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# Creating Tourism Employment Opportunities for the Topnaar in the Namib Sand Sea

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**WPI**

# Creating Tourism Employment Opportunities for the Topnaar in the Namib Sand Sea

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# Abstract

Our project created a plan to employ Topnaar community members in tourism activities at the Namib Sand Sea World Heritage Site. Our team determined that the creation of a Topnaar community tourism association would improve communication between the community and tour operators, thus facilitating Topnaar employment. The Topnaar are interested in developing community-based tourism activities and we identified a number of cultural and ecological attractions that appeal to both the Topnaar and tour operators. The village of Utuseb and the Lauberville campsite are two potential hubs for these tourism activities. The proposed tourism association will facilitate joint tourism efforts between tour operators and the Topnaar to ensure benefits to the entire community.

# Executive Summary

The Namib-Naukluft Park was established in 1907 and the unique sand dunes within its boundaries received additional recognition in 2013 as the Namib Sand Sea (NSS) World Heritage Site. The NSS possesses unparalleled natural beauty, biodiversity, and significant endemic species such as the !nara plant. Designation as a World Heritage Site also provides guidelines to protect the interests of indigenous peoples such as the Topnaar who live within the buffer zone of the NSS.

The ≠Aonin Topnaar are a marginalized indigenous community living in scattered communities along the Kuiseb River. They survive in part by eating !nara melons, which grow on a thorny bush, and raising livestock. Many of the younger Topnaar leave the settlements in order to continue their education and find employment. The Topnaar receive government aid due to their residence in the park as well as pensions for the elderly. Several members of the community are also employed at the nearby Gobabeb Research and Training Centre.

The Gobabeb Research and Training Centre (GRTC) was established at an abandoned Topnaar settlement in 1962. This center primarily studies the unique ecology of the desert through grant funding. The GRTC has had a complicated relationship with the Topnaar. Many Topnaar have expected the center to provide aid to the community, but most GRTC grants are for scientific research, therefore few resources have been available to help the community until 2014.

In 2014, the GRTC and the Finnish Embassy signed a Funding for Local Cooperation (FLC) agreement. The main objective of this agreement is to empower a remote, marginalized community while conserving traditional knowledge and promoting the NSS. The FLC agreement is intended to support the Topnaar in developing local sources of employment.

Our project identifies tourism opportunities centered around the NSS and Topnaar culture. We also assess opportunities for a Topnaar tourism association to assist the Topnaar in developing tourism products in partnership with tour operators. This project had the following objectives:

1. Analyze the Namib Sand Sea tourism industry
2. Identify feasible employment opportunities in the tourism industry for the Topnaar
3. Assess the feasibility and desirability of a Topnaar tourism association

To complete our objectives we conducted interviews with Ministry of Environment and Tourism officials, GRTC staff, Topnaar community members, tour operators, and tourists. Our team also completed a content analysis of several MET documents and GRTC documents pertaining to the Topnaar and tourism in the NSS. In addition, we conducted a case study of the Kyaramacan People's Association at a similar park in northern Namibia.

Interviews with MET officials and tour operators confirmed that **tourism in Namibia's national parks is regulated by the MET through the granting of tourism concessions**. These concessions are contracts between the MET and the organization that holds the concession rights as well as tour operators

that work within the concession. The agreement outlines the activities permitted and the (annual?) fee for all parties involved. Historically, the Topnaar treated visitors to their communities as guests and did not consider tourism to be an accessible industry. In recent decades however, the Topnaar have become increasingly involved in tourism.

The **Topnaar currently possess two tourism concessions**, one in the Namib-Naukluft Park, and the other in the neighboring Dorob National Park. The Namib-Naukluft concession has been utilized? for 20 years by URI Adventures, a commercial tour operator in Walvis Bay, in partnership with the Topnaar Community Trust. A tour guide from URI Adventures told our team that the trust recently closed the concession for reasons that were unclear. The Dorob concession was established in 2014 and is held by the Kuiseb Delta Development Trust. However, in January 2016, Topnaar Chief Seth Kooitjie suspended all tourism operations because the trust was operating their concession without a tour operator. The concession remains closed until the trust can find a tour operator. As a result, **both Topnaar tourism concessions are currently inactive**. While the concessions remain inactive, neither the Topnaar community, nor tour operators, nor tourists can benefit.

The Topnaar perceive the tourism industry in their area as underutilized. **Topnaar believe that tour operators do not fairly compensate the community for tourism** that occurs under these concessions. Tour operators appear to be following the concession agreement concerning payments, but the community at large never sees these funds. Concession funds are kept in a fund at the discretion of the Topnaar chief. Despite these misgivings, the **Topnaar are enthusiastic about developing community-based tourism**. They believe that these efforts can greatly improve the status of the population living there as well as help to educate Topnaar youth about their heritage and traditions.

From interviews, **many tour operators are not willing to work with the Topnaar due to perceptions of poor organization, low motivation and the prevalence of infighting in the community**. URI Adventures, for example, has 20 years of experience working with the Topnaar yet continues to have great difficulty communicating with the Topnaar Community Trust. An independent operator we interviewed has been managing a scholarship fund for Topnaar children for 15 years and warned against letting the Topnaar handle their own tourism income for fear of losing it to alcoholism. She believed it was best to let the tour operator handle the money on behalf of the Topnaar and allocate it towards projects that are agreed upon at community meetings. She also referred to infighting over the benefits from existing tourism and the lack of any evidence of the concession trusts having shared their income with the community. An operator at Mola Mola Safaris expressed concerns about corruption in Topnaar leadership preventing benefits from reaching the community and its children. **All tourism income is currently managed by the Topnaar chief and trusts**. The same operator specified that he would only work with the Topnaar if he knew the money was being properly distributed.

The **Topnaar believe a tour operator should provide training for Topnaar guides, transportation for tourists, and marketing and investment for tourism activities**. The community does not have the means to accomplish any of this without outside assistance. Tour operators are interested in pursuing tourism opportunities in the Topnaar community, they have strong reservations about providing these services. The Topnaar are notoriously difficult to work with in their concession

trusts. In addition, tour operators do not have faith that mechanisms are in place to ensure that the community receives tourism revenue from the trusts.

By comparison, **the Khoi living in Bwabwata National Park in Namibia have been successful in deriving benefits from tourism through their creation of the Kyaramacan People's Association.** This organization employs and empowers the Khoi through conservation and tourism opportunities. Kyaramacan communicates with tour operators to run their tourism concession and generate income. This revenue is used in a benefit-sharing plan to fund projects in Khoi communities living in Bwabwata. Kyaramacan also empowers the elders of the community by having them serve as mentors to youth to teach Khoi traditions. In this way, younger generations receive training on knowledge that can be used in tours. The Kyaramacan People's Association is effective in communicating with tour operators, fairly sharing tourism profits, and conserving cultural traditions. A similar organization for the Topnaar could be created to help solve the problems specific to the Topnaar.

**The Topnaar Community Tourism Association could have a management structure modeled after Kyaramacan (that includes elected board members)** by incorporating members from each Topnaar settlement to ensure everyone is fairly represented. The roles of the association would be to promote communication between the tour operators and the tourism trusts, ensure transparency between the community and the trusts, connect Topnaar guides with potential employers, and enable the Topnaar youth to learn about the community's traditions. With this association in place, numerous opportunities in tourism will be opened up for the Topnaar community.

The tourism activities identified by the Topnaar include donkey cart rides, traditional dances, a traditional hut with handcrafts for sale, a !nara tour, demonstrations at the school, nature tours and multi-day riverbed hikes, and 4x4 tours that could be a guided self-drive or driven by a tour guide. The **donkey cart rides** could be performed by the tour guides and take tourists to nearby towns or landmarks, such as the dunes, the !nara hummocks or the rock formations in the gravel plains. The **!nara aspect of the tour** could include traditional dishes that are made from the fruit. The community members could also do **traditional dances** for the tourists. Some members of the community are already involved in a dance group that performs internationally in festivals. **Traditional dresses, handcrafted items, and traditional foods could be sold to the tourists.** The principal of the school in Utuseb, a Topnaar settlement, suggested that the children could do **demonstrations or tours of the school** when they were not in classes. Note that **4x4 tours of the dunes** are also possible, but very damaging to the ecosystem.

These tourism products are excellent ideas, but will be unsuccessful if they are hosted at an inconvenient or undesirable location. We identified **two potential locations to develop these Topnaar-oriented tourism activities**, Utuseb and Lauberville. **Utuseb** is one of the larger Topnaar settlements along the Kuiseb River. Located less than an hour outside of Walvis Bay, a large popular tourist hub, Utuseb is an excellent location for community-based tourism. Utuseb has a long-established school, the J.P. Brand Primary School, and a recently built Community Center. Some tour operators already bring tourists to visit the school. These tourists also could visit the community center and provide a starting point for the village tourism. The community center is underutilized and is already equipped with beds, plumbing, a kitchen, and electricity. Tourists who visit Utuseb could stay in these accommodations. The

Topnaar also are in control of **Lauberville**, a former South African Defense Force military base that was transformed into a tourist location with sleeping accommodations and campsites. It has hosted tourism activities in the past, but was managed poorly by previous organizations. Tour operators said that Lauberville had huge potential to become a very successful tourism destination, if managed efficiently. These two locations provide promising venues for the Topnaar to develop tourism opportunities in the future.

Our two overarching **recommendations** are to work with the Topnaar in identifying modules of the tour guide training program, and to assist the Topnaar in creating a tourism association. Our specific recommendations for the **training program** are to provide lessons in English, financial literacy, and computer skills with an emphasis in presentation and hospitality skills. Our specific recommendations for the **tourism association** are that the GRTC give presentations to communities to inform them of the roles and structure of a possible association, assist in writing a grant to obtain funding, help the Topnaar find legal assistance to write a constitution, and facilitate fair elections for the association's leadership. We also recommend that the GRTC refers its guests to the Topnaar tourism activities in order to support them further.

We also made **recommendations to the Topnaar community and the Topnaar Traditional Authority**. These recommendations were to create the tourism association, partner with a tour operator in the Kuiseb Delta Development Trust concession, modify the Topnaar Community Trust concession, adopt transparent protocols in handling community funds, and develop Lauberville and Utuseb to host tourism activities.

In conclusion, the **creation of a community tourism association will address many of the communication and organizational problems that hinder tourism from developing in the Topnaar communities**. This association will promote communication between the Topnaar and tour operators, and within the Topnaar community. Revenue from tourism concessions will benefit Topnaar communities. These benefits will include education in Topnaar traditions for children to ensure the survival of Topnaar culture. The association will foster community-based tourism and provide economic benefits to the local community. In this way, the creation of the Topnaar tourism association will enable the development of tourism at Topnaar communities and provide monetary, educational, and cultural benefits to one of Namibia's most marginalized indigenous groups.

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# Acronyms

**FLC** - Funding for Local Cooperation Agreement  
**GRTC** - Gobabeb Research and Training Centre  
**IRDNC** - Integrated Rural Development and Nature Conservation  
**IUCN** - International Union for the Conservation of Nature  
**KDDT** - Kuiseb Delta Development Trust  
**MET** - Ministry of Environment and Tourism  
**NACOMA** - Namibian Coast Conservation and Management Project  
**NCAA** - Ngorongoro Conservation Area Authority  
**NNP** - Namib-Naukluft Park  
**NSS** - Namib Sand Sea  
**RCBL** - Richtersveld Cultural and Botanical Landscape World Heritage Site  
**TTA** - Topnaar Traditional Authority  
**TDPDNP** - Tourism Development Plan for Dorob National Park  
**WHC** - World Heritage Committee  
**WHST** - World Heritage and Sustainable Tourism Programme

# Glossary

**Community-Based Tourism:** Tourism attractions that are hosted within a community and by community members.

**Ephemeral River:** A river that only exists for a short period of time, typically after heavy rainfall.

**Tourism Concession:** An agreement signed between the MET, an organization, and a tour operator that gives the land usage rights in regards to tourism activities to the organization. This agreement outlines the specific tourism activities that can be hosted in the designated area, as well as the fees the tour operator must pay the organization and MET. In addition, any operator who is not a part of the agreement must pay a fee when operating in the concession area.

**Tour Operator:** A company that markets tourism attractions and designates itineraries for tourists.

# Authorship

Abstract: Written by JG and DM. Edited by all.

Executive Summary: Written by JG, SI, and DM. Edited by all.

Introduction: Written by DM. Edited by all.

Background: Written by JG, SI, DM, and GT. Edited by all.

Topnaar Tourism Analysis: Written by JG, SI, DM, GT. Edited by all.

Challenges: Written by DM and GT. Edited by all.

Conclusions and Recommendations: Written by JG, SI, DM and GT. Edited by all.

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# 1. Introduction

The tension between preservation of nature reserves and sustaining the livelihood of African indigenous groups has its roots in European colonization. Colonization dispossessed indigenous groups and restricted the areas in which the communities were allowed to remain or to exercise customary rights (Vigne, 2000). The Topnaar community of the Namib Sand Sea (NSS) formerly occupied a larger area and have now settled along the Kuiseb River. In 1907, the Namib-Naukluft Park (NNP) was established by the German colonial government. The park boundaries included areas inhabited by the Topnaar and as a result restricted land use and severely limited hunting and farming by the Topnaar (Damme & Eynden, 1992).

In many respects, such restrictions continued under South African colonial rule and have persisted since Namibian independence in 1990. In addition to these restrictions on land use, the Topnaar also suffer from low literacy and high unemployment rates as a group (FLC, 2014). As a result, many Topnaar individuals today are forced to travel long distances in search of employment.

In 2013 the dune fields of the Namib-Naukluft Park were inscribed as the Namib Sand Sea World Heritage Site. The Namib Sand Sea is a popular tourist destination, and its ability to attract visitors allows it to create jobs for the local community. Other World Heritage sites, such as the Ngorongoro Conservation Area in Tanzania and the Richtersveld Cultural and Botanical Landscape in South Africa, employ and thereby empower individuals from indigenous communities in their tourist activities (UNESCO, n.d.) (*Walking Safaris in Ngorongoro Conservation Area*, n.d.). In finding ways to integrate Topnaar tour guides into the tourism industry at the NSS, the Gobabeb Research and Training Centre (GRTC) seeks to enable them to improve their status and strengthen their communities.

This project is part of a larger effort to improve the status of Topnaar communities funded by the Finnish Embassy in Namibia. The GRTC, an institution that conducts research focusing on desert biology and climate-related topics, has partnered with the Finnish Embassy in the Funding for Local Cooperation (FLC) Agreement (Appendix A), which seeks to improve the economic status of the Topnaar, partly by assisting in their integration into the tourism industry in the area (FLC, 2014). Located at the intersection of the gravel plains, Namib Desert, and Kuiseb River, the GRTC is uniquely and ideally positioned to pursue a variety of research topics. The GRTC also offers training courses to the public on environmental education and dry land ecology. School groups, research teams and film crews regularly visit Gobabeb to complete school projects, conduct research or use its living facilities as a base of operations (GRTC About Us, n.d.). Historically, the GRTC and the Topnaar have not interacted with great frequency, but the GRTC does employ several individuals from the local community and the Topnaar chief, Seth Kooitjie, is a member of the Gobabeb Board of Directors.

Despite their efforts, the Topnaar have not successfully established their role in tourism at the NSS. In fact, there have been instances of misuse of Topnaar land for unregistered tourism activities (*Namibia: Topnaar Chief*, 2016). The GRTC has the opportunity to aid the Topnaar in developing community-based tourism so that they can better financially support their community and promote their culture. Indigenous tourism is one of the fastest growing divisions of tourism (*What is Indigenous Tourism?*, n.d.). In British Columbia, Canada, the aboriginal tourism industry contributed over \$50

million to the province's economy in 2012 (*What is Indigenous Tourism?*, n.d.). While the scale of tourism at the NSS will be much smaller than that of indigenous tourism in British Columbia, it can have a great impact on the lives of the Topnaar.

Although the GRTC is not interested in hosting or conducting tourism activities alongside the Topnaar, it is supportive of the community's interests and potential to be employed in the tourism industry at the NSS (Amster & Schmitt, 2016). This project will identify employment opportunities at the NSS and outline the role of a Topnaar tourism association in managing potential tourism activities that will contribute to overcoming the Topnaar's historical and ongoing marginalization.

## 2. Background

The marginalization of indigenous peoples during the era of European colonization continues to economically inhibit many of the same populations today (Collier, 1995). In Namibia, the *ǀAonin* Topnaar are one of the most disadvantaged groups of people. Topnaar communities have experienced a decrease in socioeconomic status and population as members leave to find employment elsewhere (FLC, 2014). In this chapter, we will describe the importance of the ecology of the Namib Sand Sea (NSS) in Namibian tourism as well as the history of the Topnaar and GRTC. We will also analyze examples of other World Heritage Sites that demonstrate how local people can benefit from tourism. We will explore sustainable tourism and its role in the potential for Topnaar involvement in the tourism industry at the NSS. Lastly we will discuss the unique types of tourism in the NSS and the opportunity for local involvement. Our project will develop a pathway for the Topnaar of the Kuiseb River Valley to be employed through these tourism opportunities.

### 2.1 Ecology of the Namib Sand Sea World Heritage Site

In 2013, the dune systems of the Namib-Naukluft Park was established as the Namib Sand Sea World Heritage Site (Figure 1). It was established as a natural World Heritage Site because of the unparalleled ecological and geological value that can be observed nowhere else in the world.



Figure 1: Location of Namib Sand Sea (Embury, 2013)

The Namib Sand Sea consists of two vast dune systems where fog is the main source of water, which in turn has dictated the evolutionary path of species, making the site the only coastal desert in the world with these unique characteristics (UNESCO WHC, 2013). While the dunes are a magnificent sight on their own, the beauty and awe of the NSS extends beyond the sand sea to other geological features such as the ephemeral rivers, salt pans, and gravel plains. The geological and ecological aspects contributing to the site meet the four natural criteria set by the World Heritage Convention (WHC). These criteria are necessary to prove that this area of land is worth preserving and has true natural significance.

