Range Resources, Botswana Tourism Organization	Revised New Forest Act passed by Parliament
ENVIRONMENTAL SUSTAINABILITY								
P = Priority Action								
1	Sewer infrastructure in Kazungula	P	X					Sewer line connecting Kazungula to Kasane Sewage treatment Plant
	<ul style="list-style-type: none"> Construction of main sewer line 					Costs to be confirmed	Water Utilities Corporation	
	<ul style="list-style-type: none"> Connecting all of Kazungula to the main sewer line 					Costs to be confirmed	Water Utilities Corporation	Discontinuation of pit latrines and septic tanks
	<ul style="list-style-type: none"> Redirecting discharge from treatment plant away from the Chobe River 	P	X				Water Utilities Corporation	Discharge into the Chobe River stopped
2	Public Environmental Education Campaigns							
	<ul style="list-style-type: none"> Reuse, Reduce, Recycle 	P	X	X	X	20,000	Department of Environmental Affairs Environmental NGOs	Raised public awareness

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Water & energy conservation 	P	X	X	X	20,000	Department of Environmental Affairs Environmental NGOs	Reduced water and energy consumption over time
3	Road tunnel below wildlife crossing point							
	<ul style="list-style-type: none"> Prepare Terms of Reference for Feasibility study of road tunnel 				X		Department of Wildlife and National Parks	Terms of Reference published in the media
	<ul style="list-style-type: none"> Engage Consultant to undertake Feasibility study of road tunnel 				X	50,000		Feasibility study report
BUSINESS AND INVESTMENT FACILITATION								
P = Priority Action								
1.	Establishment of a Tourism SEZ in accordance with the Special Economic Zones Act No 13 of 2015	P	X	X	X		MENT and Chobe District Council	
	<ul style="list-style-type: none"> See the actions under the Governance and Institutional Reform Action Plan 							
2.	Implement the Product Development Strategy	P	X	X	X			
	<ul style="list-style-type: none"> See the actions under the Product Development Action Plan 							
3.	Invest in Supporting Infrastructure and Services	P	X	X	X			
	<ul style="list-style-type: none"> Invest in supporting infrastructure and services such as <ul style="list-style-type: none"> Water & sanitation Waste management Energy & electricity 		X	X	X		Kasane Kazungula SEZ	Sufficient and well-maintained supporting infrastructure and services to

No.	Action	Years				Indicative Cost p.a. in USD	Responsibility	Success Criteria & Key Factors/Considerations
		P	1	2	3			
	<ul style="list-style-type: none"> Health – hospital, clinics and pandemic safety measures Communication and technology Access via road and air Information services Financial services – banks & forex 							support the tourism sector and expansion plans
4.	Community and SME's support	P	X	X	X			
	<ul style="list-style-type: none"> Partner with funding institutions to develop new credit assessment models centered on the viability of the enterprise rather than the entrepreneur Partner with funding institutions to provide funding for the development of business plans by experts Assist Community Organisations, SMEs and Entrepreneurs in the formation of cooperative societies or community trusts to obtain finance Invest in information technology to assist Community Organisations, SMEs and Entrepreneurs to access finance and training 		X	X	X		Kasane Kazungula SEZ & Funding Institutions	Access to funding by Community Organisations, SMEs and Entrepreneurs
5.	Investor Support							
	<ul style="list-style-type: none"> Partner with Botswana Investment and Trade (BITC) to provide investment facilitation services to investors including, but not limited to, business and tax registration, visas and work permits, access to land, connection to utilities and specialist studies. 		X	X	X		Kasane Kazungula SEZ & BITC	One Stop Shop for Investors

ANNEXES - Annex A: Detailed Growth Projections

Scenario 1: No Implementation

	Historical			Projection										
Scenario 1: As Is	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Number of Visitors:	164 888	50 808	63 511	95 266	132 353	170 417	178 938	187 885	197 279	205 505	214 076	223 008	232 316	242 015
International (non- resident) overnight visitors in Hotel/Lodge/Guest House	102 719	29 789	37 236	55 854	78 195	105 563	110 842	116 384	122 203	127 091	132 175	137 462	142 960	148 679
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Botswana Resident overnight visitors in Hotel/Lodge/ Guest House	27 191	10 876	13 595	20 393	27 530	28 907	30 352	31 870	33 463	35 137	36 893	38 738	40 675	42 709
<i>Growth: Projected</i>		-60.0%	25.0%	50.0%	35.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
International overnight visitors staying in Campsites	14 178	4 112	5 140	7 709	10 793	14 571	15 299	16 064	16 867	17 542	18 244	18 973	19 732	20 522
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%
International Day Visitors	20 800	6 032	7 540	11 310	15 834	21 376	22 445	23 567	24 745	25 735	26 764	27 835	28 948	30 106
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Average Length of Stay:	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
International (non- resident) average visitor nights in Hotel/Lodge/Guest House	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Botswana Resident average visitor nights in Hotel/Lodge/ Guest House	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average visitor nights staying in Campsites	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International Day Visitors	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Number of Bed Nights:	280 275	86 364	107 955	161 933	224 973	289 673	304 157	319 365	335 333	349 315	363 885	379 068	394 889	411 376
International (non- resident) visitor nights in Hotel/Lodge/Guest House	184 895	53 620	67 024	100 537	140 751	190 014	199 515	209 491	219 965	228 764	237 914	247 431	257 328	267 621
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Botswana Resident visitor nights in Hotel/Lodge/ Guest House	46 224	18 490	23 112	34 668	46 802	49 142	51 599	54 179	56 888	59 732	62 719	65 855	69 148	72 605
<i>Growth: Calculated</i>		-60.0%	25.0%	50.0%	35.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Visitor nights staying in Campsites	28 356	8 223	10 279	15 419	21 586	29 141	30 598	32 128	33 734	35 084	36 487	37 947	39 465	41 043
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%
International Day Visitors	20 800	6 032	7 540	11 310	15 834	21 376	22 445	23 567	24 745	25 735	26 764	27 835	28 948	30 106
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Average Spend per Day (BWP):	896	667	734	807	848	896	941	988	1 038	1 089	1 143	1 200	1 260	1 323
International (non- resident) visitors in Hotel/Lodge/Guest House	973	730	803	883	927	974	1 022	1 073	1 127	1 183	1 242	1 305	1 370	1 438
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Botswana Residents in Hotel/Lodge/ Guest House	779	584	643	707	742	779	818	859	902	947	995	1 044	1 097	1 152
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Visitors staying in Campsites	660	495	545	599	629	660	693	728	764	803	843	885	929	976
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
International Day Visitors	800	600	660	726	762	800	840	882	927	973	1 022	1 073	1 126	1 183
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Annual Spend (BWP Millions)	251	58	79	131	191	260	286	316	348	380	416	455	498	544
International (non- resident) visitors in Hotel/Lodge/Guest House	180	39	54	89	130	185	204	225	248	271	296	323	352	385
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	10.3%	10.3%	10.3%	9.2%	9.2%	9.2%	9.2%	9.2%
Botswana Resident visitors in Hotel/Lodge/ Guest House	36	11	15	25	35	38	42	47	51	57	62	69	76	84
<i>Growth: Calculated</i>		-70.0%	37.5%	65.0%	41.8%	10.3%	10.3%	10.3%	10.3%	10.3%	10.3%	10.3%	10.3%	10.3%
Visitors staying in Campsites	19	4	6	9	14	19	21	23	26	28	31	34	37	40
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	10.3%	10.3%	10.3%	9.2%	9.2%	9.2%	9.2%	9.2%
International Day Visitors	17	4	5	8	12	17	19	21	23	25	27	30	33	36
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	10.3%	10.3%	10.3%	9.2%	9.2%	9.2%	9.2%	9.2%