The NSS meets the following World Heritage criteria: it contains “significant on-going geological processes,” “superlative natural phenomena and exceptional natural beauty,” “significant on-going ecological and biological processes,” and contains habitats critical to the conservation of biodiversity, including habitats of endangered species (NNCHW, 2012). The two dune systems at the NSS are not created by local bedrock erosion, as are most dune systems. Instead, they are formed by the transportation of material that has undergone erosion in the interior of Africa by rivers, ocean currents, and winds (UNESCO WHC, 2013). Of the two systems, only one is active and has been geologically determined to



be 5 million years old. The older of the two has been present for 21 million years and is one of the oldest dune systems on Earth (NNCHW, 2012). As for the beauty of the NSS, it is proven in every photograph taken. The color of the dunes changes throughout the day as the sunlight interacts differently with the iron-oxide in the sand (NNCHW, 2012). The visual effect of this can be astonishing. Another of the Namib Sand Sea's most unique qualities is its fog, the main source of moisture there. This has had a massive impact on the evolution of the biome in this area. Plant species have evolved complex mechanisms to extract water from the air when there is fog cover (NNCHW, 2013). The harsh environment and day-to-day varying landscape has required the species inhabiting this area to withstand the stress of changing microhabitats. The combined value and beauty of Namib Sand Sea's biodiversity and unique ecosystem and geology are the reasons for its inscription as a World Heritage Site.



*Figure 2: "Big Dune" on Kuiseb River Near GRTC (photo taken by Julie Gagnon)*



Figure 3: Image of !Nara Bush (left) and Open !Nara Fruit (right) (UNESCO WHC, 2013)

For example, the !nara is a plant belonging to the *Cucurbitaceae* family that has evolved a root system that can extend up to 50 meters below the desert surface. The root system enables the plant to draw in a substantial amount of water which allows it to cover large expanses of the desert surface, more than 1500 square meters in some cases (NBRI, n.d.). The need for conservation of these species satisfies the final criterion necessary for the site to be inscribed as a natural World Heritage Site. With all of these attributes, the Namib Sand Sea has attracted people from all over the world, making it invaluable to not only the environment but also potentially to the tourism industry in Namibia.

## 2.2 The Topnaar

The Topnaar are descendants of the Nama people who live along the Kuiseb River in central Namibia. The Topnaar's territory once encompassed the area that is now bound to the south by Conception Bay and to the north by the Swakop River (Figure 4). However, due to the establishment of the Namib-Naukluft Park their way of living and mobility has changed dramatically. (Damme & Eynden, 1992).

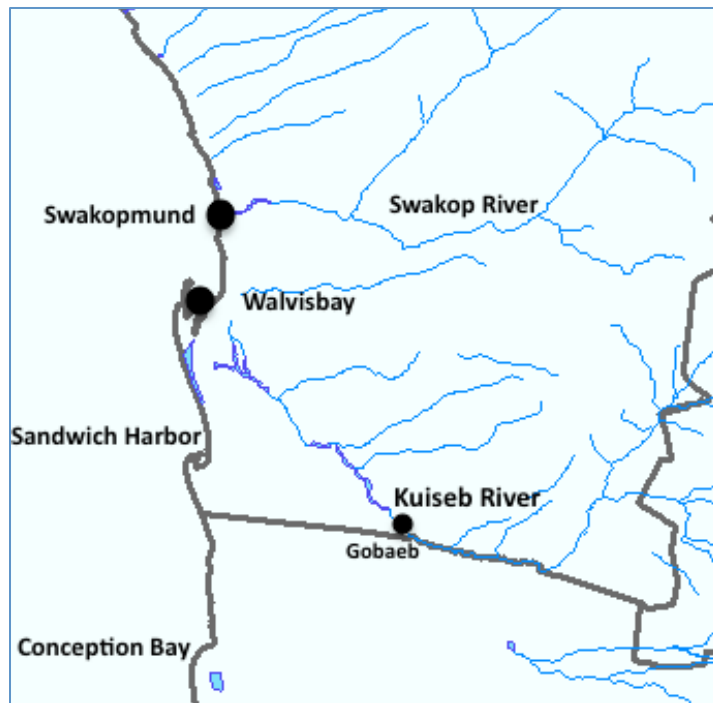


Figure 4: Map of Kuiseb River Area

According to Randolph Vigne, the Topnaar's early history is mostly unknown, but it is speculated that they migrated from the coast near either Cape Frio or "some places on the central coast." The earliest record of European contact with the Topnaar was in 1670 when the Dutch arrived on the coast. Following the initial contact, the Topnaar had very few contacts with Europeans for almost 200 years, with only very brief and infrequent interactions with outsiders. In 1840, a missionary visited the area and found the Topnaar warring against the Oorlams, a tribe living along the Orange River in the south. The two tribes

were fighting over the Kuiseb River area as the Oorlams had been displaced into Topnaar territory due to colonization. Disputes between neighboring tribes were just one sign of the many negative impacts colonization had on the Topnaar. The major issues they faced were famine and demoralization because of defeats by the Oorlams. They also faced alcoholism, prostitution, and the encroachment of other displaced tribes as well as the Europeans. These deep-rooted issues led to the dispersal of the Topnaar community, leaving only a small, impoverished group of people along the Kuiseb River.

In 1907, a large area of the Namib desert was declared as the Namib-Naukluft Park, which prevented hunting and herding livestock outside of the Kuiseb riverbed (Damme, & Eynden, 1992). The contemporary park boundaries can be seen in Figure 5.



Figure 5: Namib-Naukluft Park Boundary (AST African Special Tours, n.d.)

As part of the South African Odendaal Plan, some farms were purchased in an attempt to relocate the Topnaar outside of the park. However the Topnaar refused to move from the area, which they claimed as their traditional land because they had lived there for several centuries (Damme & Eynden, 1992). There were disputes between the Topnaar and the Ministry of Wildlife, Conservation, and Tourism for

many years. Due to this, the Topnaar received very few investments to develop the area. It was not until 1979 that the Department of Water Affairs of the South African protectorate government began improving the water supply in the villages by building wind pumps, dams, pipelines, and water taps (Damme, & Eynden, 1992).

A lack of leadership also caused further problems for the Topnaar. After chief Piet ||Eibib died in 1910 without leaving a son to take his place, there was no centralized leader for the Topnaar. Two factions struggled for the leadership, without resolution. It was not until 1976 when Namibian independence became a possibility that the need for a Topnaar spokesman arose and a new leader was chosen, Chief Esau Kooitjie. The 66 years without a leader resulted in the loss of traditions, culture, and tribal unity (Damme & Eynden, 1992).

Many of the Topnaar currently live in isolated communities that are located along the Kuiseb River (see Figure 6). There are approximately 600 Topnaar members living within the 9 settlements.

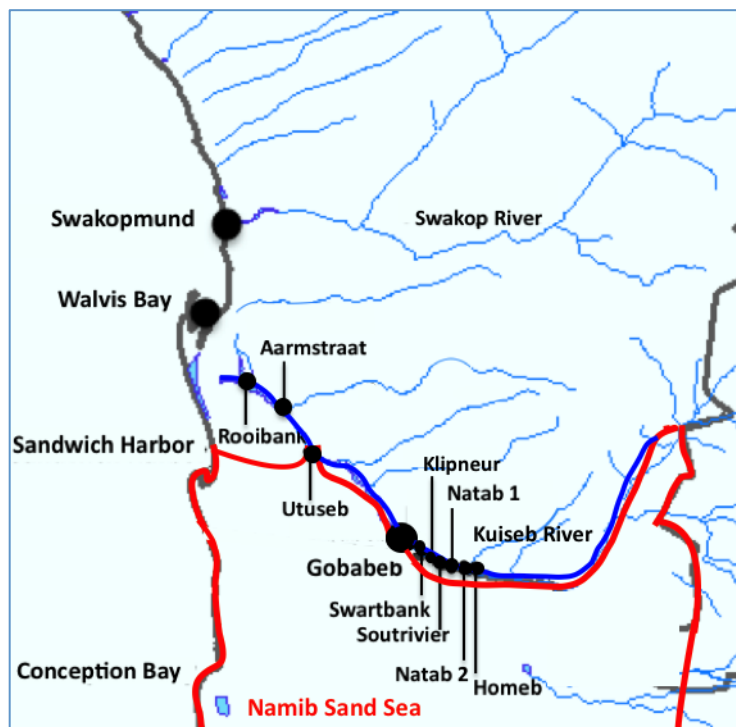


Figure 6: Location of Topnaar Communities Along Kuiseb River

This isolated area provides few opportunities in terms of employment for the communities. As a result, many of the Topnaar have moved to urban centers such as Swakopmund and Walvis Bay (The Namibian, 2012). As of 1992, there were approximately 400 Topnaar living along the river and another 400 in Walvis Bay. The locals who stay in the village, mainly the elders, women, and children, generate a small income through the harvesting of the !nara melon and raising of goats. The Topnaar's largest source of income is the !nara melon, which they currently sell only as a food. It has other uses, such as lotion, but the Topnaar have no means to be able to process the plant for any other purposes (The Namibian, 2012).

According to a study on the !nara plant done by Masaaki ITO in 2005, 40% of Topnaar harvesters of the !nara melon have no other source of income (ITO, 2005). The study also notes that the yield of the !nara harvests have decreased drastically from previous years. It states that this is most likely caused by the building of a flood wall to protect Walvis Bay which killed many of the !nara plants by lowering the water table of the area.

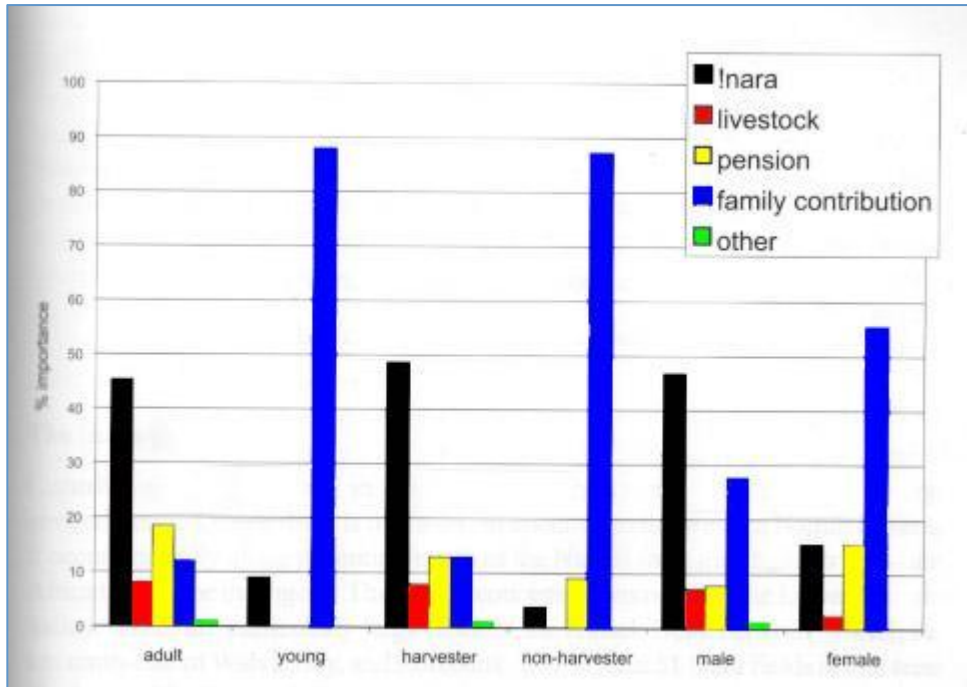


Figure 7: Sources of income for various groups of Topnaar (Henschel, 2004)

To aid in providing income to their families, many of the children in the communities have been forced to drop out of school at a young age. The distance of schools for the Topnaar children does not better the situation. In 2007, it was found that only 2% of Topnaar students attending primary school graduate from the 12th grade, partially due to the distance of the school to the communities (Magnusdottir, 2013). Most of the community members of the working age have also begun to look elsewhere for jobs in the nearby mines and towns of Walvis Bay and Swakopmund. According to the Masaaki ITO study, in the Topnaar village of Aramstrat, only one person worked in the town regularly, and some others worked temporary or seasonal jobs. The study also notes that the government also gives out a monthly pension to men and women over 60, which is an important source of income for the Topnaar as shown in the figure above (Figure 7). The !nara plant is one of the main sources of income for the Topnaar. It is ranked as the most important source of income for the adult Topnaar in the villages (Figure 6). The Topnaar have been heavily marginalized and are surviving off of a dwindling number of !nara plants, the pensions given out by the government, and unstable work at the nearby mines and towns.

Currently, the land and many of the dealings the community has with MET and other organizations are overseen by the Topnaar Traditional Authority (TTA). The TTA was established under the Traditional Authorities Act in 2000, giving the TTA the authority over the administration

management of the land (Magnusdottir, 2013). Prior to the establishment of the TTA in 1978, Esu Kooitjie was appointed by the Administrator-General of Namibia as the headman of the community. He held this position till 1981 when his son Seth Kooitjie and four other councilors replaced him. Later, Seth Kooitjie was democratically elected as the chief of the community (Magnusdottir, 2013).

Chief Kooitjie and the rest of the TTA are heavily involved in the decisions made regarding the progress of the community and any endeavors it may take on. For example, due to the regulations in the park, the Topnaar are no longer allowed to hunt within the NNP boundaries. Instead, the MET has begun a culling initiative where MET officials hunt specific animals and give the TTA a certain amount of meat. Of the meat that is given to the Topnaar, a portion may be sold by the TTA and the earnings put in a trust for the community. It is unclear who decides what projects the money in the trust will fund but in an interview with Chief Kooitjie, he described that the money can go towards sending children to school or for the care of elders (Magnusdottir, 2013).

## 2.3 The Gobabeb Research and Training Centre

The Gobabeb Research and Training Centre is a world renowned facility known for its dry land training and research. It is located in the Namib Desert, 120 km south-east of Walvis Bay. The centre was founded in 1962, when Namibia was still a South-African protectorate, by the Southern African Museums Association. After Namibian independence it has been, since 1998, a joint venture between the Namibia Ministry of Environment and Tourism and the independent Desert Research Foundation. The arid environment in which the GRTC is located has attracted researchers from around the world who specialize in desertification, water procurement, and the adaptation of animals and plants to the desert environment. It is a sustainable and environmentally friendly facility with gardens, solar panels and water purification processes. (Gobabeb Research and Training Centre, 2013)

The centre has two main programs: youth centered training and research facilities, which provide equipment, lab facilities, and technical assistance for scientists. Although the center's focus is primarily on research, they also conduct tours for the guests who visit. These tours include a nature walk, station tour, and a night walk. The nature walk includes the many unique plants and animals that live in the desert; the station tour describes the history of the research center; and the night walk focuses primarily on scorpions and other nocturnal wildlife that reside in the desert (Gobabeb Research and Training Centre, 2013). The GRTC also had a cultural tour about the Topnaar in the past which was discontinued because of low interest and due to its similarity with the nature walk (Schmitt, M., 2016).

The GRTC is currently reassessing its role as the neighbor to the marginalized Topnaar people. They have made efforts to work with the local communities, but both the researchers and the communities believe that more should be done. According to a study on the relationship between the Topnaar and the GRTC done in 2013 by Megrue, Oszkinis & Williamson, the centre has been successful in its goals of assisting the communities in terms of economic growth and improving their quality of life since the centre was founded. Shortly after the foundation of the site, a scholarship was created to aid Topnaar students in receiving education. Beginning in 1990, the centre has also provided educational support to their

employees' children, which include a number of the Topnaar. In more recent years, the study indicates there has been an increase in interaction between the centre and the Topnaar through educational programs, participation in research, and workshops that range from sustainable agriculture to solar heating. However, many of the staff members at the GRTC and the Topnaar still "perceive their relationship to be poor" (Megrue, Oszkinis & Williamson, 2013).

In the study, the Topnaar saw the research centre as an economic resource that has been underutilized. The Topnaar people expressed frustration at how little involvement the GRTC has in the villages and reported that they feel more like research subjects than beneficiaries. They noted that they have participated in some research pertaining to the !nara, but have rarely seen the outcome of it. Some researchers at the GRTC that have worked with the Topnaar have acknowledged the lack of involvement and are interested in expanding their interactions (Megrue, Oszkinis & Williamson, 2013). Due to the fact that the research at the GRTC is funded by grants and donations for scientific research, very few resources have been put towards improving the relationship.

However, in 2014, the GRTC and the Embassy of Finland in Namibia, a significant financial sponsor of the centre, signed an agreement to improve the relationship between the research centre and the Topnaar. The main objectives of this agreement are to: "Advance and diversify educational efforts at Gobabeb through including non-formal community training programs," and "Capacitate a remote, marginalized community to derive benefit, while optimizing and conserving traditional knowledge and practices in managing the NSS." (FLC, 2014)

With help from FLC agreement, the Topnaar could eventually develop a local source of employment. The creation of local jobs for the Topnaar will allow for a sustainable income without having to travel or move to other locations such as Walvis Bay. Having lived in this region for centuries, they have deep cultural roots in the area and can enlighten tourists on both the natural aspects of the land as well as their own culture and history. As a result of this agreement the Topnaar are expected to identify sources of employment, which will also aid in creating a stronger relationship between the GRTC and the Topnaar.

## 2.4 Involvement of Indigenous Populations in World Heritage Sites in Southern Africa

World Heritage Sites in southern Africa have empowered local indigenous peoples by conserving their culture and providing employment opportunity. In this section, examples of World Heritage Sites in the region will demonstrate how the local people were able to benefit from their homeland's protection and develop economies based on tourism.

### 2.4.1 The Richtersveld Cultural and Botanical Landscape

The Nama of the Richtersveld Cultural and Botanical Landscape World Heritage Site (RCBL) in South Africa demonstrate how land conservation can safeguard cultural heritage. The RCBL was

inscribed as a World Heritage Site in 2007 for its biodiversity and the ongoing semi-nomadic pastoral lifestyle of the Nama people (UNESCO, n.d.). The site, located in northwestern South Africa, is a mountainous desert that has been home to the Nama for two thousand years (Thornton, 2006).