Scenario 2: Partial Implementation

	Historical				Projection									
Scenario 2: Partial Implementation	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Number of Visitors:	164 888	50 808	63 511	95 266	132 353	172 619	183 612	194 560	205 306	215 408	226 026	237 188	248 921	261 255
International (non- resident) overnight visitors in Hotel/Lodge/Guest	102 719	29 789	37 236	55 854	78 195	105 563	112 425	119 733	127 515	134 529	141 928	149 734	157 969	166 657
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	6.5%	6.5%	6.5%	5.5%	5.5%	5.5%	5.5%	5.5%
Botswana Resident overnight visitors in Hotel/Lodge/ Guest House	27 191	10 876	13 595	20 393	27 530	31 109	33 443	35 951	37 748	39 636	41 618	43 698	45 883	48 178
<i>Growth: Projected</i>		-60.0%	25.0%	50.0%	35.0%	13.0%	7.5%	7.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
International overnight visitors staying in Campsites	14 178	4 112	5 140	7 709	10 793	14 571	15 299	15 758	16 231	16 718	17 219	17 736	18 268	18 816
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
International Day Visitors	20 800	6 032	7 540	11 310	15 834	21 376	22 445	23 118	23 812	24 526	25 262	26 020	26 800	27 604
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Average Length of Stay:	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.8	1.9	2.0	2.1	2.2	2.3	2.4
International (non- resident) average visitor nights in Hotel/Lodge/G	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.9	2.0	2.1	2.2	2.3	2.4	2.5
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Botswana Resident average visitor nights in Hotel/Lodge/ Guest House	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.8	1.9	2.0	2.1	2.2	2.3	2.4
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Average visitor nights staying in Campsites	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.2	2.3	2.4	2.6	2.7	2.8
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
International Day Visitors	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Number of Bed Nights:	280 275	86 364	107 955	161 933	224 973	293 417	312 261	346 677	383 405	421 554	463 644	510 088	561 340	617 907
International (non- resident) visitor nights in Hotel/Lodge/Guest House	184 895	53 620	67 024	100 537	140 751	190 014	202 365	226 295	253 054	280 321	310 525	343 985	381 049	422 107
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	6.5%	11.8%	11.8%	10.8%	10.8%	10.8%	10.8%	10.8%
Botswana Resident visitor nights in Hotel/Lodge/ Guest House	46 224	18 490	23 112	34 668	46 802	52 886	56 852	64 172	70 750	78 002	85 997	94 812	104 530	115 244
<i>Growth: Calculated</i>		-60.0%	25.0%	50.0%	35.0%	13.0%	7.5%	12.9%	10.3%	10.3%	10.3%	10.3%	10.3%	10.3%
Visitor nights staying in Campsites	28 356	8 223	10 279	15 419	21 586	29 141	30 598	33 092	35 789	38 706	41 860	45 272	48 961	52 952
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	8.2%	8.2%	8.1%	8.1%	8.1%	8.1%	8.2%
International Day Visitors	20 800	6 032	7 540	11 310	15 834	21 376	22 445	23 118	23 812	24 526	25 262	26 020	26 800	27 604
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Average Spend per Day (BWP):	896	667	734	807	848	895	940	997	1 059	1 124	1 193	1 266	1 343	1 425
International (non- resident) visitors in Hotel/Lodge/Guest House	973	730	803	883	927	974	1 022	1 084	1 149	1 217	1 290	1 368	1 450	1 537
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Botswana Residents in Hotel/Lodge/ Guest House	779	584	643	707	742	779	818	867	920	975	1 033	1 095	1 161	1 231
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Visitors staying in Campsites	660	495	545	599	629	660	693	735	779	826	875	928	984	1 043
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
International Day Visitors	800	600	660	726	762	800	840	891	944	1 001	1 061	1 125	1 192	1 264
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Annual Spend (BWP Millions)	251	58	79	131	191	263	293	346	406	474	553	646	754	881
International (non- resident) visitors in Hotel/Lodge/Guest House	180	39	54	89	130	185	207	245	291	341	401	471	553	649
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	11.8%	18.5%	18.5%	17.4%	17.4%	17.4%	17.4%	17.4%
Botswana Resident visitors in Hotel/Lodge/ Guest House	36	11	15	25	35	41	47	56	65	76	89	104	121	142
<i>Growth: Calculated</i>		-70.0%	37.5%	65.0%	41.8%	18.7%	12.9%	19.6%	16.9%	16.9%	16.9%	16.9%	16.9%	16.9%
Visitors staying in Campsites	19	4	6	9	14	19	21	24	28	32	37	42	48	55
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	10.3%	14.6%	14.6%	14.6%	14.6%	14.6%	14.6%	14.6%
International Day Visitors	17	4	5	8	12	17	19	21	22	25	27	29	32	35
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	10.3%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%

Scenario 3: Full Implementation

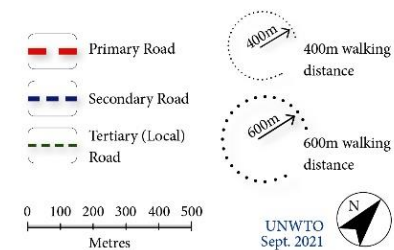
	Historical			Projection										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Scenario 3: Full Implimentation	164 888	50 808	63 511	95 266	132 353	172 619	189 104	207 178	226 997	248 730	271 526	296 498	323 857	353 838
Number of Visitors:														
International (non- resident) overnight visitors in Hotel/Lodge/Guest House	102 719	29 789	37 236	55 854	78 195	105 563	116 120	127 732	140 505	154 556	170 011	187 012	205 713	226 285
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Botswana Resident overnight visitors in Hotel/Lodge/ Guest House	27 191	10 876	13 595	20 393	27 530	31 109	33 443	35 951	38 647	41 546	43 623	45 804	48 094	50 499
<i>Growth: Projected</i>		-60.0%	25.0%	50.0%	35.0%	13.0%	7.5%	7.5%	7.5%	7.5%	5.0%	5.0%	5.0%	5.0%
International overnight visitors staying in Campsites	14 178	4 112	5 140	7 709	10 793	14 571	16 028	17 630	19 393	21 333	23 466	25 813	28 394	31 233
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
International Day Visitors	20 800	6 032	7 540	11 310	15 834	21 376	23 513	25 865	28 451	31 296	34 426	37 869	41 656	45 821
<i>Growth: Projected</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Average Length of Stay:	1.7	1.7	1.7	1.7	1.7	1.7	1.9	2.0	2.2	2.4	2.7	2.9	3.2	3.5
International (non- resident) average visitor nights in Hotel/Lodge/Guest House	1.8	1.8	1.8	1.8	1.8	1.8	2.0	2.2	2.4	2.6	2.9	3.2	3.5	3.9
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Botswana Resident average visitor nights in Hotel/Lodge/ Guest House	1.7	1.7	1.7	1.7	1.7	1.7	1.9	2.1	2.3	2.5	2.7	3.0	3.3	3.6
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Average visitor nights staying in Campsites	2.0	2.0	2.0	2.0	2.0	2.0	2.2	2.4	2.7	2.9	3.2	3.5	3.9	4.3
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
International Day Visitors	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<i>Growth: Projected</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Number of Bed Nights:	280 275	86 364	107 955	161 933	224 973	293 417	351 229	420 681	504 145	604 481	722 293	863 618	1 033 226	1 236 858
International (non- resident) visitor nights in Hotel/Lodge/Guest House	184 895	53 620	67 024	100 537	140 751	190 014	229 917	278 200	336 622	407 312	492 848	596 346	721 579	873 110
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
Botswana Resident visitor nights in Hotel/Lodge/ Guest House	46 224	18 490	23 112	34 668	46 802	52 886	62 538	73 951	87 447	103 406	119 434	137 946	159 328	184 024
<i>Growth: Calculated</i>		-60.0%	25.0%	50.0%	35.0%	13.0%	18.3%	18.3%	18.3%	18.3%	15.5%	15.5%	15.5%	15.5%
Visitor nights staying in Campsites	28 356	8 223	10 279	15 419	21 586	29 141	35 261	42 665	51 625	62 467	75 585	91 457	110 663	133 903
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
International Day Visitors	20 800	6 032	7 540	11 310	15 834	21 376	23 513	25 865	28 451	31 296	34 426	37 869	41 656	45 821
<i>Growth: Calculated</i>		-71.0%	25.0%	50.0%	40.0%	35.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Average Spend per Day (BWP):	896	667	734	807	848	895	986	1 085	1 195	1 316	1 450	1 598	1 760	1 938
International (non- resident) visitors in Hotel/Lodge/Guest House	973	730	803	883	927	974	1 071	1 178	1 296	1 425	1 568	1 725	1 897	2 087
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Botswana Residents in Hotel/Lodge/ Guest House	779	584	643	707	742	779	857	943	1 037	1 141	1 255	1 381	1 519	1 671
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Visitors staying in Campsites	660	495	545	599	629	660	726	799	879	967	1 063	1 170	1 287	1 416
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
International Day Visitors	800	600	660	726	762	800	880	969	1 065	1 172	1 289	1 418	1 560	1 716
<i>Growth: Projected</i>		-25.0%	10.0%	10.0%	5.0%	5.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Annual Spend (BWP Millions)	251	58	79	131	191	263	346	457	603	796	1 047	1 380	1 818	2 398
International (non- resident) visitors in Hotel/Lodge/Guest House	180	39	54	89	130	185	246	328	436	581	773	1 028	1 369	1 822
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	33.1%	33.1%	33.1%	33.1%	33.1%	33.1%	33.1%	33.1%
Botswana Resident visitors in Hotel/Lodge/ Guest House	36	11	15	25	35	41	54	70	91	118	150	190	242	307
<i>Growth: Calculated</i>		-70.0%	37.5%	65.0%	41.8%	18.7%	30.1%	30.1%	30.1%	30.1%	27.1%	27.1%	27.1%	27.1%
Visitors staying in Campsites	19	4	6	9	14	19	26	34	45	60	80	107	142	190
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	33.1%	33.1%	33.1%	33.1%	33.1%	33.1%	33.1%	33.1%
International Day Visitors	17	4	5	8	12	17	21	25	30	37	44	54	65	79
<i>Growth: Calculated</i>		-78.3%	37.5%	65.0%	47.0%	41.8%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%

ANNEX B. STRUCTURE PLANS - B.1 Kasane Structure Plan



Kasane Structure Plan: A 12-Point Programme

- 1 Strengthen FNB, Spar and Shoprite malls as mixed-use hubs with river aspects.
- 2 Provide a more natural treatment along the river in between these.
- 3 Support a boulevard character along the southern section of President Avenue with active frontages and greater pedestrian movement.
- 4 Potential access to the Park with a controlled and managed marina.
- 5 Integrate drainage channels and migration routes as part of an underlying open space strategy.
- 6 Retain the open space between the plateau and the river corridor as a linear park with a variety of leisure and recreational activities and Green Infrastructure.
- 7 Retain existing east-west links that follow the natural terrain.
- 8 New north-south connection to disperse some traffic from President Avenue and the junction with Airport Road.
- 9 Connect the road network with a hierarchy of routes to integrate new and existing communities and support traffic dispersal.
- 10 Limit the number of junctions along the A33 to ensure this remains as a bypass.
- 11 Clearly define the edges of the settlement to prevent urban sprawl.
- 12 Provide a series of regularly spaced neighbourhood centres with a mix of local amenities and open space around key nodes.

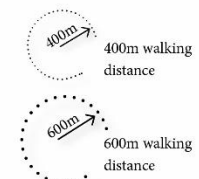
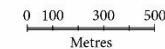
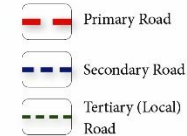


B.2 Kazungula Structure Plan

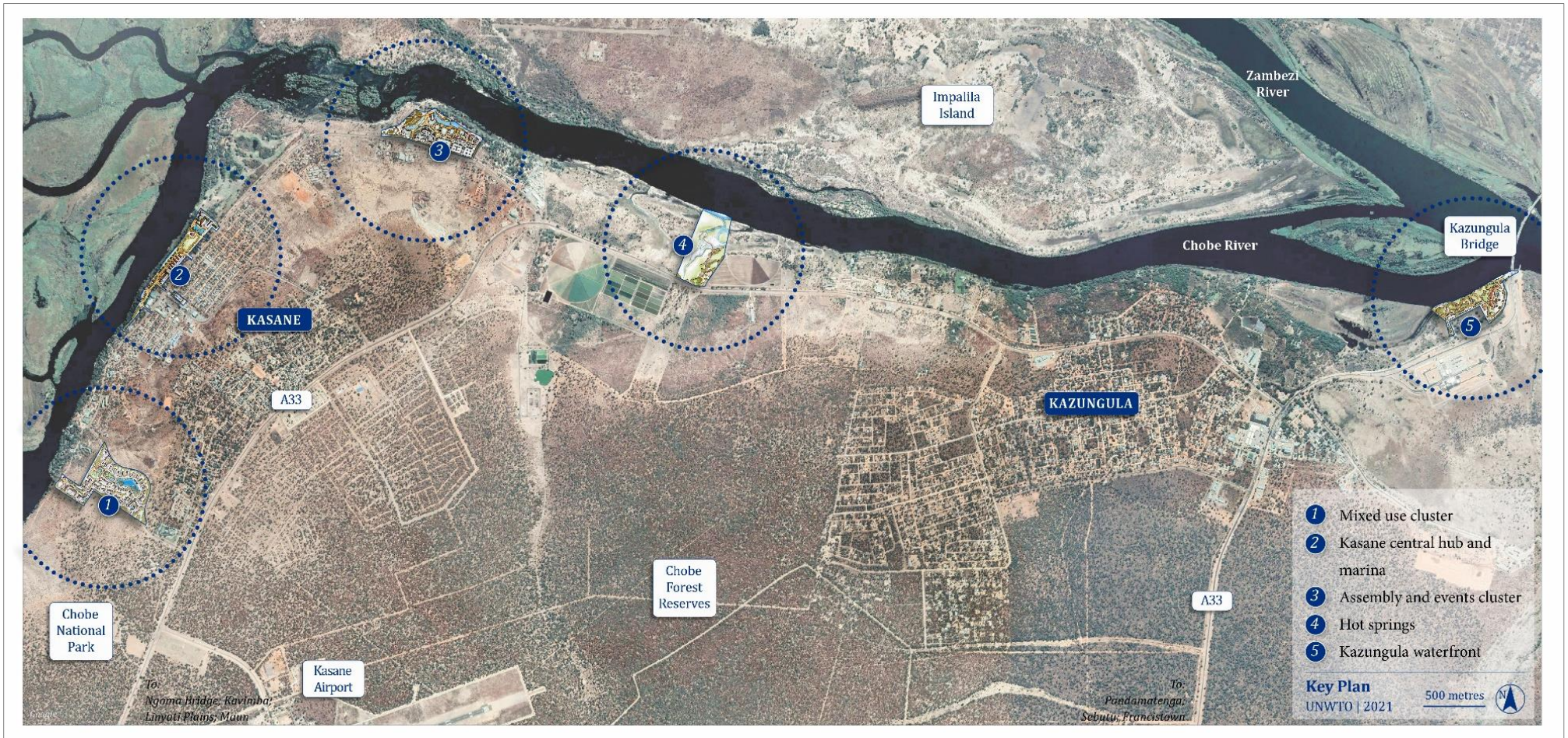


Kazungula Structure Plan: A 10-Point Programme

- 1 Maintain an environmentally and ecologically sensitive treatment along the waterfront as the 'front door' to Botswana from the north.
- 2 Establish a 'heart' at a central location.
- 3 Provide regularly spaced junctions along the east-west section of the A33 to facilitate north-south connectivity and social cohesion.
- 4 Treat the north-south section of the A33 as a special transit zone to maintain clear access to/ from the bridge.
- 5 Retain and integrate natural drainage channels as part of an underlying landscape strategy.
- 6 Support an informal character between the A33 and the river with clusters of potential development sensitively integrated with existing planting, wetlands and habitats.
- 7 Continuous riverside park linking a variety of open spaces and activities.
- 8 Connect the road network with a hierarchy of routes to ensure traffic dispersal and prevent congestion along the A33 at peak times.
- 9 Clearly defines the edges of the settlement to prevent urban sprawl.
- 10 Provide a series of regularly spaced neighbourhood centres with a mix of local amenities and open space around key nodes.



B.2 Design Guidelines: Key Plan



Design Guidelines

Summary

Parcel number:	1
Location:	South of Airport Road, Kasane
Description:	Cluster of mixed-use activities at the edge of the National Park
Area:	23.64 hectares
Principal land use:	Commercial
Permitted activities:	Residential (vacation ownership); hotel; food and beverage; jetty
Maximum floors:	2

Key Considerations:
 A landmark parcel between the airport and the centre of Kasane and at the edge of the Park. Particular consideration of the following aspects is recommended;

- Sensitive arrangement and treatment of new accommodation to integrate with the character of the Park through the use of natural materials and permeable surfaces.
- Treatment of the southern boundary to maintain migration routes while at the same time, ensuring the safety of visitors and residents. This might be achieved through building orientation, road alignment, planting and changes in level.
- Long views from Airport Road to the river.
- Existing waterbody.
- Interface with River Road to maintain public access along this.

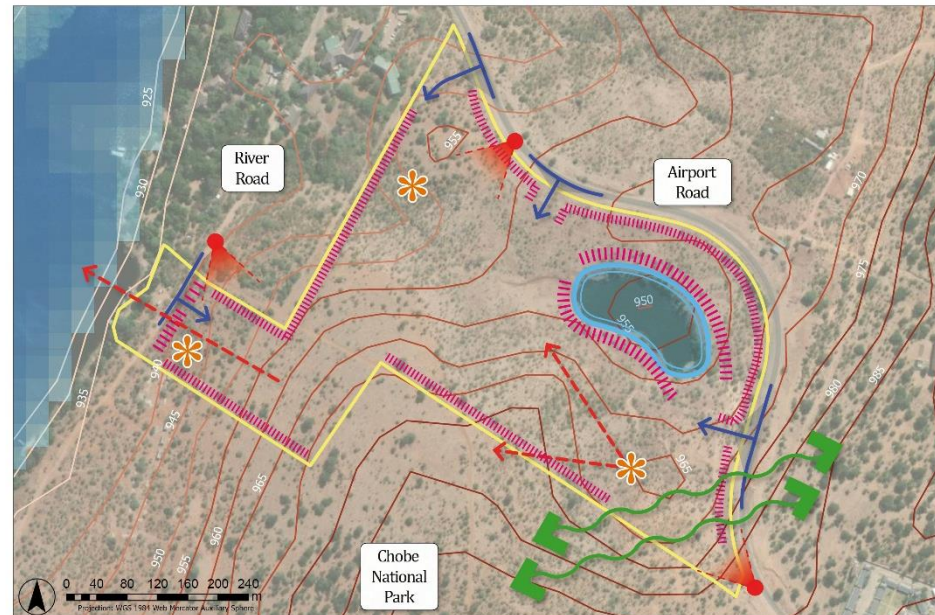
Location Plan



Legend

	Parcel limits		Migration corridor
	Potential vehicle access		Key views to site
	Pedestrian/ cycle link to site		Key views from site
	Primary frontage		Potential location for an interesting building
	Secondary frontage		Contours
	Natural waterbody		Indication of a 50-year flood event

Notes:
 To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.