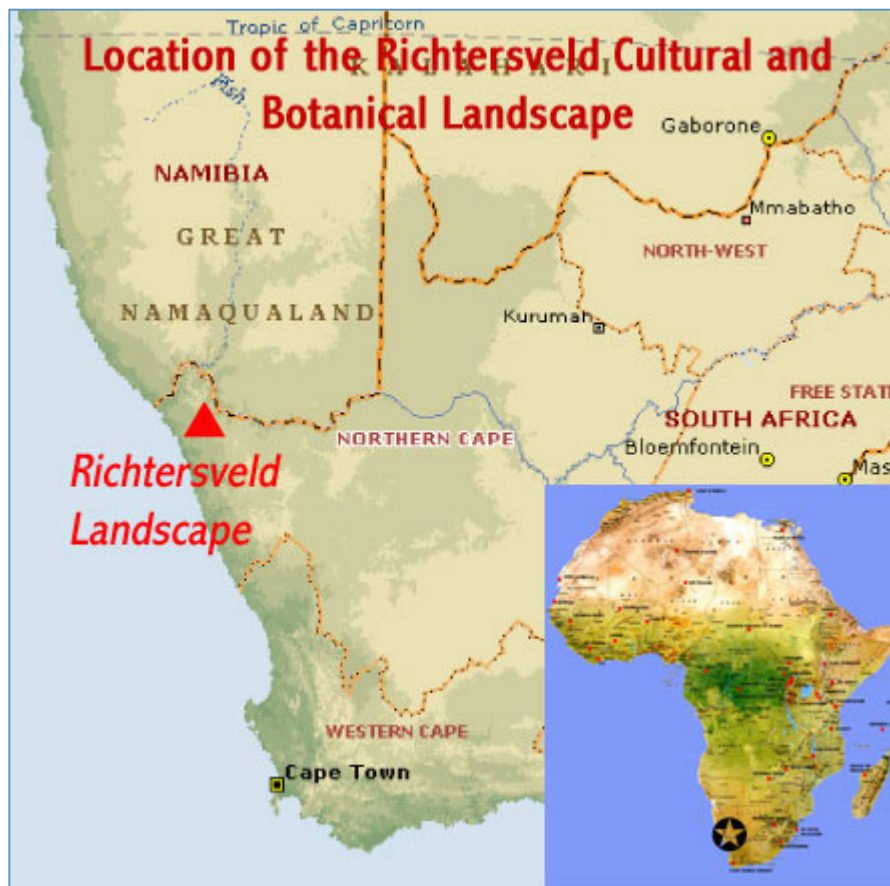


Figure 8: Location of the RCBL (AWHS, 2011)

The remoteness of the RCBL has provided a stronghold for Nama culture during European colonization and apartheid (Thornton, 2006). However, like most other indigenous groups, the Nama were deeply affected by colonialism. The restrictions imposed on their land during colonization caused the Nama significant loss of livestock and therefore wealth. Apartheid further deepened this poverty by declaring the area a “coloured reserve,” which prevented the Nama from leaving to find work, although it also prevented white settlers from moving in (Thornton, 2006). The Nama today still live with the consequences of this history. While they continue their original lifestyle of nomadic herding, these traditional occupations are no longer sufficient to support them. Many Nama choose to move away to urban centers in order to find work (Thornton, 2006).

The Richtersveld Cultural and Botanical Landscape is a model World Heritage Site in which community members are both landowners and stakeholders in site management. The Nama communities in the area are thoroughly involved in the decisions over development plans. Tourist numbers, though steadily increasing, remain small. Though slow and painstaking, tourism development provides the



promise of economic opportunity for the Nama. In addition to numerous campgrounds, visitors to the RCBL are also lodged in guest housing with the Nama at either of two small towns located within the area (Richtersveld Community Conservancy). The traditional craftsmen skills of the Nama are also highlighted at the RCBL. The Nama are masters of certain cultural crafts like leather-working and the building of traditional *haru om* homes out of rush-mats (Thornton, 2006).



*Figure 9: Nama Rush-Mat Homes (Newydd, 2005)*

They also practice traditional medicine with local plants and have a strong oral tradition of storytelling (Thornton, 2006). This rich heritage is shared with tourists for the mutual benefit of the Nama people. There is also a plan in place to make the Nama herdsmen official patrollers of the park in order to ensure campers comply with regulations (Richtersveld Community Conservancy, 2006). There are also other opportunities for employment connected with guiding cultural and natural tours. The growing tourism at the RCBL is providing economic opportunities to the Nama without forcing them to leave their traditional homes and lifestyles.

In its 2006 application to UNESCO, the RCBL argued that its establishment as a World Heritage Site will “add power to perhaps the most remarkable aspect of human life in the Richtersveld, one that sends a message to indigenous cultures elsewhere in the world, namely the triumph of ancient human lifestyles over adversity, hardship, marginalisation of all kinds, institutional brutality and the onslaught of westernisation and globalisation” (Thornton, 2006, p. 67). Through the conservation of their land, the Nama have been able to continue their ancestral traditions. They have also been able to benefit economically from the tourism the World Heritage Site attracts. The balance between economic

opportunity and traditional livelihood is based on extensive community involvement and culturally sensitive planning of tourism development.

## 2.4.2 iSimangaliso Wetland Park

The iSimangaliso Wetland Park of South Africa was inscribed as a World Heritage Site in 1999 for purely natural criteria. The site is a unique mix of reefs, swamps, beaches, and reed wetlands that serves as a habitat for a wide range of African species (UNESCO, n.d.). With all of these different ecosystems, the tourism activities at the park are diverse and plentiful. Most common are guided walks or drives to view wildlife, horseback riding, whale watching, and scuba diving (UNESCO, n.d.).

The iSimangaliso Wetland Park sits on land that is the ancestral home of Tsonga people. The people who lived on the land were forced to uproot during apartheid and move outside the boundaries of the park (Kwazulu-Natal Nature Conservation Service, 1998). As a result, numerous land claims to pieces of the park have been made by these local communities. These claims have since been settled by iSimangaliso through partnering with the communities in park decisions and granting the rights to some groups to develop their own tourism within the park (State of Conservation, 2004). Currently there are over half a million people living in the areas surrounding iSimangaliso and the province it is located in, KwaZulu-Natal, is the second-poorest in South Africa (Kwazulu-Natal Nature Conservation Service, 1998).



*Figure 10: Location of iSimangaliso Wetland Park in KwaZulu-Natal Province (African Natural Heritage, n.d.)*

In order to address these issues and improve the wellbeing of the local communities, the park created a number of different programs for their benefit. One program educates and trains local youths in hospitality skills and tour guiding (iSimangaliso, 2013). Another program called the “Enterprise Programme” supports local entrepreneurs in setting up businesses that cater to tourists (IUCN, n.d.). As of 2013 the program had sponsored 182 individuals to create their businesses (IUCN, n.d.). iSimangaliso also considers the local community when building its own infrastructure in the park (IUCN, n.d.). The park opts for labor-intensive building methods in order to maximize the jobs created for each project.

While the iSimangaliso Wetland Park was not beneficial to the local people at its founding, it has succeeded in more recent years to provide economic and social opportunities to local disadvantaged communities. Tourism created jobs and industries to employ the people of these communities and return some of the sovereignty they lost when they were uprooted.

In summary, the land protection and tourism employment opportunities created by the creation of a World Heritage Site can benefit the local indigenous people. These economic and social benefits empower these disadvantaged groups to conserve their culture and can also relieve them of poverty.

## 2.5 Sustainable Tourism in Africa

Incorporating the Topnaar into the tourism industry surrounding and including the NSS will provide employment and financial resources to the local indigenous community and promote appreciation of the area’s unique ecology and culture. It will be important to keep in mind the principles of sustainable tourism in order to do this in an environmentally, socially and economically responsible fashion. According to the UNESCO World Heritage and Sustainable Tourism Programme (WHST) (Debrine, 2013), the priorities of sustainable tourism are to protect and conserve important sites, enrich the lives of local communities, and to enhance the experience of travelers (Debrine, 2013). These goals are equally necessary to support and develop tourism at World Heritage Sites.

The WHST Programme cites heritage tourism as the fastest growing international sector of the tourism industry (Debrine, 2013). The communities living in the buffer zone of the NSS are major stakeholders in the sustainability of its operation and success and have been cited as beneficiaries in the FLC Agreement. Visitors to the NSS bring money, attention and potential for employment to the area, which can all benefit local residents. The UNESCO guide for sustainable tourism activities identifies the best practices to empower local communities. Networking and other “events that promote discussion or tourism and sustainability topics” can help ensure that nearby communities remain involved and are given proper consideration with respect to tourism activities. In addition, other stakeholders, such as people working at the NSS site, should receive the proper training and education to operate effectively and sustainably. As the direct link between the site and the visitor, tour guides and their training are of the utmost importance (Debrine, 2013). The guide’s role is to create awareness of the value of the site and educate visitors and even local communities on how to best care for and maintain the site.

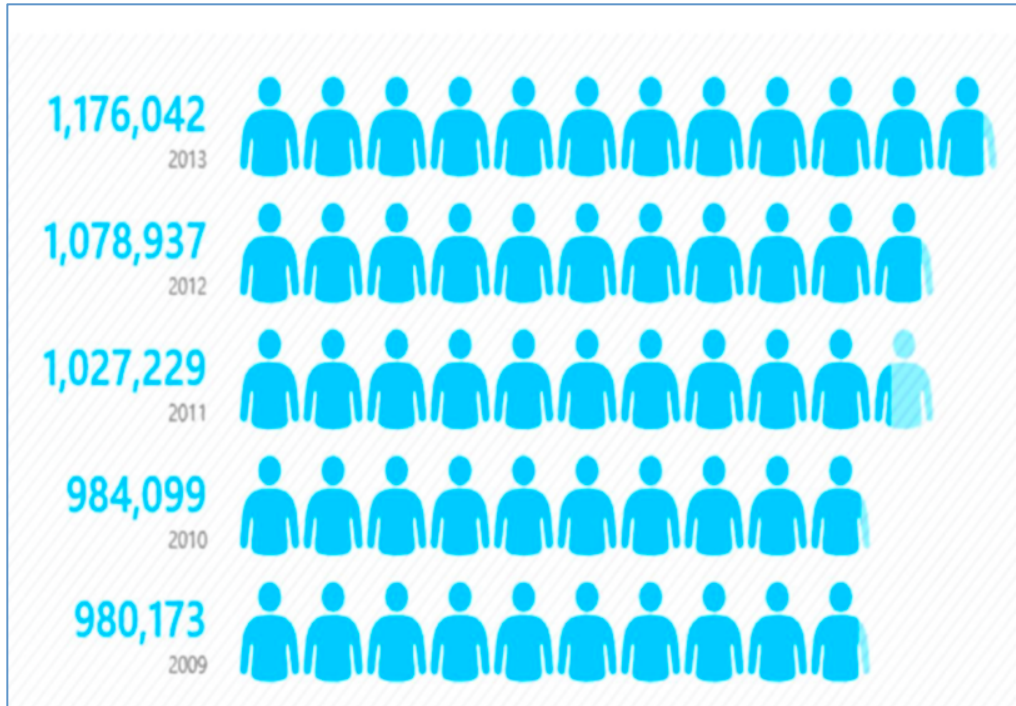
The Ngorongoro Conservation Area in Tanzania has been well managed to ensure consideration of local communities, the integrity of the site, and the site's value to visitors (*Ngorongoro Conservation Area*, n.d.). The Ngorongoro Conservation Area Authority (NCAA) uses "knowledge of management of pastoral use" and cooperates with the Maasai community, semi-nomadic pastoralists who live in parts of the Ngorongoro Conservation Area, and other stakeholders in managing the site. The NCAA staff must give priority to and have knowledge of both "natural and cultural heritage" to "achieve ... effective conservation strategies, including effective planning of tourism, access, and infrastructure" (*Ngorongoro Conservation Area*, n.d.). Active participation of the Maasai helps create "a sense of ownership, and responsibility for" the area and its resources (*Ngorongoro Conservation Area*, n.d.). Tours given by the Maasai allow visitors to appreciate the cultural heritage of the conservation area as well as its ecological value (*Walking Safaris in Ngorongoro Conservation Area*,.). Several cultural *bomas*, traditional rural settlements surrounded by wooden fencing originally used to enclose livestock, allow the Maasai to share their culture on their own terms with visitors (Drake, 2015) (*People and Culture, Maasai*, n.d.).

This type of mutually beneficial, culturally sensitive and environmentally sustainable tourism is what is envisioned for Topnaar involvement at the Namib Sand Sea. The GRTC has already worked with the Topnaar in identifying individuals willing to work as tour guides, and this early collaboration is a key first step to sustainable cooperation between the Topnaar community and the Namib Sand Sea managers.

Failure to adopt sustainable tourism practices can lead to severe ecological consequences. An extreme example is the case of the Arabian Oryx Sanctuary, lost its WHS status. The sanctuary was removed by the World Heritage Committee after Oman chose to decrease the sanctuary by 90% of its area (*Arabian Oryx Sanctuary*, n.d.). The country proceeded with plans for "hydrocarbon prospection" and allowed the oryx population to fall from 450 to 65 individuals due to poaching and habitat degradation (*Arabian Oryx Sanctuary*, n.d.). The cancellation of this heritage site exemplifies what happens without sustainable practices. Regardless of efforts made to protect and conserve the sanctuary, it was not valuable enough to the local community for preservation efforts to be taken seriously. Fortunately, the Namib Sand Sea is not at risk for these threats because the NNP is central to ecological tourism in the western part of the country and will continue to be valued and protected by the Namibian government. Topnaar involvement with tourism at the NSS will not only make it more valuable to the local community, but will also increase its appeal to visitors and thus contribute to the future preservation of the site.

## 2.6 Tourism in the Namib Sand Sea

Tourism in Namibia is centered on natural attractions because of the ecological richness of the country. With this focus on the country's natural beauty, Namibia has seen a constant increase in tourism for the past five years.



*Figure 11: Increase in Tourist Arrival to Namibia (Tourist Statistical Report 2012 & 2013, 2014)*

The largest increase came after the inscription of the NSS as a World Heritage Site in 2013 (MET, 2014). The tourism sector is still booming today, making it a viable opportunity for the integration and benefit of local communities.

The NSS attracts many visitors who are drawn to its impressive dunes and opportunity for solitude. The major points of entry to the NSS are the town of Swakopmund and the Sossusvlei landmark. Due to the proximity to the dunes, tourism operators begin many of their expeditions into the NSS from Swakopmund and Sossusvlei. Many tourists go on ATV expeditions through the sand sea or hike up Dune 7 or Dune 45 in order to see the sunrise. Tourists seeking more of an adventure choose to sand board down the dunes or take a hot air balloon ride over the park. As much as 40% of tourists choose to self-drive the NSS by renting a truck, or bakki, in Windhoek (Amster, 2016). The GRTC also hosts a unique brand of tourism; researchers and students visit the GRTC to learn about desert ecology and climate while conduct experiments that contribute to the GRTC's research goals.

### 3. Topnaar Tourism Analysis

This project aimed to create a pathway for Topnaar employment in the tourism industry at the Namib Sand Sea World Heritage Site. To achieve this overarching goal, our team assisted in laying the groundwork for the promotion of tourism products centered around the ecology of the NSS and Topnaar culture and explored the creation of a Topnaar association to manage these products and activities.

In order to complete this project, our team developed the following primary objectives:

1. Analyze the Namib Sand Sea tourism industry.
2. Identify feasible employment opportunities in the tourism industry for the Topnaar.
3. Assess the feasibility and desirability of a Topnaar tourism association.

Spatially, our project was limited to the geographic boundaries of the NSS. The Topnaar, who benefit from the project, as well as the tour operators we consulted with live or operate within the region of the NSS (see Figure 12).

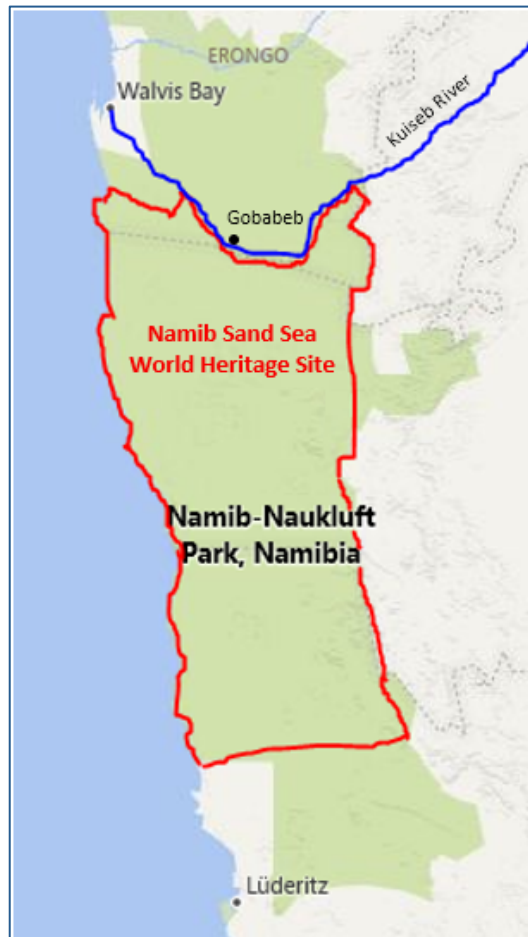


Figure 12: Boundaries of Namib Sand Sea (green area shows Namib-Naukluft Park)

The GRTC and Topnaar Traditional Authority are currently developing a list of Topnaar community members residing along the Kuiseb River who are interested in being trained as tour guides. Several members of the Topnaar received training in the past several decades. Our team looked into the possibility of developing community-based tourism activities within the communities along the Kuiseb River, and specifically Utuseb. Utuseb is the location of both the J.P. Brand Primary School and a large community center built over the last two years.

Our team explored possible tourism activities as part of Objective 2. Without marketable products tour operators and tourists will be less likely to hire the Topnaar. The tourism activities we explored will be conducted in English, the official language of Namibia (Gov. of Namibia, n.d.). Although the native tongue of the Topnaar is Nama, many of the younger community members do speak English (Maggs-Kölling, G., & Schmitt, M., 2016).