Indication of potential character



Illustrative arrangement



Design Guidelines

Summary

Parcel number:	2
Location:	Intersection of President Avenue and Chilwero Road, Kasane
Description:	Central hub and marina
Area:	13.32 hectares (two parcels)
Principal land use:	Commercial
Permitted activities:	Institutional (tourist information); hotel; food and beverage; retail; recreation; marina
Maximum floors:	Generally 2 with the potential for 2.5 around the marina and a higher roof over the market
Key Considerations:	<p>Representing two parcels either side of President Avenue, potential development provides an opportunity to strengthen an existing hub in order to create a waterfront aspect and a destination for food and beverage activities. Particular consideration of the following aspects is recommended;</p> <ul style="list-style-type: none"> • Opportunity for a more contemporary character around the marina. • Public realm and landscape design to encourage movement and connectivity. • Pedestrian/ cycle access across President Ave. • Treatment of the northern side of Spar Mall to provide an active frontage towards the river. • Marina design in relation to river flow and levels.

Location Plan



Legend

	Parcel limits		Migration corridor
	Potential vehicle access		Key views to site
	Pedestrian/ cycle link to site		Key views from site
	Primary frontage		Potential location for an interesting building
	Secondary frontage		Contours
	Natural waterbody		Indication of a 50-year flood event

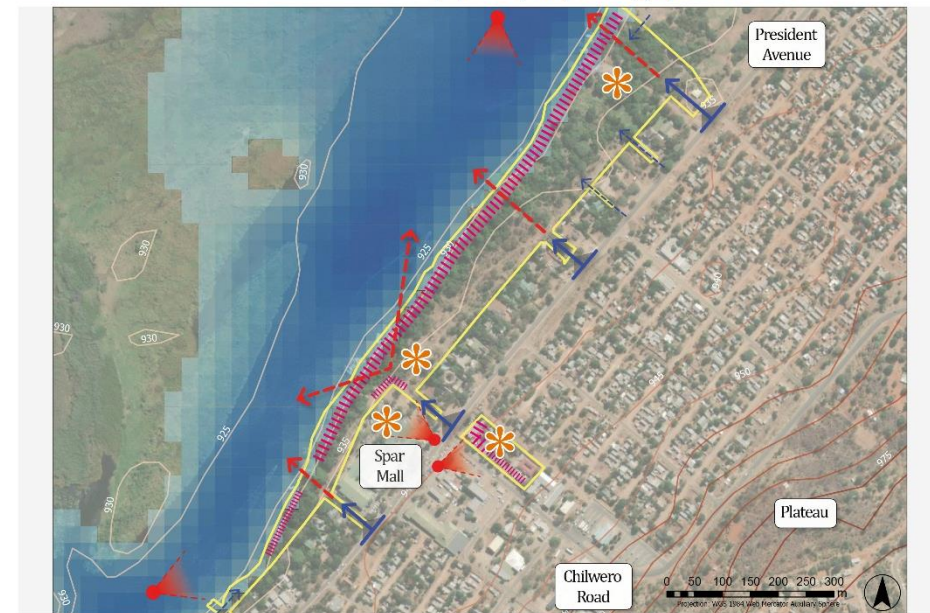
Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.

Indication of potential character



Illustrative arrangement



Design Guidelines

Summary

Parcel number:	3
Location:	East of Soboba, Kasane
Description:	Cluster of assembly activities with a long waterfront aspect
Area:	18.8 hectares
Principal land use:	Commercial
Permitted activities:	Assembly; hotels; food and beverage; specialist retail; serviced apartments; camping; leisure and recreation
Maximum floors:	Generally 2 with potential for 3 floors at the conference centre as a landmark building

Key Considerations:
 A relatively level and regularly formed parcel with a long waterfront aspect and attractive views. Particular attention of the following aspects is recommended;

- Physical and visual links to neighbouring Soboba.
- Potential for a naturally flushing water channel to maintain the shoreline, support sustainable drainage and create an interesting public realm.
- Treatment of car parking to ensure this does not become a buffer between new accommodation and President Avenue while minimising visual impact and supporting sustainable drainage.
- Potential for three floors around the auditorium to strengthen this as a landmark building.

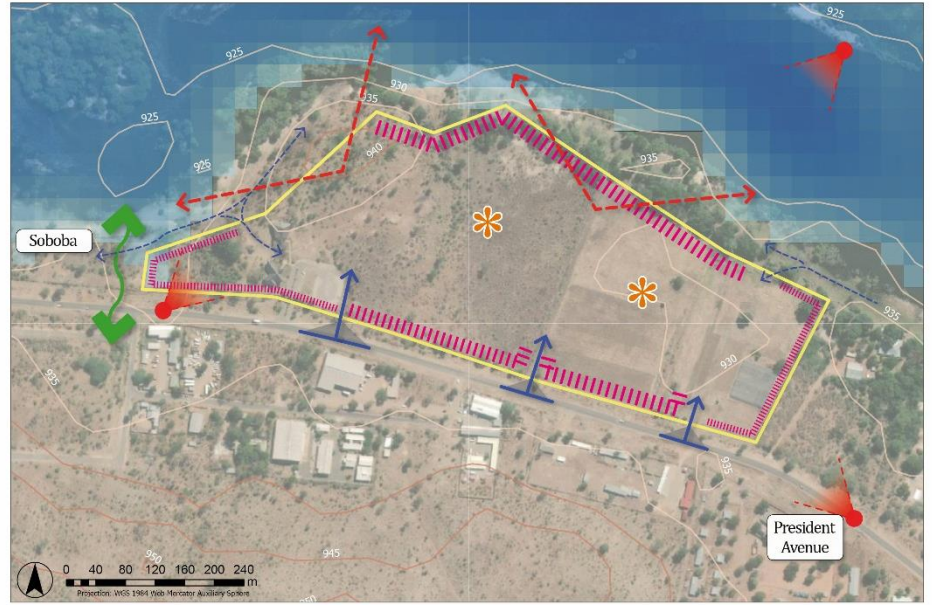
Location Plan



Legend

	Parcel limits		Migration corridor
	Potential vehicle access		Key views to site
	Pedestrian/ cycle link to site		Key views from site
	Primary frontage		Potential location for an interesting building
	Secondary frontage		Contours
	Natural waterbody		Indication of a 50-year flood event

Notes:
 To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.



Indication of potential character



Illustrative arrangement



Design Guidelines

Summary

Parcel number:	4
Location:	Hot springs between Kasane and Kazungula
Description:	Visitor and conservation activities
Area:	20.93 hectares
Principal land use:	Open space
Permitted activities:	Leisure; recreation; suis generis (public conveniences)
Maximum floors:	1
Key Considerations:	<p>A popular tourist attraction and an important cultural and ecological area within the green belt between Kasane and Kazungula. Potential activities in this area will require particular care and attention to consider the following aspects;</p> <ul style="list-style-type: none"> Interface with the migration route (denoted by a dark fill across the site in the below figure). Flooding. Existing flora and fauna around the springs. Avoid visual obstructions to vehicular access. Mitigate the visual and physical impact of access, parking and public conveniences. Where possible, encourage new Green Infrastructure to strengthen ecology and biodiversity at this particular location.

Location Plan



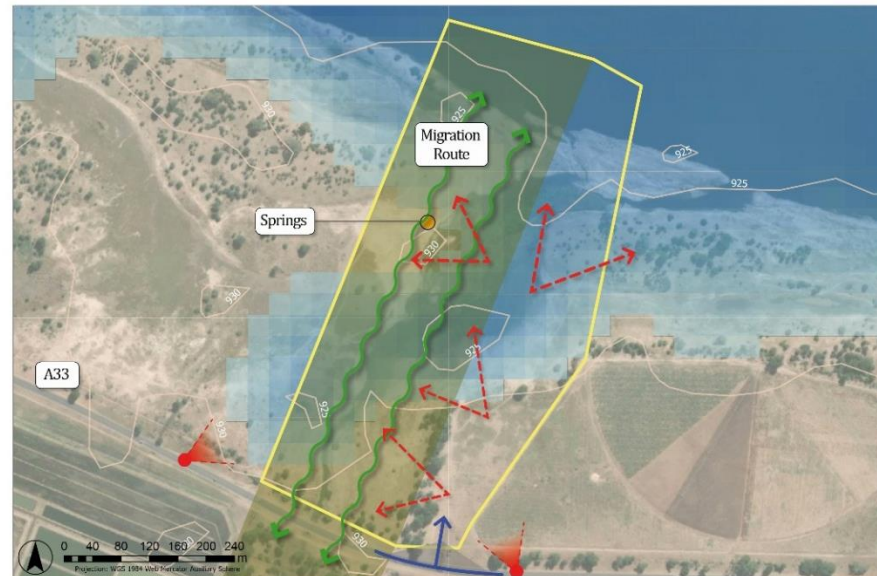
Legend



Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and national planning regulations. Please refer to the GIS database that has been prepared as part of this study for parcel coordinates.