To complete our objectives we conducted interviews of MET officials, GRTC staff members, Topnaar community members, tour operators, and tourists. Our team completed a content analysis of several MET documents and GRTC documents pertaining to the Topnaar and tourism in the NSS. We also conducted a case study of the Kyaramacan Association. This chapter outlines the results of our interviews and content analysis as well as the specific interviews and methods that led to these findings. Each subsection will thoroughly cover a discrete topic that we explored.

### 3.1 Tourism in Namibia

Our first objective was to analyze the tourism industry in and surrounding the NSS. This involves several parties because the NSS is located within the Namib-Naukluft Park, a Namibian national park, and therefore is managed by the Ministry of Environment and Tourism. The World Heritage status of the area also subjects it to regulation under the International Union for the Conservation of Nature (IUCN). We performed several interviews with people involved in the tourism industry and its regulation. These interviews included Deputy Control Warden of the Namib Naukluft Park Manie Le Roux, GRTC consultant Rodney Amster, Namib-Naukluft Park Ranger Arnold Uwukhaeb, and several tour operators based in Walvis Bay.

There is a great deal of regulation on tourism operations because most of these operations take place in national parks. The Ministry of Environment and Tourism grants tourism concessions to organized bodies that allow them to operate in these parks. Tourism concessions outline approved activities, spatial boundaries and all associated fees for these activities. A concession is granted to an organization, but must be agreed upon and signed by the organization which will become the owner of the concession, a tour operator, and a representative from the MET. This system exists because the MET does not have the staff or funding to patrol the entire area of its parks to monitor the activities taking place. These concessions permit only certain activities and give land usage rights to organizations. The MET occasionally has its rangers follow a particular tour or activity to verify that the proper practices are being followed, but this is the only method in place for regulating tourism.

There is a standard procedure for receiving a tourism concession. First, in order to be eligible for a concession, it must be some sort of organization that applies for the concession rather than an individual or even small group. The exception to this is that a small representative group from a disadvantaged community can also apply for a concession. This was the case with the Topnaar Community Trust concession. The MET park ranger we spoke with told us that he only knows of this taking place with the Topnaar and one other Nama community. The organization applying for the concession proposes a set of activities that must be approved by the MET. The concession is then advertised in public newspapers so that tour operators may bid for the rights to operate under it. Finally, a formal agreement that denotes all fees and payments under the concession is agreed upon and signed by the owner, tour operator, and MET.

The Namib Sand Sea, due to its designation as a World Heritage Site, is regulated by both the Namibian MET and the International Union for Conservation of Nature (IUCN). As a result, tourism activities in the NSS must be permitted by the MET and abide by IUCN regulations. The Namib-Naukluft Park Management Plan describes a tourism concession along the Kuiseb River for campsites and a guided hiking trail. In general, activities that are considered to have low impacts on the environment and scenery are more likely to be approved than those with negative impacts. In this respect, the IUCN has much more stringent requirements than the MET.

However, there are advertisements for 4x4 driving at the Lauberville campsite, a campsite managed by the Topnaar community that is located on the Kuiseb River just outside Rooibank. We were unable to find documentation for a 4x4 concession in this area but we believe it to be legitimate as the advertisements do include the tour company West Coast 4x4.

The Namib-Naukluft Park is designated as IUCN category 2. This means the park is to be conserved and all tourism is controlled. The Kuiseb River has an additional designation as category 5, which notes heavy usage. Since the Topnaar live in the area, fewer restrictions are placed on activities there.



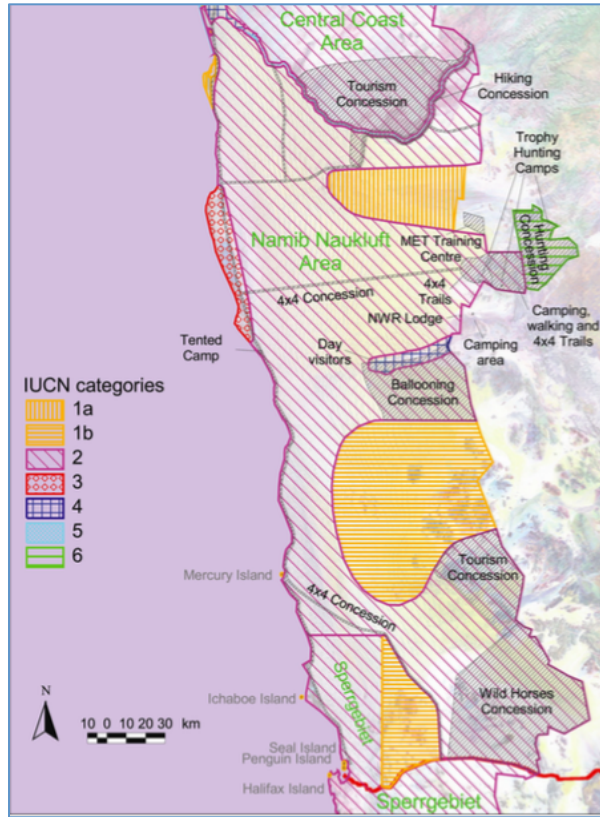


Figure 13: IUCN Categories and Approved Tourism Concessions of Namib-Naukluft (Namibia, 2009)

Low impact activities are most likely to be approved in the Kuiseb River area regardless of its IUCN designation. These activities must take into account both environmental impacts and visual impacts. For example, the MET at one point considered a concession for a hot air balloon to be raised and lowered on a cable. This activity has minimal environmental impact but was strongly opposed by the IUCN on the basis of its detracting from the natural beauty of the area. Hiking trails have great potential as an activity in this area because they have minimal impacts and allow visitors a close experience in the river and desert ecosystems. Any tourism products to be developed by the Topnaar must take into account environmental and visual impacts according to MET and IUCN regulations.

Tour operators have a powerful role in Namibian tourism. In designing the itineraries for so many visitors' trips to Namibia, tour operators often determine the routes taken by tourists as well as the sites that they visit. Approximately 50-60% of all tourists to Namibia take part in tours guided and driven by tour operators. Even on self-drive or self-guided tours, many tourists choose from an itinerary and route that has been designed by an operator. As a result we concluded that in order to be most successful, the Topnaar must work with an operator. In the past, the Topnaar have worked with the operators URI Adventures and West Coast 4x4. We were able to speak with a guide at URI Adventures, but were unable to contact West Coast 4x4. Tour operators will be critical in applying for a tourism concession, investing in and marketing tourism activities, and transporting tourists.

## 3.2 The History of Topnaar Tourism

In deciding how to best develop tourism in Topnaar communities, we conducted interviews with a variety of Topnaar community members. While conducting interviews at Utuseb, we asked each interviewee about past tourism efforts in the area and their own perceptions of its effects on the community. We also consulted a study on the Topnaar community and its potential for tourism that was conducted in the early 2000s.

While the Topnaar have had visitors to their settlements along the Kuiseb River for decades, the idea of tourism is relatively new to the community. In interviewing a Senior Consulate of the Topnaar Traditional Authority, we learned that people who are now considered tourists used to be regarded as guests of the community. These visits consisted of groups of 2-3 people at a time, who would often take pictures of the huts. The Topnaar at this time did not believe in receiving cash payments for pictures, but they would accept gifts of sugar, tea or spices.

The *Feasibility Study of Topnaar Community* document states that the community recognized the potential for tourism and the ways it could improve life for many families. The Topnaar understood that their proximity to Walvis Bay and Swakopmund made them obvious candidates for cultural tourism development. Cash income could be used for school fees, school uniforms and normal household items in the communities. The general feeling was that organized activities would not interfere with household responsibilities, but it was emphasized that there was a need for planning and management of these attractions. The study proposed that the community should select a Topnaar Tourism Enterprise Committee to manage these activities, but we have been unable to find evidence of such a committee in speaking to the Topnaar or in our research.

Tourism has been on the minds of the Topnaar for decades, but most community members have never had the opportunity to become involved in tourism. Each one of our Topnaar interviewees felt that tourism could improve the status of their community and expressed interest in participating in community tourism efforts.

## 3.3 Current Topnaar Involvement in Tourism

The Topnaar's current involvement in tourism is limited to two concessions owned by community trusts and a separate arrangement at the J.P. Brand Primary School in Utuseb. The methods we used in order to obtain information on the trusts and school were interviews of tour operators and J.P. Brand employees (Topnaar community members) as well as content analysis of newspaper articles and documents pertaining to the trusts. See Appendix B for interview guidelines.

### 3.3.1 Kuiseb Delta Development Trust

One of the community trusts that owns a concession is the Kuiseb Delta Development Trust (KDDT). The KDDT was first mentioned to our team in an interview with the tour operator URI Adventures. We were also able to find information on the KDDT through newspaper articles from *New*

*Era and The Namibian*. We also looked into a document on tourism development from the Namibian Coast Conservation and Management Project (NACOMA), an organization of the MET, that contained information on the KDDT.

According to the NACOMA document, the *Tourism Development Plan for Dorob National Park* (TDPDNP), the KDDT is a legal body owned by members of the Topnaar community that aims to establish community-based tourism in the Kuiseb Delta. The Kuiseb Delta is the area where the Kuiseb River meets the Atlantic Ocean, and it lies within Dorob National Park. The KDDT was created in 2012 by seven trustees, all members of the Topnaar community, with the approval of the Topnaar Traditional Authority. The document claims the KDDT consists of 600 registered members, though our team was unable to find a registry for the trust.

The KDDT received a grant from NACOMA that enabled it to apply for a tourism concession in the Kuiseb Delta. This concession was awarded to the KDDT in June of 2014. The area of the concession is outlined in white in Figure 14.

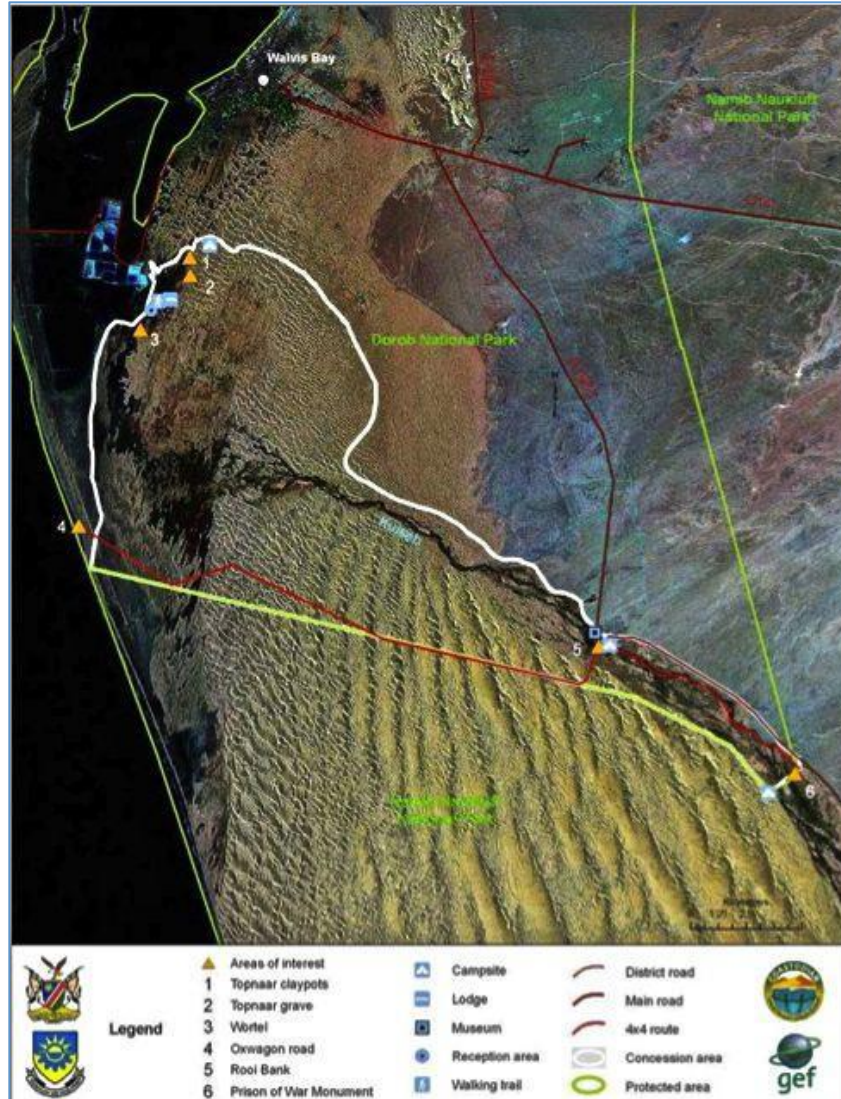


Figure 14: Kuiseb Delta Development Trust Concession Area (Namibia, n.d.)

The concession allows the KDDT to “be responsible for the administration of tourism activities and collection of proceeds on behalf of the entire Topnaar community” according to the *New Era* newspaper article “Topnaars receive tourism concession.” At the launch of the concession it was announced that these proceeds would be split in the following manner: 30% for development programs in the Topnaar community, 10% for the education of Topnaar children, and the remaining 60% for operational costs such as campsite construction and vehicle maintenance.

According to the TDPDNP, “revenue derived from the KDDT campsite is currently limited and, lacking its own vehicles, the KDDT does not benefit substantially from tour operator activity in the concession area.” Additionally there have been no reports of community projects being funded by the KDDT.

In late 2015, Topnaar Chief Seth Kooitjie suspended all tourism operations by the KDDT. His rationale was that the KDDT was operating without a tour operator, which he said was against regulations. In an interview, he told *The Namibian* that “until the trust finds a tour operator, there will be no operations.” According to *The Namibian*, the Chairperson of the KDDT, Alwine Kham, admitted that they were operating without a tour operator in order to make money while they looked for a suitable partner. He was quoted saying, “we are required to have a joint venture with an operator who will work on our concession.”

Currently the concession remains closed as the KDDT continues searching for an operator to work with. In the circumstance of our project it is important to note that the GRTC and the Topnaar communities around it are not included in the KDDT concession area (see Figure 13). Nevertheless the KDDT is an important player in Topnaar tourism and demonstrates how politics play a guiding role in both the industry and the community.

### 3.3.2 Topnaar Community Trust Concession

The Topnaar hold a second concession through the Topnaar Community Trust and URI Adventures. All of our information on the Topnaar Community Trust came from an interview with a tour guide at URI Adventures.

According to this guide, URI Adventures started working with the Topnaar 18 to 20 years ago, before there was an official law requiring concessions. In that time period, URI worked directly with Chief Kooitjie to run their tourism operation. The tours URI typically runs are 4x4 guided trips through the park and Topnaar lands. Though URI has never brought clients to Topnaar settlements, the company does employ 4 Topnaar tour guides, 2 of which are Chief Kooitjie’s sons.

When the concession law came into existence, URI Adventures entered into a joint venture with the Topnaar Community Trust in order to receive a concession for operations in the NNP. This concession is different from that of the KDDT because it is held not by the trust but by URI Adventures. When the concession was written, URI Adventures was named as the primary shareholder in the concession. The Topnaar Community Trust only holds 30% of the shares and this is considered to be unusual for modern concessions. URI Adventures has tried to restructure the concession in order to make the trust the majority shareholder but because of poor communication between the trust and operator this has not been successful.

Currently, URI Adventures must pay the trust in order to use the concession lands. According to the tour guide, the Topnaar Community Trust has a loan account under URI Adventures. URI loans them money for projects and gets paid back in tours. The guide did not know what projects the money went toward, he simply deposits it in an account that the trustees manage. When the Topnaar Community Trust was created four years ago, the trustees were supposed to create a benefit sharing plan to put this money back into the Topnaar communities, but that has yet to happen.

The tour guide also told us of his problems working with the trust. They have been having communication issues since their agreement originated and he felt that his most recent meeting with them, which occurred in the week preceding our interview, was likely going to be their last. The trust closed their concession for reasons unclear to URI Adventures, making it impossible for the company to run tours in the concession area. Chief Seth Kooitjie has sided with URI Adventures in this dispute and is trying to replace the board of the trust in order to reopen the concession. It is unclear to us what Chief Kooitjie's role in the Topnaar Community Trust is and what powers he has over the trust. Currently the Topnaar Community Trust concession remains closed because of issues with the trust and Chief Kooitjie's mandate to suspend all tourism operations, as mentioned in the previous discussion of the KDDT.

### 3.3.3 J.P Brand Primary School

The J.P. Brand Primary School in Utuseb is a boarding school for Topnaar children that hosts about 200 learners. Our information regarding the school came from interviews with a teacher and the principal of the school, and from email correspondence with Pack Safaris.

J.P. Brand has an arrangement with two operators, Pack Safaris and Chamäleon Safaris, where the operators bring visitors to the school. This arrangement is entirely outside any concession; it is a private agreement between the school and the operators. The principal of the school estimated that the operators bring visitors an average of once per week. The operators do not pay the school directly for hosting tourism, however visitors often donate to the school of their own accord. The principal told us of a group of students from the United Kingdom that visited the school one day and spoke to him about the needs of the students. A year later the group sent books and stationery to the school and they were able to start a small library. The principal said that the majority of buildings that make up the school are funded from tourists. He also mentioned an ongoing solar energy project that originated when a group of professors headed to the GRTC stopped at the school.

One of the teachers at the school also serves as a tour guide for visitors. She said that tours are difficult during school hours, but if there was an after school program to teach learners Topnaar traditions then it would be a good thing for visitors to sit in on.

We corresponded via email with Pack Safaris, one of the tour operators that brings visitors to the school. The operator told us that it funds a large project at the school every year. In 2015, they donated 32 double beds, and in 2016 they hope to build a sports ground, although the operator is struggling to find a reliable contact to make this happen.

## 3.4 Topnaar Perceptions of Tourism

During our interviews with Topnaar community members from the settlement of Utuseb, we were able to learn the feelings of several members of the community on tourism in the area. We interviewed eight community members including a community agriculture technician, a Senior Consulate within the TTA, a level one trained tour guide, the principal of the J.P Brand Primary School, a teacher at the school,

the school's tour guide, the GRTC liaison Joseph, and a secretary of the TTA who is also a level three trained tour guide. See Appendix B.2<sup>1</sup> for the relevant interview guides.