Indication of potential character



Illustrative arrangement



Design Guidelines

Summary

Parcel number:	5
Location:	West of Kazungula Bridge
Description:	Kazungula waterfront
Area:	13.33 ha
Principal land use:	Commercial
Permitted activities:	Institutional (monument and tourist information); assembly (outdoor theatre); leisure and recreation; hotel.
Maximum floors:	2

Key Considerations:

A prominent parcel to the west of the approach to Kazungula Bridge. Particular attention of the following aspects is recommended:

- Arrangement of habitable accommodation around the 50-year flood event (as a minimum) and surface water drainage.
- Siting, scale and treatment of the proposed Heroes Monument.
- Landscape design to support the character of a series of activities and events within a park.
- Pedestrian/cycle routes around the site.
- Connectivity along the waterfront to west of the site.
- Vehicle movement beyond the site boundary to avoid impacting traffic flows across the bridge.

Location Plan



Legend

Parcel limits	Migration corridor
Potential vehicle access	Key views to site
Pedestrian/cycle link to site	Key views from site
Primary frontage	Potential location for an interesting building
Secondary frontage	Contours
Natural waterbody	Indication of a 50-year flood event

Notes:

To be read in association with the Sustainable Tourism Master Plan for Kasane and Kazungula (UNWTO, 2021) and adopted local and nation planning regulations. Photos refer to the GIS database that has been prepared as part of this study for project coordination.



UNWTO | Sustainable Tourism Master Plan for Kasane and Kazungula, Botswana | 2021

Indication of potential character



Illustrative arrangement



- Monument and causeway (a)
- Terraced seating/amphitheatre (b)
- Gardens and walkways (c)
- Pavilions (d)
- Terrace (e)
- Hotel, bar and restaurants (f)
- Terraces (g)
- Security (h)

ANNEX C. COMMUNICATION STRATEGY AND VISIBILITY PLAN

1	Background.....
1.1	Introduction.....
1.2	Purpose and Approach of this Document.....
1.3	Botswana Media Usage and Channels.....
2	Communication Campaign Strategy.....
2.1	Campaign Objectives.....
2.2	Key Audiences and Messages.....
2.2.1	Message Pillars.....
2.2.2	Specific Audience Messages.....
2.3	Campaign Theme.....
2.3.1	Campaign Slogan.....
2.3.2	Campaign Logo/Identity.....
3	Campaign Execution.....
3.1	Campaign Collateral.....
3.1.1	Pop-up Stands.....
3.1.2	Campaign Jingle.....
3.1.3	Radio Messages.....
3.1.4	Digital Platforms.....
3.1.5	Video Clips.....
3.1.6	Print Collateral.....
3.1.7	Outdoor Billboards.....
3.1.8	Campaign Wear and Give-aways.....
3.2	Campaign Activities.....
3.2.1	Communication Briefings and Events.....
3.2.2	Media Awareness Campaign.....
3.2.3	Website and Social Media Plan.....
3.2.4	Schools' Tourism Competition.....
3.2.5	Exposure Trips to Key Tourism Sites.....
4	Summary Action Plan.....
5	Cost Estimate.....

- **Background**

- **Introduction**

The Kasane/Kazungula area was identified by Government as an important node in terms of diversifying the economy and creating jobs in the tourism sector. It is located within the pivotal 100km Kazungula/Zambezi zone which includes Victoria Falls and Livingstone. The unique selling position of Kasane/Kazungula area is the natural environment of the Chobe National Park, the wildlife and the river frontage as well as the potential of cross-border tourism between Botswana, Namibia, Zambia and Zimbabwe. As such, a decision was made to explore opportunities for maximizing the tourism potential of the area as well as diversify the tourism product to include other activities besides game viewing.

As part of this decision, the Botswana Tourism Organization prepared an Integrated Tourism Strategy in 2012 to outline the changes required to maximize this potential. On the basis of the Strategy, the Ministry of Land Management, Water and Sanitation Services prepared a Development Plan (Spatial Plan) for the area to outline the spatial implications of the strategy. The Plan is known as the Kasane/Kazungula Redevelopment Plan and has designated and rezoned land parcels that are best placed to achieve the objective of maximizing investment in tourism. The Plan only covers the riverfront portions of the two towns and was approved and gazetted in 2015.

Currently, the Ministry is implementing the spatial development proposals contained in the Kasane/Kazungula Redevelopment Plan to create the pre-conditions necessary for job creation and investment. This is the first phase of the project. The second phase is to include the rest of Kasane/Kazungula.

It is expected that sustainable tourism development can be a viable means to develop and diversify the Kasane/Kazungula area's economy and spread equitable socio-economic development throughout Kasane/Kazungula, while contributing to the conservation and preservation of the area's natural and cultural heritage.

The formulation of a long-term Sustainable Tourism Development Plan for Kasane/Kazungula is seen as essential to provide a vision for tourism development in the area while outlining the much-needed coordination framework to guide the development and management of sector. It will identify the priority tourism products and markets; ensure an equitable distribution of tourism and its related socio-economic benefits to all parts of Kasane/Kazungula and to all layers of society; provide a framework for the sustainable management of tourism resources both natural and cultural; and identify the roles and responsibilities of all the various stakeholders, public and private sectors and local communities, in the tourism development and management process.

The Sustainable Tourism Development Master Plan will include a detailed 3-Year Action Plan which will outline the priority actions in terms of product development, zoning and landscape planning, marketing and promotion, infrastructure, human resources, institutional strengthening and streamlining, investment incentives, environmental management, legislation and regulation, and public-private partnership for the successful implementation of the Master Plan recommendations.

- **Purpose and Approach of this Document**

A strong focus of the project will be placed on communication and visibility interventions in order to promote the project, its activities and outputs and showcase the destination as a reference for sustainable tourism development both within Botswana and within Africa.

This document provides a Communication Strategy and Visibility Plan to ensure that all relevant stakeholders are aware of the project and the importance of having a comprehensive Master Plan for the area.

The plan will be implemented by the Ministry or its appointed agent and aims to:

- Raise stakeholder awareness of the project and its importance.

- Establish a dialogue among the Government and key stakeholders to promote a strong public-private-community partnership and collaboration for executing the plan.
- Provide opportunities for feedback regarding project proposals from stakeholder groups.
- Promote and position the area as a best practice, sustainable tourism destination within the region.

The “Communication and Public Relations Report”²⁴ produced in March 2021 serves as a basis for proposals contained here and this document incorporates, where possible, the recommendations and findings of the above-mentioned report.

- **Botswana Media Usage and Channels**

Botswana had a population of 2.37 million in 2021, with 71.2% of Botswana’s population living in urban centres, while 28.8% live in rural areas.

An evaluation of potential media channels for a communication campaign revealed the following patterns.

1. Radio and Television

A representative household survey on media usage was conducted by the National Broadcasting Board in 2013.²⁵ While the findings are somewhat dated there is no reason to believe that usage patterns would have shifted significantly since the survey findings were published. Key findings were as follows:

- **Radio**

- The majority of respondents (92%) owned at least one functioning radio set.
- Respondents from Living Standards Measure (LSM) 2 to LSM 4 (lower living standard) listened to the radio more than they watched TV while those from LSM 6 to LSM 10 (higher living standard) watched TV more than they listened to the radio.
- The majority of the respondents (73.1%) used the radio or TV to obtain information on current events and news every day.
- Setswana (67.3%) and English (30.5%) were the languages respondents preferred to be used for radio broadcasting.
- Respondents’ most listened to and favourite radio stations; in order of preference were RB1, RB2, Yarona FM, Duma FM and Motswedding FM.
- Majority of the rural dwellers (81.3%) chose the government radio stations as their favourite.
- For the top five favourite radio stations, the majority of the respondents were concentrated in LSM 4 to LSM 7 (middle income listeners) with LSM 6 being the most prominent.
- Majority of respondents (51.0%) spent at least an hour daily, listening to the radio.
- Programmes which respondents listen to the most are news, music, sports shows and interviews.
- Respondents believed that radio in Botswana covered news and events objectively. That was why they emphasised that they listened to the radio to acquire information and knowledge

- **Television**

- 88.6% of respondent households owned a television set.
- Viewers watched TV during the week (Monday to Friday) more than they did over the weekend.
- SABC 1 and BTV were respondents’ favourite and most often watched TV station. SABC 1 has the largest market share of 46.6% in Botswana, and it was followed by BTV (35.6%), then DSTV Channels (7.6%).