### 3.4.1 Topnaar Owned Concessions

The details of operating in a park are only somewhat understood in the community. During our interviews, we had to explain that the Topnaar are in the buffer zone of the park and many were unaware that it was a World Heritage Site. They knew that they lived in the park, but they did not know much more information about it. They know that living in a park puts restrictions on them, but most are unaware of the specific restrictions on conducting tourism in the area. Four of the community members—the liaison, the two tour guides, and the agriculture technician—knew about the process of getting concessions to operate in the park, but the other community members were unaware of the process.

The Topnaar community members believed that the concessions under their control were not benefiting the community. They believe that the tour operators are the primary beneficiaries of the concessions. They said that very little money from the tourism activities is seen by the community. The tour operators put the Topnaar's portion of the money in an account held by the trust that runs the concession. The trust is supposed to use the money in a benefit sharing program among the communities. The benefit sharing is managed poorly and the community rarely sees the benefits of the tourism.

The Topnaar have very little insight into the operations of the tourism industry. There is a lack of communication with the concession trusts. The community is unaware of how tourism money is used as well as the process for creating new tourism products.

### 3.4.2 J.P Brand Primary School Tourism

The principal of the J.P. Brand School believed that the community could use the existing tourism that the school brings in as a starting point for the community tourism in Utuseb. He explained that the school has an arrangement with two tour operators, Pack Safaris and Chamäleon Safaris, to bring tourists to visit the school. The school's tour guide also thought that this would make an excellent starting point. Both suggested that after the school tours they could direct the tourists to the community. Every community member mentioned that the hardest part about the tourism is getting the tourists to the settlements. With the school already bringing in tourists, utilizing this established connection would be invaluable.

## 3.5 Topnaar Interest In Future Tourism

Our team interviewed eight Topnaar community members from the settlement of Utuseb to identify which opportunities they were most interested in. We interviewed the community members regarding what type of relationship they would want if hired by a tour operator as well as which activities

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<sup>1</sup> Topnaar Community Members

they would be willing to do (see Appendix B.2<sup>2</sup>). These results were combined with the results from our tour operator interviews in order to find the activities that best align with both the Topnaar and the tour operators as well as what relationship would be mutually beneficial. An interview guide was used in order to conduct these interviews (see Appendix B.2<sup>3</sup>). In addition to learning each of the interviewees' thoughts about tourism activities in the NSS, these interviews helped us to learn about the daily lives, values and aspirations of the community. These interviews weighed heavily in our analysis of what tourism activities to promote because ultimately they will be managed by the Topnaar.

During our first discussion, Joseph, the community liaison, mentioned that he felt the community would prefer local tourism activities to be community-based, or locally managed and operated. This would be another opportunity to create jobs for tour guides aside from finding them employment with a tour operator. When speaking with two Topnaar community members who were already trained as tour guides, they both wanted to stay in the area of the Kuiseb River. The tour guide who received level three training could only recall two tour guides from the area who left their homes to work in Walvis Bay. This information confirmed that a community-based tourism effort would be well suited for the Utuseb community. The desire for this was confirmed when speaking with the other five community members.

All community members we interviewed felt that the community could host a variety of tourism activities but that a tour operator would be helpful in making this idea a reality. When interviewing the principal of the J.P. Brand Primary School, he spoke of how the school would be able to organize itself to participate in a tourism activity if they were aware of a group of tourists' date of arrival. The Senior Consulate of the TTA felt that community-based tourism activities in Utuseb, such as a performance, could be quickly organized upon tourists' arrival.

Although we had positive responses to the development of community-based tourism, several concerns were raised. Every person we interviewed agreed with the need for a tour operator, as the community is very remote and would need assistance with the logistics of the operation. Members felt that the tour operator could assist by bringing tourists to the area and also by marketing and fundraising as well. One community member mentioned that he felt the tour operator should assist the community by funding the maintenance of the activities because the upkeep can be quite costly. There was also concern raised about the relationship of the community with the operator. The level three tour guide spoke about how there have been instances where tour operators do not abide by the regulations of the park which then leads to the operation failing.

After analyzing the responses we received during our interviews, we determined that there are two viable routes for creating employment opportunities for the Topnaar. First, the tour guides could be directly employed by tour operators. The second possibility is community-based tourism, where the tour guides of the Topnaar community would lead a group of tourists through activities upon their arrival. There will still be an agreement between a tour operator and the tour guide, but the tour guide would not need to travel from the community.

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<sup>2</sup> Additional Questions for Topnaar Tour Guides

<sup>3</sup> Topnaar Community Members



Both options present challenges. If a tour guide were to be employed by an operator, he or she would need a valid driver's license, which can be costly and time consuming for some Topnaar to acquire. In both cases, the tour guide would need to be conversational in English as many tours are typically given in this language. After speaking with the two tour guides, we were made aware that they and other trained members of the community might need a course to refresh their skills, as their training was not recent. For example, one of the tour guides we interviewed received her training before she married, and is no longer able to leave the community and her family. If community-based tourism was developed in Utuseb, she could be involved and still be near her family. These interviews confirmed that community-based tourism would be beneficial to the community. Developing community-based tourism at Utuseb is feasible as many community members and tour operators demonstrated interest in the venture.

### 3.6 Tour Operators' Perceptions of the Topnaar

We interviewed tour operators about their opinions of working with the Topnaar in tourism. We spoke to operators from Mola Mola Safaris, Sandwich Harbor 4x4, URI Adventures and an independent operator. See Appendix B.3 for interview questions. Generally we found that the operators perceived the Topnaar as difficult to work with because of a lack of motivation, poor organization, and infighting.

The operator from Mola Mola stated he would not be interested in working with the Topnaar because they were “alcoholics who’ve wasted their opportunities” and that “the Topnaar only look after themselves, meaning the chief and his family only.” He described the tribal politics as a “monarchy” and said that, since the chief decides where the money from tourism goes, it can go into his pockets and never reach the community. He pointed out that Chief Kooitjie lives in a house in Walvis Bay while the rest of the Topnaar live in shacks along the Kuiseb. He felt that if the money was making it through to the community then the J.P. Brand School and its learners would be doing better. He said that he would only be interested in working with the Topnaar if the money did not pass through the hands of Chief Kooitjie.

The Mola Mola operator also mentioned an incident that happened in the past with GRTC’s brick-making machine. Our team had heard about this incident from our colleagues at GRTC as well. GRTC bought the brick machine when it was constructing several buildings on-site and trained a group of Topnaar men to make clay bricks. After the buildings at the GRTC were completed the brick machine was donated to the Topnaar in order for them to build brick homes for their families. However, there is no evidence of this machine being used and the GRTC does not know its current location.

The operator from Sandwich Harbor 4x4 was also uninterested in working with the Topnaar. His reasoning was that other operators were already working with them and, though his company had considered expanding to Topnaar tours before, decided to remain specialized in Sandwich Harbor tours.

URI Adventures’ history of working with the Topnaar was described in Section 3.3.2. In his experience, the tour operator at URI Adventures found the Topnaar difficult to work with because of communication and organization issues. Though he has been working with the community for 20 years,

he is still having issues maintaining any regular contact with trustees of the Topnaar Community Trust, with whom he works in a tourism concession.

Our team also interviewed an independent tour guide whose main involvement with the Topnaar is running a non-profit organization for Topnaar learners called the Topnaar Education Fund. The program sponsors 35 learners by paying for their tuition at J.P. Brand Primary School, their secondary education after grade 8, and in some cases university. It also employs a tutor in Walvis Bay and Windhoek. The tour guide described the Topnaar as a “dysfunctional community” with significant infighting. She related the infighting to competition within the community for tourism benefits, though she doesn’t know who actually benefits.

She also believed that the Topnaar should not be allowed to handle the money in tourism deals because they would spend it on alcohol. She believed that the money should be handled by the tour operator on the community’s behalf. She recommended holding a community meeting after six months to discuss money matters and ask what the community wants to spend the money on. The operator should spend the money however the community decides. She stressed the importance of transparency in these meetings.

In summary, tour operators generally do not want to work with the Topnaar because they perceive them as lazy and disorganized and are skeptical that any money intended for improving the community will ever reach it.

### 3.7 Kyaramacan Association in Bwabwata National Park

In order to understand how other indigenous peoples in Namibia have overcome challenges to developing tourism in a national park, we conducted a case study of the Kyaramacan People’s Association of Bwabwata National Park. Bwabwata was established in 2007 and is located in the Caprivi Strip, see Figure 15. When the park was established, the Khoi people living within its boundaries founded Kyaramacan to realize benefits from tourism and conservation. The information we learned regarding Bwabwata and Kyaramacan comes from our interviews with Fidi Alpers of the Integrated Rural Development and Nature Conservation (IRDNC). The IRDNC is a Namibian organization concerned with community-based natural resource management. Mr. Alpers and the IRDNC helped start Kyaramacan and continue to assist the Khoi living in Bwabwata. See Appendix C for interview questions with Fidi Alpers.

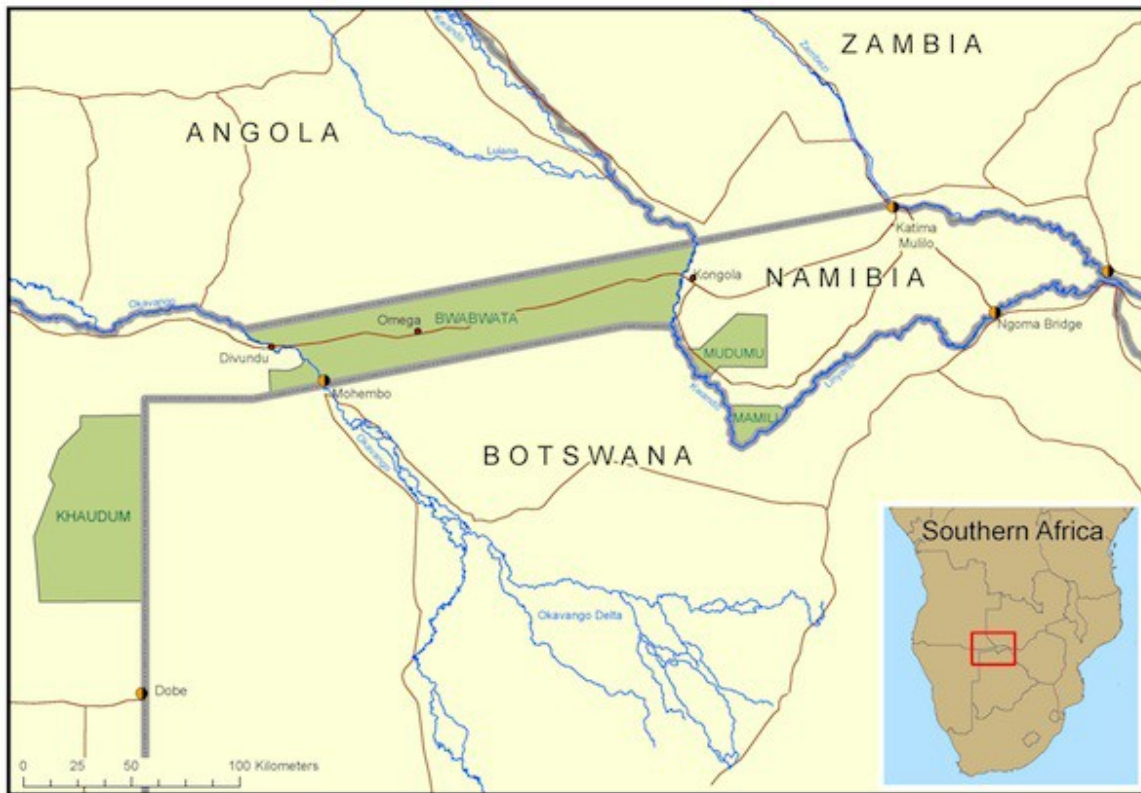


Figure 15: Location of Bwabwata National Park (*"The National Parks of Namibia", n.d.*)

The Kyaramacan Association consists of board members elected from each of the 12 Khoi villages in Bwabwata to ensure that everyone is fairly represented. The board members then select a chairman to head the Kyaramacan Association. Board members also appoint management staff and hire male community game guards and female community resource monitors who aid in conservation of the park. The management staff currently is hired from outside the community because of the necessary skills and education level required for those positions. However, Kyaramacan also employs a Khoi understudy who shadows the manager in the hopes that in a few years they can take over the position. Currently Kyaramacan employs 60 staff, including 27 community game guards and 16 community resource monitors.

Similar to the Topnaar trusts, the Kyaramacan Association collects fees from tourism concessions. This fee, charged to selected tour operators, can be up to one million Namibian dollars annually. Kyaramacan puts these funds back into the community through financing projects that villages apply for. The board member elected from each village is responsible for reporting back to that village on these funds and projects. However, communication issues do exist on this level because many board members do not report to their communities for various reasons. This has created frustration among community members. As a result, board members are constantly being replaced through community elections. In order to improve communication between Kyaramacan and community members, posters

showing the constitution and benefit sharing plan are created in the local language or explained in pictures and distributed to the villages.

One of the projects that Kyaramacan sponsors is a mentorship program where elders teach youth about traditional practices such as wildlife tracking. This benefits the community because culture is conserved, the elders because it increases their dignity and respect in the community, and the youth because it teaches them skills that are marketable to tourists and can provide them with income.

The Kyaramacan Association's start-up and maintenance costs are funded through a grant from the Game Products Trust Fund because of its involvement in conservation. This grant funds five offices along with office supplies, vehicles, and management salaries. Kyaramacan also hired legal help for the writing of their grant and their constitution. The Kyaramacan Association Constitution can be found in Appendix E.

The Kyaramacan People's Association has been able to successfully communicate with tour operators, share tourism benefits with the community, and preserve Khoi culture. For these reasons, it serves as a useful model to solve some of the similar issues that the Topnaar face.

### 3.8 Topnaar Tourism Association

A Topnaar tourism association has the potential to solve the communication, organization, benefit sharing, and education issues that hinder the development of tourism in Topnaar communities. The purpose, roles, and structure of the Kyaramacan People's Association, discussed in the previous section, can be adapted to fit the Topnaar's specific needs and address their specific challenges.

Kyaramacan holds concessions and communicates with tour operators. Since concessions are already owned by Topnaar trusts, the Topnaar tourism association will not apply for nor hold a concession. They could however communicate with tour operators and the existing concession trusts. This would address the issue of communication that URI Adventures described in our interview.

The association would also be responsible for interfacing between the community and the tour operators. The tour operators we spoke to in Section 3.6 expressed no interest in dealing directly with the community because they believed it would only hurt their relationship. The association can therefore serve as a communication platform so the operators feel comfortable offering Topnaar tourism activities to their clients. The association can organize community members to perform the tourism activities requested by clients. This will limit the role of the tour operator to attracting clients, transporting them to the activity location, and collecting payments.

The Kyaramacan Association shares tourism benefits through the funding of projects in villages. Since the Topnaar association will not directly receive the income generated from tourism concessions, it would instead ensure fair benefit sharing by promoting transparency between the concession trusts and community members. One of the tour operators we spoke to suggested that regular community meetings

should be held to announce the tourism revenue earned for that period and to discuss what the community would like to spend it on. This is something that the association can take charge in facilitating.

The strategies used to begin the Kyaramacan Association can be used to begin the Topnaar association. Kyaramacan received a grant based on their involvement in conservation. The Topnaar would not be involved in conservation so the same grant could not be used. However, a grant is still the most feasible option for funding the startup and maintenance costs of the Topnaar association. Kyaramacan required legal assistance to write their constitution and the Topnaar will require it as well for the tourism association's constitution. Kyaramacan hired a private lawyer for these services, which is a viable option for the Topnaar. However, help could be available without charge from organizations like the Legal Assistance Centre in Windhoek.

The structure of Kyaramacan could also be adapted to work with a Topnaar association. The board members of Kyaramacan are elected from each Khoi village. The board members of the Topnaar association would be elected from each settlement along the Kuiseb River. Like Kyaramacan, the board members will elect a chairman to be the leader of the association. Management staff for the tourism association could be appointed in the same manner as Kyaramacan. The Topnaar association should also offer membership to Topnaar individuals interested in participating in tourism activities.

The Topnaar tourism association could not exist without the support of the community members. In our interviews with members of the Topnaar community, we assessed their level of interest in the tourism association.

The Senior Consulate within the TTA, a level one tour guide, and multiple community members told us that an organizing body for tourism activities would greatly benefit guides by directing them toward employment. This could be by talking directly with tour operators on behalf of the trained tour guides or directing the tour guides to employment opportunities. The association could also connect newly trained tour guides with experienced tour guides to aid in finding employment and further their training. The tour guide thought that without an organized structure tourism would be impossible.

The principal of J.P. Brand Primary School said that an organizing body would make it much easier for the school to participate in tourism activities. Currently, the school gives tours of the school because of an agreement between the school and local tour operators. The school could direct the tourists to the organizing body during their time at the school. This could provide the initial tourist flow for tourism activities in Utuseb.

The GRTC's liaison outlined several aspects of a potential tourism association. These consisted of membership requirements and fees for logistical costs and equipment maintenance, groups within the organization that manage different tourism activities and the responsibility of distributing income to tour guides and the community as a whole. He also suggested aiding new tour guides in finding employment and maintaining a website to market to tourists and operators.

Another community member, a level three trained tour guide, gave the possible responsibilities of mapping routes for walking trails, applying for land access and permits including associated fees, and supplying guides with necessary supplies such as donkeys, carts and radios for communication, and the upkeep for those supplies. The majority of community members believed that the organization should organize the price of the activities, have a board that is elected by the community, apply for concessions and interacting with outside parties, such as the government and tour operators.

From these interviews, it is clear that the community favors the establishment of an association that will be responsible for logistics and organization of tourism activities. Topnaar interviewees felt that organization of community efforts under a tourism association was critical for success in working with an operator.

The interviews also indicate that the proposed association could have a number of additional roles including the creation of tour guiding jobs, website and equipment maintenance, creating tourism products like walking-tour routes, organizing agreeable tourism product pricing, and collecting membership fees and accommodation profits to cover logistical costs.