²⁴ Motaki, (2021) Consultancy services for design and implementation of Communications, marketing, branding and digital media strategies and plans for the Kasane/Kazungula Tourism Development Project

²⁵ National Broadcasting Board Audience Survey for the Broadcasting Sector in Botswana Report (Volume I)

- Television viewers came from cities (36.1%), major villages (35.9%), rural villages (17.5%) and towns (10.5%).
- The majority of respondents watched TV in the evening.

2. Mobile and digital communication

Access to mobile phone connections, Internet connectivity and social media usage is high in Botswana. According to Dataportal.²⁶ usage is as follows:

• Mobile connections

- In 2019, mobile cellular telephone subscriptions stood at 3,999,244, an 18.3 percent increase on 2018. This significant increase resulted from the rise in both pre-paid and post-paid mobile cellular telephone subscriptions.
- Mobi-density (the number of mobile cellular telephone subscriptions per 100 inhabitants) increased from 146.8 subscriptions per 100 inhabitants in 2018 to 171.0 subscriptions per 100 inhabitants in 2019.²⁷
- The number of mobile connections in January 2021 was equivalent to 163.9% of the total population.²⁸

• Internet users

- Internet subscriptions were at 2,027,515 in 2019; both mobile internet subscriptions and fixed internet subscriptions increased significantly by around 12%.
- The large majority were mobile Internet subscriptions.
- Internet subscriptions per 100 inhabitants stood at 86.7 in 2019, while mobile internet subscriptions per 100 inhabitants at 84.0 in 2019.

• Social media usage.²⁹

- There were 1.20 million social media users in Botswana in January 2021.
- The number of social media users in Botswana increased by 200 thousand (+20%) between 2020 and 2021.
- The number of social media users in Botswana was equivalent to 50.5% of the total population in January 2021.

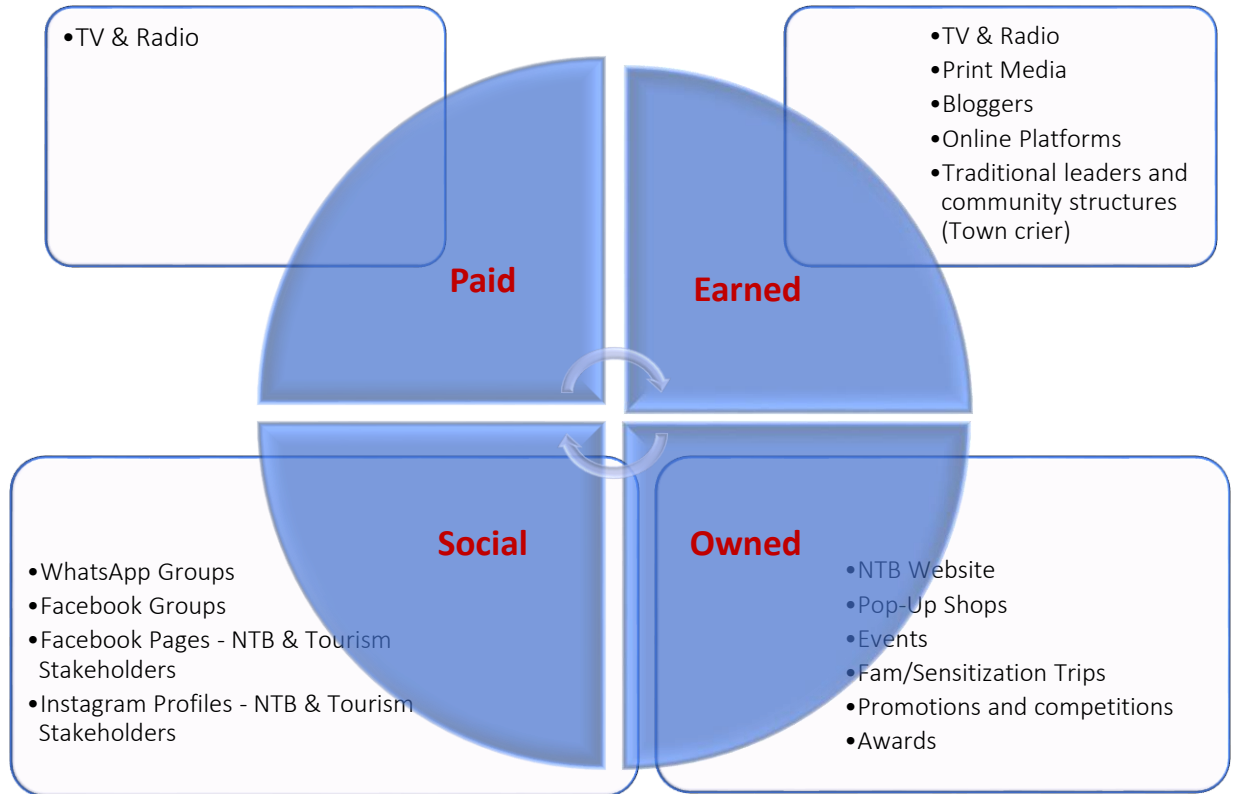
An integrated communications approach incorporating Paid, Earned, Owned and Social platforms is therefore required for the KKRK communications campaign. This includes, but is not limited to local TV and Radio, exhibitions at events, engagement with local government structures and traditional leaders, and nationwide PR.

²⁶ <https://dataportal.com/reports/digital-2021-botswana>

²⁷ <https://www.statsbots.org.bw/sites/default/files/2019%20Information%20%20Communication%20Technology%20Statistics%20Report.pdf>

²⁸ Note: many people have more than one mobile connection, so figures for mobile connections may exceed 100% of the total population

²⁹ Figures for social media users shown here may not equate to unique individuals.



• Communication Campaign Strategy

○ Campaign Objectives

The plan will be implemented by the Ministry or its appointed agent and aims to:

- Raise stakeholder awareness of the project and its importance.
- Establish a dialogue among the Government and key stakeholders to promote a strong public-private-community partnership and collaboration for executing the plan.
- Provide opportunities for feedback regarding project proposals from stakeholder groups.
- Promote and position the area as a best practice, sustainable tourism destination within the region.

○ Key Audiences and Messages

▪ Message Pillars

Based on the objectives of the campaign, the following core narrative and content pillars can be identified for PR, Content Marketing and Social Media content creation.

Information	Awareness	Pride	Engagement
Project scope and components	Benefits and Value Chain	We are Chobe - let's work together	Meetings and forums
Project progress	Sustainable tourism	Importance of keeping our environment clean	Opportunities for feedback

The following messages could underpin the content pillars and should be communicated in all radio talks, community meetings etc.

- **Specific Audience Messages**

In terms of the identified audiences and messages that will achieve the goal of domestic tourism promotion and awareness raising, the following audiences have been identified with the associated messaging:

Stakeholder (s)	Perception	Message	Channel	Performance Indicator
Ministers and parliamentarians	<p>Need for economic growth and job creation</p> <p>Fear of unpopularity</p> <p>Fear of project failure or delays</p>	<p>Project will be a significant job creator and economic stimulant</p> <p>Improved economy to benefit all Batswana</p> <p>There is public support for the project</p> <p>Tourism is a potent force for economic growth and job creation and needs to be prioritized in decision making and local communication</p>	<p>Regular briefings and meetings with MPs</p> <p>Regular media releases in local and national TV, radio and public new media</p>	<p>Government or Ministry confidently proceed with the project</p>
Investors & Businesses – large and small, local and international	<p>Security of tenure</p> <p>Only for large businesses</p> <p>Perpetuation of white privilege in tourism'</p> <p>Lack of transparency</p>	<p>Importance of quality service delivery and value for money</p> <p>The finer points of customer care are important</p> <p>A place to invest with ready to exploit opportunities such as serviced land</p> <p>Local entrepreneurs to benefit</p>	<p>Project updates in association with Business Botswana, HATAB, BOGA and others</p> <p>Pro-active engagement through website, social media and briefing materials</p>	<p>Accelerated investment take up</p> <p>Local citizen empowerment</p> <p>Accelerated FDI</p> <p>Commercial interest and</p>

Stakeholder (s)	Perception	Message	Channel	Performance Indicator
	Level of service delivery and maintenance	Favourable investment conditions and service delivery Transparent processes Secure land tenure	Investment promotion events Regular email newsletters	support for the Project
Residents in the area	Job opportunities Loss of land and control Erosion of culture Environmental degradation Locked out of commercial activities	More business opportunities More job opportunities Opportunity for self-advancement and higher standard of living as a result of the project Improved community recreation and other facilities You are custodians of the natural and cultural tourism resources Need for clean, security and environmentally conserved environment Tourism requires a welcoming attitude	Radio advertisements and discussions TV programme discussions Outdoor billboards Pro-active engagement through website and social media Regular postings through national and local news media	General support for the project High resident approval ratings Improvement of public realm and quality of life
Local leaders (MP, councillors, Chiefs and VDCs)	Visual change for voters Improved local quality of life Concern for local impact	The area will benefit from infrastructural development Increased business opportunities Building community self-reliance Development will be sensitive to local culture	Radio advertisements and discussions TV programme discussions Outdoor billboards Regular briefings and meetings with councilors and traditional leaders Pro-active engagement through social media and briefing materials	Support and approval of project concepts and services where required
Contractual partners (Builders, engineers etc)	Projects will not be awarded fairly Disruption of supply	Transparent and competitive bidding will be followed More business opportunities	Project updates in association with Business Botswana,	Adequate service delivery and project interest

Stakeholder (s)	Perception	Message	Channel	Performance Indicator
	Loss of business		HATAB, BOGA and others Pro-active engagement through website and social media and briefing materials Investment promotion events Regular email newsletters	and participation
Media (Opinion formers)	Lack of information and engagement suggests something to hide or lack of will to execute the project Possible corruption in the award of tenders	Transparent and proactive flow of information More news, more stories, more business for media in the form of advertising	Regular media briefings Press releases Project launches	Proactive reporting and support for the project

- **Campaign Theme**

Since the key communication pillars are information, awareness, pride and engagement, the campaign will be run under the banner of national and local pride in the Kasane/Kazungula area.

The rationale behind the theme is that it links to the nation brand “Our Pride, Your Destination”, that the Government envisions the Chobe area as a jewel in Botswana’s tourism crown, and that the entire Botswana community stands to benefit from the redevelopment project, either directly or indirectly, through a) job creation and economic benefits of increased tourism expenditure, b) having high quality local facilities and environment and c) being enriched through travelling and experiencing their local attractions.

- **Campaign Slogan**

The following campaign slogan will be used:

Chobe Our Pride/ Ke e Kgantsha ka Chobe

An alternative slogan would be *Chobe Our Future*, to reflect the considerable investment being made in Kasane-Kazungula/Chobe as a landmark development for Botswana.

- **Campaign Logo/Identity**

It is proposed that a campaign logo should be designed around a natural or cultural symbol of Chobe as centre piece. The logo design should communicate a spirit of progression.

The recent work done by the local consulting company Motaki, as presented below, may be considered or further developed for this purpose.



- **Campaign Execution**

This section frames the execution of an integrated communications campaign and activity plan under the banner of “*Chobe our Pride*” across Paid, Earned, Social and Owned platforms, with the mutual goals of creating awareness of the benefits of tourism to local communities and the national economy, as well as the variety of tourism experiences on offer for selected domestic market segments.

- **Campaign Collateral**

In preparing for the campaign the following supportive materials and content will be produced.

- **Pop-up Stands**



Design and build a pop-up stand, incorporating the campaign logo and visuals, that can be deployed to government offices, stakeholder information meetings and other events. Stands should be manned by trained information officers who are able to share information and answer questions regarding the redevelopment project.

- **Campaign Jingle**

Develop a campaign song/jingle to cap/round off all audio campaign messages on radio and TV. The jingle would be composed by a professional songwriter composer and recorded in studio.

- **Radio Messages**

The campaign song will be used with three or four 40-second recorded messages featuring the President and/or Honourable Ministers, to specifically convey each of the key messages, for radio broadcasting and digital viral distribution on mobile media.

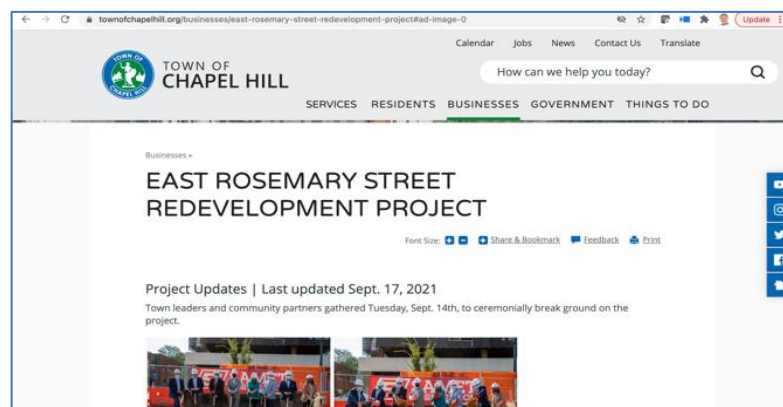
These will highlight key messages as outlined above and the envisaged benefits and opportunities for the various audiences.

They should be recorded in English and Setswana and applied according to main language used by the radio station. On digital media both English and Setswana recordings will be used.

The audio messages could e.g. focus on:

- *A big vision:* The KKRP sets a big vision to improve the area of Kasane-Kazungula as major tourism and trade hub for the KAZA region. Improvements will include better infrastructure, improved community recreation facilities, a more beautiful and secure Chobe riverfront and improved trading species in our town centres.
- *Less talk, more do:* The Government has budgeted for the project and work has already started with(mention specific project examples) and will continue over the next few years according to an approved redevelopment plan.
- *Importance of Tourism:* Chobe is one of the jewels in Botswana’s tourism crown and the area is home to our prime national park, the Chobe River, meeting point of four countries, cultural heritage, and much more – as such it is a vital hub for the future of Botswana tourism. Tourism creates jobs and brings fresh money into the local economy – and the KKRP will entice tourist to stay longer and spend more locally in Chobe area and beyond, which in turn will lead to more jobs.
- *Sustainable tourism:* Visitors come to Chobe and spend money here to enjoy our beautiful environment and our interesting cultural traditions – let’s all value and conserve our culture and natural environment and keep our villages, rivers and tourism areas clean and safe for visitors to enjoy, spend money and create jobs.

▪ **Digital Platforms**



Website: The digital home of the “Chobe our Pride” campaign must be a dedicated website, which can be linked to BTO, DoT and other government websites. The website should carry, among others:

- Information on the project rational and vision
- Project plan and components
- Project progress
- Procurement and tenders
- Investment opportunities and incentives
- Project media room and events calendar
- Typical questions and answers
- Project management and contact information

Social media platforms: Campaign pages will be set up on social media platforms including Facebook, Instagram, YouTube and Twitter. These will link back to the website and will be used, among others, for:

1. Updating project developments on a daily/weekly basis
2. Reporting on statements and speeches
3. Carrying press releases
4. Communicating specific announcements
5. Serving as moderated platforms for stakeholder feedback
6. Serving as question/answer platforms
7. Promoting the assets of the area to potential investors
8. Etc.

▪ Video Clips



A set of short video clips (1-2 minutes each) will be produced to show off the area, anchor investment sites and what is envisaged for the broader area and for each of the sites. The clips should be capped with the campaign message and will be carried mainly on digital media and used at promotional events.

▪ Print Collateral

A digital campaign brochure will be produced outlining the project rationale, scope, elements, management and investment opportunities. The project brochure will be published on all the digital project platforms as well as related websites e.g. BTO, Botswana Investment and Trade Centre, Brand Botswana and others. The brochure will also be distributed on branded memory cards, along with other important project materials.

Limited quantities (500-1,000) of the project brochure will be printed for use during dignitary visits, investment promotion events, etc.

▪ Outdoor Billboards

A selective number of large billboards with key campaign messages will be placed at strategic locations, at entrances to Kasane-Kazungula, at the airport, etc.

▪ Campaign Wear and Give-aways

Staff and officials involved in the campaign should wear a special T-Shirt and cap with the campaign logo and messages.

- **Campaign Activities**
 - **Communication Briefings and Events**

Regular stakeholder briefing sessions will be set up with the various audiences highlighted above, to communicate the key campaign messages. Quarterly briefing sessions should be conducted with, among others:

1. Government Ministries and political heads engaged in the project
2. Chobe District Council
3. Traditional and community leaders
4. Tourism operators and tourism industry bodies
5. Industrial and retail businesses

During these stakeholder briefing sessions the pop-up stands described above will be deployed, manned by trained staff who are able to answer questions about the project.

- **Media Awareness Campaign**

Run a media campaign through radio, TV, outdoor and online media to communicate the campaign messages outlined above i.e. to highlight the project vision, plan, benefits and opportunities of tourism. The campaign must reflect the voices of multiple stakeholders, including other ministries, traditional leaders and local authorities. This could involve:

- A **radio advertising campaign**, with the key radio messages broadcast in both languages accompanied by the campaign jingle.
- A series of **regular talks on suitable national and regional radio and TV stations** featuring the Hon. Minister, senior staff members and private sector tourism figures
- **Media events**, which may include:
 - Press conferences to make an important announcement, attended by a number of journalists.
 - Media briefings for one or more journalists, either to inform them of secondary news or to provide background information for use at a future date.
 - Media visits to project sites to help the media understand your activities.
 - Regular press releases distributed to all the relevant media
- **Billboards** placed at strategic positions at key tourism spots

- **Website and Social Media Plan**

An aggressive and continuous communication campaign will be staged through social media channels and blogging.