We provided recommendations to the GRTC as to what roles the tourism association should have and how to help the Topnaar begin the process, including helping them write a grant and find legal help for the constitution. With the creation of the association, the Topnaar will have the opportunity to create tourism products to bring income to the community.

### 3.9 Potential Tourism Products

We analyzed the possible tourism activities that could be offered by the communities to determine which would be most successful in partnering with a tour operator. During our research as well as interviews with Mr. Manie Le Roux (Appendix C<sup>4</sup>), the Topnaar community (Appendix B.2<sup>5</sup>), and tour operators (Appendix B.3<sup>6</sup>) we found a number of possible employment opportunities. These activities include donkey cart rides, traditional dances, a traditional hut with handcrafts for sale inside, a !nara tour, demonstrations by the school, various tours, such as nature walk and multi-day riverbed hikes and 4x4 tours that could either be a guided self-drive or driven by a tour guide.

The donkey cart rides could be performed by the tour guides and transport tourists to nearby towns or landmarks, such as the dunes or the rock formations in the gravel plains. The community members estimated that this tour would range from N\$200 to N\$300. This price is only an estimate, because they are unsure about the maintenance costs of the cart and donkey.

The Senior Consulate within the TTA mentioned that she, along with other members of the community are involved in a dance group that performs locally as well as internationally in festivals. She

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<sup>4</sup> Manie Le Roux

<sup>5</sup> Topnaar Community Members

<sup>6</sup> Tour Operators

mentioned that they would be able to organize a welcome for guests. This could be a dance or a demonstration of hospitality by giving the tourists tea. She said that she would be willing to perform for the tourists at almost any time. The community members we interviewed estimated the price of this to be anywhere from N\$200 to N\$500 depending on the dance. There is some upkeep involved, including maintaining the traditional dress and the area where the dances take place.

One community member, a level one tour guide, suggested the idea of having a traditional hut with handcrafted items for sale inside. She said she was interested in making handcrafts such as patchwork pillow cases or aprons. The FLC agreement also has a portion dedicated to teaching the Topnaar how to create handcrafted goods which could be sold to tourists as souvenirs. The community members expected N\$50 and up, depending on the item. The cost of materials and upkeep of the hut have to be considered in the cost of the items.

The same woman suggested a !nara tour would be another excellent tourist attraction. A tour guide could talk about the history of the plant with regards to the Topnaar while on a walking tour to the !nara hummocks. If it is in season, the community could prepare !nara related dishes, products, or other traditional dishes to sell to the tourists. This tour was estimated to be N\$200 and the foods would be N\$50 and up depending on the complexity of the dish.

The principal of J.P. Brand Primary School suggested that the children could participate in cultural demonstrations and performances when they were not in classes. He suggested a drum circle, traditional dances, and tours of the school. There are already tours of the school given to guests that pass through and the children occasionally go to competitions in Walvis Bay to perform in drum circles. They currently are using buckets or whatever they can find to make a drum-like noise, but if tourism increases they could purchase traditional drums to play on.

Topnaar interviews also suggested several different possible tours. The level three tour guide suggested a nature tour that talked about the ecology in the area. He had previously given these tours, but has since forgotten the information about the plants in the area. He had also given multi-day hikes along the riverbed to a group of tourists. This was operated by two tour guides, one managing the tourists and the other driving a donkey cart with the food and supplies. He said that these tours were successful, but the tour operator that was supplying the tourists decided to use a different company to source the work to.

The 4x4 tours are very popular in the tourism industry. There are many tour operators that offer these tours through the dunes and are quite successful. These tours can be driven by a guide, self-driven but still accompanied by a guide, or self-driven using a tour operator's itinerary. The former consists of the tourist using his or her own vehicle to drive through the dunes with a guide directing the tourist on where to go and giving information about the landscape. The guide-driven tour uses a company vehicle with a guide as the driver. These tours are approximately N\$1100 for a day tour. These tours require much more upkeep due to the vehicle maintenance, permits, licenses, and insurance. This would require greater initial investment than the other tourism activities suggested, but is a very popular activity.

## 3.10 Potential Tourism Locations

During our interviews with Topnaar community members as well as tour operators, two possible locations for tourism were identified. These two places have or have had tourists in the past and continue to offer high potential to become successful.

### 3.10.1 Utuseb

Utuseb is one of the larger Topnaar settlements. It is an excellent location for community-based tourism as it is located approximately an hour outside of Walvis Bay, a large hub for tourism. It has both a school, the J.P. Brand Primary School, and a recently built community center. These two establishments provide a great starting point for tourism.

The school already has an existing agreement with two tour operators, Pack Safaris and Chamäleon, as described previously in Section 3.3.3. If the community can attract these tourists to Utuseb or expand upon the agreement with the two tour operators, this would provide valuable income and an excellent starting point for tourism in the settlement.

The community center in Utuseb was built in the past few years and the buildings surrounding it can be used for tourism. There are two chalets with four beds in total; these could be made available to accommodate visitors. There are plans to expand the accommodations to be able to support more guests. The community center has electricity and plumbing as well as a kitchen for guests to use. This accommodation option is attractive because it is located right in the community where the tourism activities will be happening, allowing guests to walk to the activities. With the school bringing in tourists and the community center providing lodging, the guests who come to see the school could extend their stays and participate in activities with the rest of the community as well.

Of the Topnaar settlements along the Kuiseb River, Utuseb presents the best opportunity to begin community-based tourism. The members of the community are eager to participate and the community center could be a great asset to tourism development.

### 3.10.2 Lauberville

Another promising Topnaar location is Lauberville. It is a former South African Defense Force occupation site. It was given to the Topnaar by the Namibian Police in 1995. Lauberville now hosts sleeping accommodations and campsites. It has running water and electricity already available as well as excellent access to the dunes. It is located approximately an hour from Walvis Bay along the Kuiseb River (-23.193702, 14.660772). It was previously run by an unknown body within the Topnaar, but it was managed poorly. It is unclear which concession was associated with the campsite, but it is currently being managed by the Topnaar Women's Council. The council was given a contract to manage the site for five years. The contract will expire in June of 2017. At this time the Topnaar Traditional Authority will need to reconsider the contract.



One of the tour operators said that she had been asked by Chief Kooitjie to create a proposal for upgrading Lauberville with the help of Spanish investors. She had created a plan to upgrade the facilities, but nothing ever came of it. She said the funding was used to improve the facilities, but that it could have been done differently to make it more appealing with the funding they had. She said that Lauberville has huge potential to become a very successful tourism destination if run correctly.

The Lauberville Campsite has the infrastructure to resume operation, but it has never been well managed and this continues to impede its success. We recommend that the management of the campsite be contracted out to a tour operator. The tour operator will hire staff from the nearby Topnaar community to maintain the site and cover the maintenance costs. The operator will also market the site to self-drive clients and can use the campsite as an overnight stop for guided 4x4 tours. In return the operator will collect revenue from the site and pay a portion of that revenue to the community. They may also hold the money for the community for a specified period of time and then in a community meeting inform them of the funds earned and let the Topnaar decide how they want to use the money.

The Lauberville Campsite could provide accommodation and be used as a base for tourists wanting to do cultural tourism activities since it is near Topnaar settlements, including Utuseb. The campsite guests could take a short drive to one of the communities and participate in any of the community-based tourism activities described in Section 3.9. The campsite has rooms of various sizes with beds and fridges and also has a large number of campsites for vehicles. Providing this accommodation amid a variety of cultural activities will entice tourists to visit the Topnaar.

## 4. Challenges

Our team identified five challenges that could inhibit the development of community-based tourism if they are not addressed. This section will identify these challenges.

### 4.1 Remote and Scattered Communities

The most obvious challenge to hosting tourists at Topnaar communities is their distance from Walvis Bay and Swakopmund and their isolation from other tourist attractions. Tourists will have to travel away from the typical tourist route to reach these settlements along D1983. The easiest route will include traveling on C14, a gravel road. The nearest tar road is B2, as seen in Figure 16.



Figure 16: Location of Utuseb and Lauberville

The distance between the Topnaar communities (shown in Figure 6) has contributed to the poor communication within the community. There is no efficient way for the settlements to communicate with

each other due to poor cellular service in the area and limited means of transportation in the community. Communication challenges will be elaborated upon in Section 4.3.

## 4.2 Tour Operator Perception

As discussed in Section 3.6, many tour operators have a negative perception of the Topnaar and the concession trust operations. If these attitudes prevent the Topnaar from partnering with a tour operator, attempts to develop tourism in Topnaar communities will be very challenging. Based on our understanding of the Namibian tourism industry and the community, Topnaar tourism efforts will be much more likely to succeed with the support of an operator. Finding a tour operator who is willing to work with the Topnaar will be challenging. The operator will need sympathy, patience, and respect for the community. For this reason, the community must be organized and willing to compromise with operators.

## 4.3 Topnaar Communication

Another challenge to the Topnaar community's success in tourism is poor communication between the Topnaar trustees and the tour operator, the Topnaar community and the GRTC, and within the community.

Lack of communication was a recurring issue discussed in our interviews and informal conversations with tour operators and GRTC staff. When speaking with a guide at URI Adventures, he described the difficulty he faced when communicating with the trustees. These communication issues will deter tour operators and may create difficulties in the future when the KDDT tries to find a tour operator with which to partner.

If the Topnaar community would like to see tourism develop, communication between the tour operator and trustees needs to improve. As stated before in Section 3.8, one of the responsibilities of the Topnaar tourism association is to be another point of contact for the tour operators working with the Topnaar. Improving communication will be one of the key goals of establishing a community tourism association.

Communication between the Topnaar community and the GRTC must also improve in order for tourism to develop along the Kuiseb River. This project and the FLC agreement are being carried out by the GRTC and the funding for any initiatives under the FLC also will be distributed by the GRTC. In order for the Topnaar to fully benefit from the FLC agreement, communication between the GRTC and the Topnaar community must improve.

Throughout our stay at the GRTC, our team was made aware of the difficulty in contacting the liaison to the Topnaar community. He is the main point of contact for the GRTC when they would like to speak or work with the community. If communicating with him continues to be difficult, the development of Topnaar tourism will be delayed. Communication with the community must increase not only to

present our findings and recommendations but also to continue the conversation on tourism development along the Kuiseb River.

Communication between the trustees of the two concession trusts and the community may also be a potential challenge. Most Topnaar have almost no knowledge of the status of the concessions or how the income from tourism is managed. The community does not feel that they are benefitting from their concessions, but also has no way of learning about concession operations. If the community is to become actively involved in tourism, they should know how they will benefit as well as the reasoning for decisions that affect them.

Poor communication with community trusts also includes a lack of transparency in monetary transactions. Based on our interviews, the community seems to be unaware of how tourism profits are being allocated (we were also unable to learn of any benefit-sharing mechanisms). For this reason, another role of the tourism association will be to apply pressure on the trustees to be as transparent as possible in their operations.

## 4.4 Community Politics

Development of community-based tourism may also be delayed due to the Topnaar's political structure and its effects on the Topnaar community. After interviewing Topnaar community members and speaking with GRTC staff, we became aware of the lack of communication within the community. As one GRTC employee phrased it, "knowledge is power" among the community and this can be seen in their perception of the current benefit sharing of tourism profits.

Misuse of funds is a problem in the Topnaar community at all levels. The chief and trustees manage all money from tourism concessions, but the public perception is that there is minimal benefit sharing to the community at large. The community members we spoke with have the impression that the tour operators working in the concessions do not give the Topnaar proper compensation, but this blame could be misplaced. Everyone we spoke with who has worked with the Topnaar has concerns about the fairness of the benefit sharing practices in place.

Pressure from the operator, the tourism association and the community for transparency in the distribution of all funds could eventually yield improved benefit sharing practices. This could benefit the operator as well by resolving accusations of exploiting the community. One guide, who has extensive experience working with the Topnaar, suggested that the operator handle all money. In exchange, there would be monthly meetings that discuss the income to the community for the past month and its distribution. This would make tourism income public knowledge. The guide also suggested that every six months, or on some other regular basis, the community vote on how to allocate income. She stressed that money decisions should remain in the hands of the community and not the association or the operator. As far as our group has been able to determine, transparency like this does not exist in the Topnaar community. Transparency and accountability facilitated by a tour operator and a community tourism association can greatly improve benefit sharing among the Topnaar.

Finally, the tourism association will almost certainly need the approval of Chief Kooitjie before it is established. Chief Kooitjie has the ability to support and empower this association or to reject it entirely. If Chief Kooitjie does not approve of the association and its role, it is possible that he will forbid its creation, greatly impeding tourism efforts in the Topnaar community. To prevent this from happening, the chief should be included in the discussions regarding the association prior to its creation. We hope that by allowing him to have an active role in its design and implementation, Chief Kooitjie will be more supportive of the Topnaar tourism association and the community's tourism efforts.

## 4.5 Lack of Business Management Education and Financial Literacy

The lack of business management education and financial literacy is a challenge that will be encountered in developing tourism and creating the tourism association. The URI Adventures guide feels that the members of the trust are not educated enough to do their job properly. As a result, there is very little communication or correspondence between the trusts and URI. Furthermore, the guide believes that the community does not have the proper education to choose trustees who are qualified to manage the concession. The guide described the Topnaar individual formerly in charge of Lauberville as well as the Topnaar Women's Council as running the campsite into the ground.

Traditional schooling is difficult for the Topnaar because their location distances them from secondary schools. The tour guide-training program being developed by the GRTC will need to include a module on business skills. Trained tour guides may also educate other members of the community.

All of these factors slow down any community development as part of tourism. This not only prevents the community from profiting to the extent that is possible, but could also result in a loss of motivation and interest in tourism in the community. If community-based tourism is to be successful at all, members of the community must be dedicated to its establishment and maintenance. A community tourism association could be the ideal facilitator of these kinds of efforts, helping to organize any tourism projects in the community and working with the concession trusts, Topnaar community, and tour operators.

## 5. Conclusions and Recommendations

Our team reached the following conclusions:

1. The Topnaar community is interested in developing community-based tourism.
2. There is lack of communication and trust between the Topnaar and tour operators.
3. The creation of a Topnaar tourism association can enable the development of community-based tourism by facilitating trust and communication with tour operators.

When interviewing tour operators and the Topnaar community members at Utuseb, our team was made aware of the mutual distrust between the two groups. Efforts to collaborate on tourism were strained. The tour operators had a negative perception of the Topnaar and seemed uneasy when asked if they would consider working with the Topnaar in the future. Many operators felt that there was corruption in the community leadership, disorder within the community and a lack of education among trustees. The community felt that they were not receiving their fair share of profits from the two tourism concessions and that the operators should do more to assist the community.

After reviewing the example of the Kyaramacan Association, which was created to mitigate similar issues in Bwabwata National Park, we recommend that efforts be made by stakeholders in this area of the Namib Sand Sea to establish a similar association. When we discussed this possibility with Topnaar community members, they were enthusiastic about the possibility and were willing to contribute in some way. This association will promote communication between the Topnaar and tour operators, as well as communication within the Topnaar community. The creation of the Topnaar tourism association will enable the development of community-based tourism at Topnaar communities residing along the Kuiseb River.

We provide separate sets of recommendations for the GRTC and the Topnaar regarding this association and other aspects of tourism development.

### 5.1 Recommendations for Gobabeb Research and Training Centre

After our analysis, our team developed the following recommendations for the GRTC. The main focus of these recommendations is to enable the GRTC to leverage the resources available in the FLC Agreement to assist the Topnaar in developing tourism activities and provide employment opportunities in their communities along the Kuiseb River. Utuseb and Lauberville are convenient starting points for these efforts due to their proximity to Walvis Bay.

1. Work with the Topnaar in identifying modules of the tour guide training program.
2. Assist in the creation of a Topnaar tourism association.

These recommendations were given to the GRTC on May 5, 2016.

### 5.1.1 Integrate Topnaar Areas of Interests in Tour Guide Training Program

The Topnaar communities along the Kuiseb River have the potential to benefit greatly from developing community-based tourism if those activities are well organized and properly managed. Activities that demonstrate and celebrate their culture and way of life in the desert will be marketable to tourists with an interest in Namibia's indigenous communities. In order to create these activities the community will need several types of training from the GRTC or another entity that is involved with community development.

The GRTC's training program should take into account with both the community-based tourism activities that the Topnaar expressed interest in pursuing and the activities that are permitted in the area. After analyzing the feedback we received from tour operators and Topnaar community members, our team determined that the following should be emphasized in the program:

1. English lessons
2. Financial literacy (described in Section 4.5)
3. Computer skills
4. Presentation and hospitality skills

Many of the tours conducted in Namibia are given in English; therefore it is crucial that the tour guides possess at least conversational fluency in English. When speaking with the trained tour guides of the Topnaar community and management staff of the GRTC, we were made aware of the need for lessons in speaking English. In addition, being a tour guide can be a demanding job as each tourist has his or her own set of expectations. These expectations can vary from tourist to tourist but the tour guide should be equipped to respectfully interact with all types of tourists. Topnaar tour guides are unique from other tour guides because they live in the area in which they give tours. Tour operators will expect them to be experts on the local flora and fauna as well as the geological processes of the Namib Sand Sea. A Topnaar guide will also need to have knowledge of Topnaar traditions for their tours. For obvious reasons traditional knowledge is better learned from the community elders, but it could be valuable to compile some of this information in a written format.

### 5.1.2 Assist in the Creation of Topnaar Tourism Association

Communication, organization, benefit sharing, and training are some major challenges the Topnaar community will likely face when developing future tourism activities. To overcome these challenges, we recommend that the Topnaar create a tourism association to organize themselves and promote communication between all stakeholders. The GRTC should assist the Topnaar in creating this association in the following ways:

1. Educate the community about the association's purpose, responsibilities, and structure.
2. Assist in writing a grant to obtain funding for the association.
3. Find legal assistance for the writing of a constitution and registration of the association.
4. Work with the Topnaar liaison to set up public elections for association officials.