The campaign messages and news about the project will be communicated through regular postings on all social media platform (Facebook, Instagram, YouTube, Twitter) with hashtags #ChobePride and #KgantshaChobe. This will include, among others:

1. The various audio messages produced
2. Video clips produced
3. News releases on project progress
4. Statements or messages by politicians and project leaders

5. Pictures about the attractions and how the environment is being improved.
6. Additional content could relate the unique natural and cultural assets of the area under a “did you know?” theme.
7. In addition Batswana will be invited to submit questions and comments about the project.

The website will be continuously update and news stories and releases will be posted on the website blog

- **Schools’ Tourism Competition**

It is proposed that a competition be run in the schools of the area, soliciting entries from Grades 8 to 10, about “what is special about Chobe?”. The content will be in the form of a 5-10-minute drama or dance recorded on mobile video and submitted to BTO. The winning class will receive financial support, PR coverage and be exhibited on website, social media, etc.

More so, the screening of performances would facilitate the process of identifying potential community tourism investment areas, as well as spotting talents whose unique ideas and skills would be employed in tourism. Furthermore, as culture is learned and shared, the young will appreciate and subsequently imbibe the values of tourism and local traditions.

- **Exposure Trips to Key Tourism Sites**

To sensitize key politicians on the importance of tourism, its benefits and opportunities, the importance of an all-of-government approach and their responsibility therein, host exposure trips to the priority development sites as projects are implemented.

- **Summary Action Plan**

Elements	Description
Collateral production	
Planning and preparation	TOR formulation, RFP, evaluation and appointment of service providers
Design and delivery of print-ready artwork for campaign identity	3 examples of campaign logos for final selection
	Print ready artwork for the selected campaign logo and messages for use on campaign print and digital collateral in colour and B&W
Design, production and delivery of pop-up stands	Design, manufacture and deliver mobile popup stand carrying campaign logo, messages and pictures
Composition and production of audio campaign song	Copywrite, compose, produce and record campaign song (in 4 major dialects)
Breaking campaign song into 3, 40 second radio messages in both languages to communicate key campaign messages	Copywriting and approval of messages in English and Setswana
	Recording of campaign messages in broadcast format

Development and integration of campaign website	Wireframe, including provision for campaign messages, visual and audio collateral and content writing for approval
	Build, design, populate and launch site
Production of 4 video clips (40 seconds each) to showcase the area and the project concepts	Plan, copywrite and edit video clips using existing video footage and applying the short campaign message jingles as background audio
Set up of campaign social media pages	Establish Facebook, Instagram, YouTube and Twitter campaign platforms with relevant hashtags and campaign designs and identity incorporated
	Populate with launch images and text
Design and production of digital campaign brochure	Design brochure incorporating campaign identity and project information
	Print 500 copies of the brochure for distribution at special events and promotions
Design of campaign billboards	Design and erect billboards incorporating campaign identity and key messages
Design and production of campaign wear and giveaways	Design T-Shirts, Caps other suitable give-aways
Campaign Tactical Implementation	
Appoint campaign PR management agency	Agency appointed on a monthly retainer to work with BTO in rolling out the campaign tactics and maximise PR around campaign
Stakeholder communication events	Devise stakeholder events calendar in association with political leadership
	Compile stakeholder database for all audiences
	Arrange suitable events (virtual and in location) in line with communication objectives and messages
Project inauguration events	Devise a calendar for soil-turning and ribbon cutting in accordance with the overall project management plan
	Solicit media engagement and coverage of project progress
	Invite stakeholders and arrange events
	Activate social media coverage on all channels
Editorial radio and TV discussion programmes	Arrange weekly radio programme discussions, Minister, PS, staff and private sector stakeholders on key3 radio stations

	Arrange TV programme discussions, Minister, PS and private sector stakeholders
Media advertising campaign	Flight radio advertising: messages with jingles
	Print, erect, display and remove giant billboards
Social media campaign	Formulate social media campaign plan and messaging strategy
	Post campaign messages alternating social media channels, and solicit social media engagement
	Evaluate weekly participation and adjust as necessary
Schools Tourism competition	Formulate competition structure and rules
	Invite schools through Dept Education and select participating schools
	Receive and accept entries
	Award for top 5 and winner prizes
Exposure trips to key sites and launch project interventions	Invite relevant leaders
	Arrange site visits as projects get implemented
Pop-up stand promotions	Formulate and approve pop-up stand promotion program
	Employ campaign youth ambassadors to staff pop up promotions
	Arrange pop-up exhibits at events

- **Cost Estimate**

Elements	Description	No of Units	Cost/Unit (BWP)	Frequency	Total Cost Over Year
Collateral implementation					
Planning and preparation	TOR formulation, RFP, evaluation and appointment of service provider				0
Design and delivery of print-ready art work for campaign identity	Design 3 examples of campaign logos for selection	1	8 000	1	8 000
	Provide print ready artwork for the selected campaign logo and messages for use on campaign print and digital collateral in colour and B&W	1	2 000	1	2 000
Design, production and delivery of pop-up stands	Design, manufacture and deliver mobile pop up stand with campaign logo, messages and pictures including cut out of campaign mascot for photo posing	2	10 000	1	20 000
Composition and production of audio campaign jingle	Copywrite and compose jingle	1	20 000	1	20 000
	Produce and record jingle for use in radio messages	1	10 000	1	10 000
Production of 2, 30-45 second radio messages in 2 languages to communicate campaign messages	Copywriting and approval of messages in Setswana and English	2	3 000	2	12 000
	Recording of campaign messages in broadcast format	2	2 000	2	8 000
Development of campaign website	Build, design, populate and launch site, including provision for project description and elements, campaign messages, visual and audio collateral and content writing for approval	1	20 000	1	20 000
Production of 5-minute project video and broken into 4 clips (1-2 minutes each) to	Shoot and edit video	1	50 000	1	50 000
	Edit into video clips	4	2 000	1	8 000

Elements	Description	No of Units	Cost/Unit (BWP)	Frequency	Total Cost Over Year
showcase the project elements					
Set up of campaign social media pages	Establish Facebook and Instagram campaign pages with relevant hashtags and campaign designs and identity incorporated				Retainer
	Populate with launch images and text				Retainer
Design and production of project digital promotional brochure	Design 8-page brochure with project description and investment opportunities, including copywriting, photography and design	1	12 000	1	12 000
	Print brochure for distribution at special events and promotions	500	20	1	10 000
Design and production of campaign billboards	Design, manufacture and erect billboards incorporating campaign identity	4	5 000	12	240 000
Design and production of campaign wear and give aways	Design T-Shirts, Caps	1	5 000	1	5 000
	Manufacture and deliver TShirts	1 000	50	1	50 000
	Manufacture and deliver Caps	1 000	30	1	30 000
	Manufacture and deliver branded stationary	1 000	15	1	15 000
Total Collateral Production					520 000
Campaign tactics					
Appoint campaign PR management agency	Agency appointed on a monthly retainer to work with NTB in rolling out the campaign tactics and maximise PR around campaign	1	80 000	12	960 000
	Devise stakeholders events calendar				Retainer

Elements	Description	No of Units	Cost/Unit (BWP)	Frequency	Total Cost Over Year
Stakeholder communication events	Compile stakeholder database				Retainer
	Arrange and conduct events - 3 in location (100 persons) and 3 virtual	100	300	3	90 000
Project inauguration events	Devise events calendar				Retainer
	Solicit media engagement				Retainer
	Event arrangements and logistics	50	500	5	125 000
	Activate social media and news coverage				Retainer
Editorial radio and TV discussion programmes	Arranging weekly radio programme discussions, Minister, GM, PS, staff and private sector stakeholders on 3 radio stations				Retainer
	Arranging TV programme discussions, Minister, GM, PS and private sector stakeholders				Retainer
Radio advertising	Flight radio advertising: on 2 radio stations	2	2 000	540	2 160 000
Social media campaign	Formulate social media campaign plan				Retainer
	Post campaign messages alternating on Facebook and Instagram, and social media engagement				Retainer
Schools Tourism competition	Formulate competition structure and rules				Retainer
	Invite schools through Dept Education				Retainer
	Receive and accept entries				Retainer
	Award for top 3 and winner prizes	3	20 000	1	60 000
	Invite relevant leaders	20	0	1	Retainer

Elements	Description	No of Units	Cost/Unit (BWP)	Frequency	Total Cost Over Year
Exposure trips to key sites and launch project interventions	Stage visits - transport, refreshments and presentations	20	1 000	2	40 000
Pop-up stand promotions	Formulate and approve pop-up stand program				Retainer
	Employ youth ambassadors to staff promotions	3	300	26	23 400
	Arrange pop-up exhibits at relevant events				Retainer
Total Implementation Costs					3 458 400
TOTAL CAMPAIGN COSTS					3 978 400