5. Promote Topnaar community tourism products to GRTC guests.

The GRTC should first educate the Topnaar community about why the association is being created, what roles it will play in bringing tourism to the area, and the structure of its leadership. These details can be found in Section 3.8. In order to effectively educate the Topnaar about the association, we recommend that the GRTC hold community meetings with the liaison present to translate and take questions. We believe that news of a tourism association in the works will be well-received since our interviews with Topnaar community members showed that they are interested in being part of an association and feel that there is a need for one.

The GRTC should next assist the Topnaar in applying for a grant that will fund the start-up costs of the association. The money will be used to provide a salary for employees managing the association and pay for other costs such as office space and supplies, and internet and phone connections. Fidi Alpers of the IRDNC identified the Namparks Programme, a MET initiative funded by the German Development Bank, as a potential source of funding. Namparks does not currently function in Namib-Naukluft Park; however an expansion of the program to include the NNP is in progress.

The Topnaar community liaison described how the community may need legal assistance in drafting a constitution for the association. The GRTC should help the Topnaar find legal assistance to do this. One potential option is the Legal Assistance Centre in Windhoek. Another option is the Faculty of National Resources and Spatial Sciences at Namibia University of Science and Technology. The proposed structure and constitution for this association should be modeled after the Kyaramacan Association. Kyaramacan’s constitution can be found in Appendix E. The proposed structure for the Topnaar tourism association is shown in Table 1 below.

*Table 1: Tourism Association Structure*

Position	Notes
Chairman	Elected from Board Members
Board Members	Elected from each Topnaar settlement
Management Staff	Appointed by Board Members Ideally Topnaar community members, although these jobs can be outsourced if no community members have the necessary skills
Association Members	All members of the Topnaar community that wish to participate in tourism activities will be considered association members. There should be a small membership fee to help cover operating costs.



In addition, we recommend that an honorary position for the Topnaar Chief be created in order to make certain that the association will be endorsed by the Topnaar Traditional Authority.

The GRTC should assist the Topnaar in conducting fair elections for these board positions. In order to make sure that the Topnaar don't feel as though the GRTC is interfering in tribal politics, this job should be outsourced to a third party that can maintain neutrality. The GRTC can assist the election process by distributing information to the scattered settlements and collecting votes since the Topnaar have very limited transportation of their own. This should be arranged through the Topnaar-GRTC liaison.

The GRTC should also assist the Topnaar association in one of their major roles of pushing for transparency of monetary exchanges within the community and concession trusts. With transparency, community members will know where the money from the tourism concessions is being allocated. In order to make these transactions more transparent, the GRTC can educate the community members who complete the tour guide training program in financial literacy, as stated in Section 5.1.1. Another organization that can ensure transparency between the trusts and community members is the MET. A MET official working within the NNP expressed the MET's interest in taking on this role.

Finally, the GRTC can further help the Topnaar by referring its clients to the Topnaar community that will host the tourism activities. The main source of tourists will originate from a tour operator but the GRTC may also help the Topnaar in this area.

## 5.2 Recommendations for the Topnaar and Topnaar Traditional Authority

The Funding for Local Cooperation grant presents a unique opportunity for the Topnaar to improve their socioeconomic status. After interviewing members of the community and tour operators, our team has developed the following recommendations for the community and TTA on developing a community-based tourism industry.

1. Create a Topnaar community tourism association
2. Modify the Topnaar Community Trust concession
3. Develop Lauberville Campsite and Utuseb to host tourism activities

These recommendations were reviewed and revised by the GRTC at the conclusion of our project and will be passed along to the Topnaar community by the GRTC.

### 5.2.1 Create a Topnaar Tourism Association

Through our interviews, we found that there is a desire among community members for an association that would organize tourism activities and connect stakeholders in the Topnaar tourism industry. The disconnect between community members and tour operators suggests the need for such an

association. Tour operators have cited difficulty communicating with Topnaar concession trustees and are not confident that proper benefit sharing of tourism revenue is in place. In addition, the Topnaar community expects significant investment and training by tour operators, while these operators are not willing to train or invest in the Topnaar. These operators are concerned that the community will not make good use of the investments or follow through with their training. The purpose of the association will be to serve as a point of contact for the community members, concession trusts, and tour operators which will facilitate communication and transparency among all parties. In addition it will aid members in organizing tourism activities that can be utilized by tour operators. Our team makes the following recommendations for this association:

1. Communicate with community members, tour operators, and concession trusts.
2. Organize community members in developing tourism activities.
3. Ensure transparency between community members and concession trusts.
4. Connect trained Topnaar tour guides with potential employers.
5. Apply for and obtain a grant to fund association costs.
6. Write a constitution outlining the purpose, roles, and structure of the association.
7. Consist of elected members representing all Topnaar communities along the Kuiseb.

The most important role of the association is to facilitate communication among the Topnaar communities, concession trusts, and tour operators. This communication is vital to performing all the other roles of the association. The association should make use of internet and phone connections, vehicles, and personal contacts for each of the stakeholders in order to do this. If any stakeholder is having an issue contacting another, then they will be able to use the association as a reliable point of contact.

This line of communication between the tour operators and community members will help develop new tourism activities that are mutually beneficial. The tour operators will be able to contact the association when they have clients interested in one of the Topnaar tourism activities. The association will then contact the appropriate Topnaar members to arrange the activity. The association may also help in laying the groundwork for certain tourism activities. For example, they can determine a route for a walking trail, or facilitate an investment for a donkey cart.

Communication between the community members and concession trusts will also allow the tourism association to ensure that the earnings and actions of the concession trusts are transparent to the community. This is important to ensure that the community members receive fair compensation for their participation in tourism activities. The association will do this by holding community meetings to discuss the income earned from the concession and how the community wants to use that money. The association should help the concession trusts determine a fair and reliable benefit sharing plan to appropriately distribute these benefits.

The association should also connect Topnaar that have been trained as tour guides with potential employers. This can be done through networking with tour operators with which the association

communicates. By providing a feasible way to employ these guides after they are trained, the association will help Topnaar community members stay motivated through their training.

The association will need to apply for a grant in order to obtain funding for their operating costs. These costs might include an office space and supplies, telephone and internet connections, management staff salaries, and vehicles to be used by association members. Such a grant could come from the Namparks Programme, a MET initiative funded by the German Development Bank. The association should seek help from the GRTC in applying for the grant due to their experience.

The association must write a constitution that outlines its purpose, role, and structure. To do this it will require legal assistance. The Legal Assistance Centre in Windhoek could assist in this. Assistance was also offered from the Faculty of Natural Resources and Spatial Sciences at Namibia University of Science and Technology.

Community elections should be held for the members of the board of the association. Each Topnaar settlement will elect a board member. It is crucial that the community selects someone who will uphold the purpose of the association, attend board meetings, and perform tasks. The duration of the term of these elected officers will be determined in the writing of the association's constitution.

## 5.2.2 Modify the Topnaar Community Trust Concession

Instead of applying for a new concession, a process that can take more than two years in some instances and requires the creation of another trust, our team suggests modifying the existing Topnaar Community Trust concession.

Forming an agreement between a tour operator and the Topnaar community is an important aspect of developing a tourism operation at Utuseb and other Topnaar settlements. This agreement needs to benefit both parties and each must understand the requirements and wishes of the other. This could be an extension of the Topnaar Community Trust's current agreement with URI Adventures or an entirely new partnership with another operator as the future of URI's involvement with the Topnaar is unclear. Regardless of the tour operator involved, the partnership agreement should include the following:

1. An initial investment period where the tour operator will financially assist the Topnaar in developing tourism attractions and accommodation
2. Clear standards and expectations for communication
3. Clearly stated conditions regarding when the trust will receive payment
4. An agreement that both the trust and tour operator will be transparent when distributing money to the community

Any activities hosted by the Topnaar will require an initial investment from a tour operator. How the investment is allocated should be decided by the tour operator and community. This is where a tourism association could be valuable to both parties.

Our team recommends an investment be made in marketing and product development. This could include road signage and the materials required for comfortable and safe donkey carts. The Topnaar communities reside along a gravel road that is not a well-traveled tourist route. The tour operator should invest in marketing strategies in order to attract tourists. In our interviews with tour operators, all stated that they would invest in marketing tourism activities if their company would profit. The tour operator should also invest in developing accommodation for tourists who wish to stay overnight along the Kuiseb River, whether that be constructed rooms with plumbing or a basic campsite.

After this investment is made and the community is ready to host activities, the Topnaar and tour operator should agree on a mode of communication so that the community knows when tourists will arrive and what they hope to do during their visit. The community must also understand that they too must communicate and respond to the tour operator when needed in order to make the partnership successful. The proposed community tourism association could be a resource for achieving this.

Within the contract between the trust and tour operator, the conditions and terms of payment should be clearly stated and broadcast to the community. If the trust will not receive income until the operator makes back what the company invested, it must be stated in the contract and the community must also be aware.

In the long term, it could be beneficial for the Topnaar to work with multiple tour operators. Starting with a single operator will keep logistics simple and allow tourism activities to be developed and become well established. Once the Topnaar have established their tourism operations and shown their ability to sustain them, it will be easier to attract additional operators.

When modifying the tourism concession there should be an emphasis on community-based tourism activities and cultural activities. After interviewing the Topnaar and tourists, we recommend that the following activities be included when reworking the concession:

1. Overnight hiking trail throughout the dunes and river with gear carried by donkey cart
2. Demonstration of cultural dance or !nara preparation
3. Donkey cart rides
4. 4x4 excursions to dunes

Our team recommends that the Topnaar community begin by conducting tours and activities that do not require vehicles. The initial investment and insurance costs for activities involving vehicles greatly exceeds that of an overnight hiking trail or cultural demonstration. The community will see a return of money after a shorter period of time if they focus on activities 1-3 listed above. The community should invest in tours that involve vehicles after there is a well-established flow of tourists.

In order to modify the existing concession, the trust that owns the concession must fill out an application with the MET and all departments of the MET must approve the changes.

### 5.2.3 Further Develop Lauberville and Utuseb to Host Tourism Activities

Both Lauberville and Utuseb are excellent locations to host tourism activities. These two locations already have some infrastructure to accommodate guests, but could be improved upon to increase the attractiveness of the location to tourists.

The Lauberville Campsite was renovated in the past two decades, but according to one of the tour operators we spoke with, the renovations could have made the site more visually appealing. More marketing for the campsite is also needed. There are signs on the gravel road that goes by the campsite, but there is nothing on the main road that indicates the site's location or any internet advertisement of the site. The campsite could be used as an accommodation for tourists wanting to do cultural tourism activities due to its proximity to a number of Topnaar settlements, including Utuseb. The campsite guests could take a short drive to one of the communities and participate in any of the community tourism activities described in "Modify the Topnaar Community Trust Concession" (5.2.2). The campsite has rooms of various sizes with beds and fridges as well as a large number of campsites for vehicles. Improving this nearby accommodation to activities will make tourists more comfortable and more inclined to visit the Topnaar.

Utuseb may also be developed as an accommodation site for tourists participating in community-based tourism activities. The community center there has rooms and a kitchen that are available to accommodate visitors. This accommodation option is attractive because it is located right in the community where the tourism activities will be happening, so guests could walk to the activities. Although there are rooms at the community center, there are only two and more would be needed to be able to host more guests that would visit. Utuseb is also home to the J.P. Brand Primary School, where tourists sometimes visit to interact with learners. The accommodations next door at the community center will allow these guests to prolong their stays and participate in activities with the rest of the community as well.

These recommendations on developing a community-based tourism industry were determined from our interviews and research. We believe that the creation of a Topnaar community tourism association will be beneficial to both the Topnaar and the tour operators in making the best use of the opportunities the current concessions offer. The Topnaar should also rework the Topnaar Community Trust concession with one or more tour operators to create a partnership that will aid in marketing and managing the locations and activities. The tourism income from the concessions should be handled transparently and the community members should be informed on how the money is being spent. Finally, the Lauberville Campsite and Utuseb settlement should be further developed to better host tourism activities. Using these recommendations, the Topnaar will be able to develop a successful tourism industry in their communities.

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# Appendices

## Appendix A: FLC Agreement Component A

### COMPONENT A

#### ***Training course on the NSS for Topnaar guides (Output 1)***

Tourism in Namibia is a major and growing industry, contributing N\$7.2 billion to the country's GDP. Some one million travellers visit Namibia annually, attracted to this prime destination renowned by its ecotourism. The NSS currently attracts 45% of all holiday tourists to Namibia, second only to the 53% visiting Etosha, while 58% of all tourists visit Swakopmund. The inscription of the NSS as World Heritage is anticipated to increase visitor numbers to the area and could thus provide significant benefit-sharing opportunities with indigenous communities in the buffer zone.

Tourism concessions have been allocated to the Topnaar Traditional Authority and Gobabeb by the Ministry of Environment and Tourism. In the case of the latter, the operationalisation of this concession is being aggressively promoted, and linkages already established with service providers in the tourism industry. Negotiations are advanced to set up tourism activities in the Gobabeb concession that offer the promise of employment and entrepreneurship. Others NSS stakeholders may employ talented members of the local Topnaar community who are equipped with the relevant skills, like guiding. **In addition, appropriate packaging and marketing of Topnaar culture to tourists, as an integral part of this training module, will add value to the NSS experience and allow the rural Topnaar to engage with the industry.** Training material will be continuously expanded to include Topnaar **cultural practices and traditional customs** to develop a bespoke manual in a user-friendly format and incorporating local knowledge.

The training course will contain modules on 1) the WHS inscription, e.g. roles and responsibilities of stakeholders, management planning; 2) technical information, e.g. climate, geology and geomorphology, fauna and flora; 3) tourism sector in Namibia, e.g. growth predictions, trends; 4) business skills, e.g. business planning, budgeting, marketing; and 5) soft-skills development, e.g. presentation skills, conflict resolution, minute-taking etc. The curriculum will be developed within existing guidelines available through the National Training Authority and in consultation with tourism training organisations like NATH. Relevant additional resource material (e.g. field-guides) will be provided to all participants.

Activities contributing to Output 1:

- Activity 1.1 Design training curriculum and prepare appropriate training materials (tourism guide and manual)
- Activity 1.2 Train participants selected from Topnaar community, 2 intakes per year, over 3 years
- Activity 1.3 Organise tour guide body (linked to Output 3) and develop benefit-sharing mechanism

- Activity 1.4 Assist with marketing and incubation of attractive tourism products (e.g. !nara harvesting trail, Topnaar farmer's trail, !nara festival, tracking with Topnaar, etc.)
- Activity 1.5 Support a Masters degree in sustainable ecotourism along the Kuiseb River to identify opportunities and challenges (Funding to be sourced from elsewhere).

## Appendix B: Interview Guides

### Appendix B.1: Gobabeb Research and Training Centre Interview Guides

#### GRTC Staff

Goal: To learn about tourism challenges and operations in the NSS.

- 1) How long have you worked at the GRTC?
- 2) How would you like to see tourism evolve at Gobabeb?
- 3) What challenges has Gobabeb faced in the past regarding tourism?
- 4) Which tour operators do Gobabeb work with?
- 5) Do you have any references or documents we should look at?
- 6) Is there anything we have not asked that you feel we should know?

#### Additional Questions for Gillian Maggs-Kölling

- 1) How would you describe Gobabeb's current relationship with the Topnaar?
- 2) Could you explain the previous training programs that have been done with the Topnaar?
- 3) Is there a route you recommend we take when it comes to developing tourism with the Topnaar?  
Or anything we should be cautious of?

#### Additional Questions for Topnaar Liaison

Goal: to gain insight on the possible role of the Topnaar tourism management organization

- 1) We are looking into the process to create an organizing body to help the trained tour guides find employment, do you have any ideas for the role of this body and how it would function?
- 2) How do you feel the trained tour guides should be involved with this organization?
- 3) What do you think the relationship should be between the organization and tourism operators?
- 4) What is the best way for us to get in contact with members of the Topnaar community and those that will be trained as tour guides?

#### Questions for Technical Staff: Hired from Topnaar Community

- 1) How long have you worked for the GRTC?
- 2) How would you describe the relationship between the GRTC and Topnaar?
  - a) Does it need improvement?
  - b) What do you think can be done to improve the relationship?
- 3) How do your family members feel about you working for the GRTC?
- 4) We are looking into developing community-based tourism at a Topnaar community, are there any activities you would like to see occur?
  - a) Tours of Topnaar villages along Kuiseb

- b) Tours of surrounding area led by Topnaar guide
  - c) A dance, donkey cart ride, or other daily activity as a tourism activity
- 5) Can you give us more information on the cost or what materials are needed in order to start these activities?
  - 6) Do you think there would need to be an initial investment by a tour operator to start these activities?

## Appendix B.2: Topnaar Interview Guides

### Topnaar Community Members

Goals: To learn the history of tourism from the Topnaar perspective. To determine employment opportunities that interest the Topnaar. To identify potential tourism products.

1. How do you feel about current and past tourism in this area?
2. Did it seem easy to get tourism permit in the Namib Naukluft Park?
3. What tourism activities would you like to see your community involved in? (choose any)
  - a. Tours of Topnaar villages along Kuiseb
  - b. Tours of surrounding area led by Topnaar guide
  - c. Would you be interested in participating in a cultural demonstration, such as a dance, donkey cart ride, or other daily activity as a tourism activity
4. How would you like to participate in a cultural demonstration? For example, are you interested in presenting to a group of visitors, or hosting a demonstration at or near your home, or preparing for someone else to present?
5. How often would you be interested in doing this if you received compensation
6. What do you feel your compensation or gratification should be for participating in this way?
7. Would you be comfortable being photographed as part of an activity?

### Topnaar Tour Guides

1. What are your feelings about working for a tour operator based in Walvis Bay?
2. What are your concerns about working for a tour operator?
3. What kind relationship would you like between you and a tour operator?
  - a. ex) Would you like to be at home when you are not actively working? Would you want them to provide you with a car?
4. Do you think it would be beneficial to create an organizing body that does any of the following:
  - a. Connect tour guides with potential employers
  - b. Manage community-based tourism
  - c. Provide resources for tour guide training
  - d. Do you feel they should have any other roles in helping you find employment?
5. Would you like to be a part of this association?
6. Are you interested in hosting community-based tourism activities and demonstrations such as a dance, donkey cart ride, or jewelry making in your community here?
7. Are you interested in acting as a tour guide for these activities?
8. Do you feel a tour operator should play a role in this community-based tourism?
  - a. If so, what role? Marketing, bringing tourist to the area, funding an activity, etc.
9. Are you comfortable giving a tour to a group of people in English?
10. Is it easy to have a tourism project in a national park?

## Appendix B.3: Tourism Industry Interview Guides

### Tour Operator Interviews

Goals: To understand tourism operations at the NSS as well as employee responsibilities and expectations. To gauge operator interest in participating in tourism activities with the Topnaar.

- 1) What are your day-to-day operations in the NSS?
- 2) Tell us about a typical tour you would take a client on.
- 3) What is the permitting process like for tour operators?
- 4) What is your hiring process? Where do you find your employees?
- 5) What are the responsibilities of the tour guides you hire?
  - a) Describe their daily responsibilities.
  - b) Do they need to know how to drive?
  - c) What language(s) must they know how to speak?
  - d) What skills must they be trained in?
  - e) What personality characteristics do you look for?
  - f) What experience do you look for?
- 6) What are your most popular tours?
- 7) What demographics describe your typical client?
- 8) Would you be interested in hiring Topnaar guides that have been trained by the GRTC?
- 9) There is community interest in developing tourism attractions in Utuseb. Would you be interested in taking clients there to participate in tourism attractions?
  - a) Would you be comfortable having these tours led by a Topnaar guide working in partnership with you?
  - b) Would you be willing to put forth an initial investment of time to familiarize guides with your policies, small equipment costs for activities, and small marketing costs such as signage
- 10) Which of these activities do you believe will draw the most interest? Donkey cart rides, !nara cultural demonstrations, cultural dances/performances, or walking trails in Kuiseb delta.
  - a) Are there any other activities that you would be interested in developing?
- 11) If there was an organizing body that was established to help the Topnaar find employment with tourism operators like yourself, what would you want your relationship to be with that organization? ex) they suggest people to you, you tell them when you are looking to hire a tour guide.

### Tourist Interviews

Goal: To gauge interest in the tourism at Topnaar villages. To identify the marketing methods that were effective in reaching tourists.

- 1) Where are you from?
- 2) What languages are you most comfortable with?
- 3) Why did you come to Namibia?

- 4) How did you plan your trip in Namibia?
  - a. Did you plan the details of your trip before or after you arrived in Namibia?
  - b. If you used a company, which one?
  - c. If not, are you following a suggested route or schedule from a website?
  - d. If you used an online source, which website(s) did you look at?
  - e. Which website(s) were most helpful/informative?
- 5) Have you heard of Gobabeb Research and Training Centre?
  - a. If so, how did you find out about it?
  - b. Did you know that you can visit and stay there?
  - c. Did you considering visiting? Why?
- 6) Would you be interested in a tour led by a member of a local indigenous community if it was provided in your language?
- 7) Would you drive to the Gobabeb area to experience the tour? (approximately 2 hours from Walvis Bay)
  - a. How comfortable are you on a scale of 1-5, 5 being the most comfortable, driving on gravel roads?
  - b. If not, what could entice you to visit Gobabeb?

## Appendix C: Consultations with Key Informants

Goal: To learn about the operations, vision, and other aspects of tourism in the NSS and Namib-Naukluft park.

### Manie Le Roux: Chief Control Warden, Central Namibia/Namib Naukluft Park

- 1) What is your involvement with tourism in the Namib Naukluft Park?
- 2) What tourism activities currently take place in the park?
  - a. In your opinion, have they been successful?
  - b. What challenges are associated with tourism in the park?
  - c. How would you like to see tourism continue to develop in the park?
  - d. What concerns do you have with the future of the park and tourism in the park?
- 3) What are the existing regulations within the park on tourism and activities? (is there a document with them)
  - a. Does a tourism activity need to be approved or made according to a particular set of guidelines?
- 4) Is there something we didn't ask about or discuss that you think we should know?

### Fidi Alpers: Coordinator IRDNC Bwabwata (1<sup>st</sup> phone consultation)

- 1) Can you tell us about your work with developing tourism in rural areas?
- 2) What has the role of the government been in your work?
- 3) What is your strategy for organizing the community behind a tourism effort?
- 4) From your experience what types of activities were tourists most interested in?
- 5) Generally speaking, what are community members most concerned about?

### Fidi Alpers Coordinator IRDNC Bwabwata (2<sup>nd</sup> phone consultation)

- 1) What specific roles does the KA play in managing tourism? I read that they manage income from a community campsite and a small lodge, is this correct?

- 2) If so, what is the name of the lodge/campsite? Also did the KA partner with anyone or have an investor to build this lodge?
- 3) Does the KA deal with training or organizing tour guides? Does it do any marketing to tourists? Applying for concessions?
- 4) Could you provide a brief breakdown of the internal structure of the KA?
- 5) How was the KA started? Or how did you identify the pioneer members of the KA?
- 6) What challenges did you face or notice when starting the association?
- 7) Would it be possible to see the constitution of the KA to use as a benchmark for the writing of a Topnaar association constitution?
- 8) What are the future plans and goals for the KA?

Rodney Amster: GRTC Consultant

- 1) What types of organizations and projects have you consulted for? (Ask about specific projects)
- 2) How much do you know about the project the GRTC is sponsoring in order to include the Topnaar in the tourism at the NSS.
- 3) Have you been in contact with the Topnaar or any tourism agencies in Namibia regarding this project or just in general?
- 4) What are your experiences like with regards to being a consultant for the GRTC and the stakeholders you mentioned to us?
- 5) Can you give us information regarding tourism in Namibia and the Gobabeb's experience with tourism?
- 6) What recommendations do you have for developing tourism with an indigenous population? (Little access to outside world/influences, remote location).
- 7) What recommendations do you have for tourism in the Namib Naukluft Park/Namib Sand Sea?
- 8) Are there any other resources that you recommend we consult?
- 9) Is there anything else you feel we should know or would be helpful for this project?

## Appendix D: Tourist Questionnaire

### Tourism Interest Questionnaire

We are a group of students attempting to gauge tourist interest in cultural tourism led by the local Topnaar community.

1) Where do you live?

2) What languages are you most comfortable with?

- English
- Afrikaans
- German
- Other: \_\_\_\_\_

3) Why did you come to Namibia?

- Family
- Business
- Tourism
- Other: \_\_\_\_\_  
\_\_\_\_\_

4) How did you plan your trip in Namibia?

- Tour Company(s), please specify:

\_\_\_\_\_

- Online Website(s), please specify:

\_\_\_\_\_

- \_\_\_\_\_

5) Did you plan the details of your trip before or after you arrived in Namibia?

- Before
- After

6) If you used an online source, which website(s) did you look at?

7) Which website(s) were most helpful/informative?





## Appendix E: Kyaramacan Association Constitution

### CONSTITUTION

### OF

# THE KYARAMASHAN ASSOCIATION

## CONSTITUTION OF THE KYARAMASHAN ASSOCIATION

### 1. NAME

The name of the association shall be the **KYARAMASHAN ASSOCIATION**.

### 2. AIMS AND OBJECTIVES

The aims and objectives of the association shall primarily be the undertaking of programmes and activities which encourages the social and economic upliftment of the residents of the area known as the West Caprivi area, in particular, and without derogating from the generality of the aforesaid:

5.9 To enable the residents of the area known as the West Caprivi area (“the area”) to derive benefits from the sustainable management of and the consumptive and non-consumptive use of natural resources in the area;

5.10 To enable its members and residents of the West Caprivi area to gain rights to develop tourism accommodation establishments and operate guided tours within the boundaries of the area;

- 5.11 To acquire, hold and manage property and income of the association for the benefit of and on behalf of its members subject to the terms and conditions of this constitution and any applicable legislation and policies of the Government of the Republic of Namibia;
- 5.12 To generally represent its members and the residents of the area in issues regarding the development of the area; and
- 5.13 To engage in any other activities as may be necessary to promote the above aims and objectives.

### **3. STATUS OF ASSOCIATION**

- 3.1 The association shall be a voluntary charitable association of a public nature, which does not have as its object the acquisition of gain.
- 3.2 The association shall be a corporate body having a separate legal personality from its members and may sue or be sued in its own name.
- 3.3 The association shall have perpetual succession and hold its property distinct from its members.

### **4. MEMBERSHIP**

- 4.1 Membership of the association shall be open to any interested person residing in the area known as West Caprivi, Namibia and upon application and acceptance by the board of trustees (“the board”), provided that such person is eighteen (18) years old or older and is, at the time of making the application, ordinarily resident in the West Caprivi.

4.2 The board may reject an application for membership by a majority vote of 2/3rds of its members present at a board meeting. The applicant for membership shall have a right of appeal to a general meeting of members.

## **5. BOARD OF TRUSTEES**

5.1 The association shall be governed by a board of trustees (“the board”). The board shall be entitled to act on behalf of the association in all matters affecting the conduct of its affairs in furtherance of its aims and objectives.

5.2 The board shall consist of the ten (10) trustees, of whom the following number shall be elected from the following villages in the area known as West Caprivi area:

5.2.1 Two (2) trustees from Bagani village;

5.2.2 Three (3) trustees from Omega village;

5.2.3 One trustee (1) from Chetto village;

5.2.4 One trustee (1) from Piepo village;

5.2.5 One trustee (1) from Mautu village;

5.2.6 One trustee (1) from Omega 3 village; and

5.2.7 One trustee (1) from Mashambo village.

5.3 The residents of each of the above villages shall each elect such trustee or trustees among the residents of such villages.

- 5.4 The board shall appoint from its members a management committee to manage the day to day affairs of the association.
- 5.5 The board shall appoint a chairperson from its members. The chairperson of the board shall be the chairperson of the management committee.
- 5.6 The board shall further appoint one of the trustees as secretary to the board.
- 5.7 A trustee may resign by giving notice to this effect to the chairperson.
- 5.8 The trustees shall hold office as trustees for a period of one (1) year and may be re-elected for further terms in office in terms of clauses 5.2 and 8.2 of this Constitution, provided that should a vacancy arise, then the board may appoint a member as a trustee for a period or for the remainder of the year to fill the vacant position until such time elections are held.
- 5.9 The following persons may not serve as trustees of the board:
- 5.9.1 any person who is an unrehabilitated insolvent;
- 5.9.2 any person who has been removed from some other office of trust on account of serious or gross misconduct; and or
- 5.9.3 any person who have been convicted in a court of law of theft, fraud, forgery or any other offence involving dishonesty.

## **6. POWERS OF THE BOARD OF TRUSTEES**

- 6.1 All property and funds of the association shall vest in the board, who shall hold such property and funds in trust and on behalf of the association as a corporate body.
- 6.2 The board shall have all such powers as may be necessary to enable it to administer the association assets. Without limiting its general powers in any way, the board shall also have the following powers:
- 6.2.1 To nominate one or more of them, or delegate its authority to any person(s) selected by them for the performance of any act or the execution of all documents of any nature relating to the aims and objectives of the association;
  - 6.2.2 To open, operate upon and control any bank accounts or building society accounts or post office accounts and to draw, accept or give promissory notes, bills of exchange and other negotiable instruments;
  - 6.2.3 To invest association funds in such manner as it may think fit and to realise, vary and dispose of any securities, assets, investments and property from time to time;
  - 6.2.4 To buy, sell, let, hire, exchange and/or transfer any movable and immovable property and to execute any act or deed required in connection therewith;
  - 6.2.5 To borrow money and, in order to provide security for such borrowing, to mortgage and/or pledge association assets and to arrange the manner of repayment of such loans as the board may decide;
  - 6.2.6 To employ and dismiss any person or persons as may be necessary;

- 6.2.7 To institute and defend legal proceedings on behalf of the association and for that purpose to sign and execute any necessary powers of attorney;
  - 6.2.8 To accept any donation, provided that the purpose and any condition that may be imposed by the donor not be contrary to the aims and objectives of the association;
  - 6.2.9 To generally deal with the property and the funds of the association for its aims and objectives.
- 6.3 The board shall have the power to make by-laws not inconsistent with the terms of this constitution.
  - 6.4 The board may establish subcommittees for any purpose that it may decide necessary.

## **7. MEETINGS OF THE BOARD OF TRUSTEES**

- 7.1 The board shall hold a joint annual general meeting with the members. The board may in addition hold as many ordinary meetings during the course of the year as may be necessary.
- 7.2 The chairperson may call a meeting at any time if he/she considers it appropriate to do so. The chairperson shall call a meeting if required to do so by a requisition signed by not less than 1/3rd of the members of the board.
- 7.3 If a meeting is called either on the initiative of the chairperson or as a result of a requisition, then the chairperson shall fix the time and the place at which such meeting shall take place.
- 7.5 The *quorum* for any meeting of the board shall not be less than half of the number of trustees.

- 7.6 Decisions shall be taken by a majority vote of trustees present, unless provided otherwise in this constitution.
- 7.7 The chairperson shall have a casting vote in the event of an equal division.
- 7.8 A record in the form of minutes of the proceedings of each meeting shall be taken and filed in the records of the association.

## **8. ANNUAL GENERAL MEETING**

- 8.1 An annual general meeting of the board of trustees and the members shall be held as soon after the end of the association's financial year as may be convenient, but not later than June of each year.
- 8.2 The board of trustees shall be elected annually at the annual general meeting as in accordance with clause 5.2 above.
- 8.5 The agenda for the annual general meeting shall contain the following items:
- 8.5.1 Presentation and discussion of the chairperson's annual report;
  - 8.5.2 Consideration and ratification of the annual financial statements;
  - 8.5.3. The election of the board of trustees;
  - 8.5.4 Any other business which has been presented by a member or trustee to the board.



## **9. SPECIAL GENERAL MEETINGS**

9.1 A special general meeting shall be held on the written request of:

9.1.1 The board of trustees; and / or

9.1.2 50 or more members.

9.2 A request for a special general meeting shall set out the purposes of the meeting and be addressed to the secretary of the board of trustees.

9.3 A special general meeting shall have the power to raise, discuss and decide only such specific matters as have been set out for consideration in the notice of the meeting.

## **10. CONVENING AND CONDUCT OF GENERAL MEETINGS**

10.1 General meetings (i.e. both annual and special general meetings) shall be convened by the secretary, who shall give written notice to all trustees and members.

10.2 Written notice shall be given in four weeks in advance of an annual general meeting. Written notice shall be given two weeks in advance of a special general meeting. Written notice shall in both cases specify the agenda.

10.3 The *quorum* of general meetings shall not be less than 300 members.

10.4 Voting on each item of the agenda shall be conducted by a show of hands, unless a ballot is requested by 30 or more members.

10.5 Each member shall have one vote only. Members may appoint a person in writing to vote on their behalf at a meeting.

## **11. NOTICES**

11.1 Written notice of a general meeting may be given by hand.

11.2 A notice delivered by hand to the residence of the member recorded in the association's records shall be deemed to have been received by the member on the day of delivery.

11.4 The accidental omission to give notice of any meeting to any person(s) shall not invalidate the proceedings at that meeting.

## **12. FINANCIAL CONTROL, BOOKS OF ACCOUNT AND ANNUAL FINANCIAL STATEMENTS**

12.1 The board shall open an operative bank account in the name of the association.

12.2 All funds or other donations shall be deposited in this account within ten days of receipt.

12.3 Any income, donations and/or contributions received shall only be used for the furtherance of the aims and objectives of the association.

12.4 Cheques made out in the name of the association shall be signed by at least two trustees with signing powers.

- 12.5 No cheque in excess of N\$40 000 shall be drawn on the association's bank account without the prior written consent of the board.
- 12.6 The association shall keep a proper set of books of account according to generally accepted principles of accounting, which shall correctly reflect its finances.
- 12.7 The board shall annually submit the financial statements to its donors.
- 12.8 The board shall submit the annual financial reports to the annual general meeting for approval, where it shall be ratified by a 2/3rds majority.
- 12.9 The financial year of the association shall run from 1 January until 31 December of the same year.
- 12.10 Every trustee and member shall be entitled at all reasonable times to inspect all the books of account, other documents or the records of the association, which the secretary or other custodian shall accordingly be obliged to produce.

### **13. INDEMNITY AND EXEMPTION FROM FURNISHING SECURITY**

- 13.1 No trustee or member shall be liable to the association for any loss incurred upon any ground whatever, unless the loss was incurred due to the individual intentional fraud or dishonesty of the person concerned.
- 13.2 No trustee shall not be required to furnish security in terms of the Trust Moneys Protection Act, Act No. 34 of 1934, or any other legislation which may now be or which may hereafter become of force and effect, the intent and purpose being that no person who shall at any time become a trustee in terms of this constitution shall be required to give any security whatsoever in connection with or arising out of his/her election as such.

#### **14. AREA OF OPERATION**

14.1 The association shall only engage in activities in furtherance of its aims and objectives within the territory of the Republic of Namibia and in particular the area known as the West Caprivi Area.

14.2 The association shall nevertheless be entitled to seek donations and contributions from institutions based both inside and outside the Republic of Namibia.

#### **15. AMENDMENTS TO CONSTITUTION AND DISSOLUTION**

15.1 The terms of this constitution may be amended, the name may be changed, and the association may be dissolved by the decision of the members in a general meeting.

15.2 Four (4) weeks written notice shall be given of such a meeting.

15.3 Such notice shall state the nature of the resolution(s) to be proposed.

15.4 Any such resolution shall only be deemed to have been adopted if it is supported by not less than 2/3rds of the members present at the meeting.

15.5 The association shall only be merged with another organisation which has similar aims and objectives and which does not have as an aim the acquisition of gain.

- 15.6 Should a resolution be passed to merge, then the assets and liabilities of the association shall accrue to the organisation with which the merger is effected.
- 15.7 Should a resolution be taken to dissolve the association, then the assets shall be realized by a liquidator appointed by the general meeting and after all the debts of the association have been settled, any money and/or property which may remain, shall be donated to any other organisation with similar aims and objectives at the discretion of a steering committee appointed by the general meeting.
- 15.8 Should the association become dormant or be unable to fulfil its purposes and objects, then any member may apply to the High Court for the association's dissolution on any of the aforementioned grounds.

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