

Republic of Namibia
Ministry of Environment & Tourism

NATIONAL SUSTAINABLE TOURISM GROWTH AND INVESTMENT PROMOTION STRATEGY 2016-2026: Executive Summary

SEPTEMBER 2016

*“To know the present we must look into the
past and to know the future we look into
the past and the present”*





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FOREWORD

The Minister of Environment & Tourism

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

These two (2) Strategies - The National Sustainable Tourism Growth and Development Strategy and the National Tourism Investment Profile and Promotion Strategy - presents a valuable opportunity for the local tourism industry to position the Namibian tourism product to the regional and global decision makers and critical players. It will allow Namibia to be the African destination of choice for international outbound tour operators, it will create broad awareness of Namibia, it will yield positive returns to the Namibian economy in terms of increased tourism bookings and arrivals, and downstream and direct economic impacts for all communities within Namibia. Finally, through positive tourism growth, this strategy contributes to the advancement of peace and improved diplomatic positioning of Brand Namibia as a stable, forward-looking, progressive country ready for investment in the tourism sector.

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

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

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

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

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

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

we develop the necessary skills and understanding of the tourism sector.

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

It is my hope that these Strategies will unlock the true potential of the Namibian tourism sector which we have not yet fully explored. This potential has the ability to impact the lives of all Namibians and generate jobs, empowerment and livelihood diversification. Tourism is everyone's business.



A stylized, handwritten signature in dark ink, consisting of a series of loops and a long horizontal stroke.

Hon. Pohamba Shifeta
Minister of Environment and Tourism

EXECUTIVE SUMMARY

Tourism is an important sector in Namibia. It is the third largest contributor to the country's Gross Domestic Product (GDP), it generates a significant amount of jobs and is a valuable foreign exchange earner for the economy. The Government of Namibia has long recognised and prioritised tourism development in various legislative and policy documents. In order to ensure that tourism growth delivers broad and equitable social, economic and environmental benefits, the Government through the Ministry of Environment and Tourism has developed two important documents namely; the National Tourism Investment Profile and Investment Strategy and the National Sustainable Tourism Growth Strategy and this document is a summary combination of the two documents and should be read in consultation with the National Tourism Policy. It is prepared to serve as a quick guide and overview of the two national strategy documents.

The overall goal of the National Sustainable Tourism Growth and Development Strategy and the National Tourism Invest-

ment Profile and Promotion Strategy is to ingrain this collaborative way of working deeply in our sector and to promote public and private sector cooperation to ensure sustainable growth of tourism that benefits all Namibians. Data shows that, in Namibia, 13 tourists equals one job. Therefore, the main objective is to increase tourism arrivals to generate more employment for Namibians.

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

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

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

THE VISION FOR TOURISM

The vision for tourism is for a growing, vigorous and dynamic economic sector that brings social and economic benefits to all Namibians via the generation of jobs and incomes. It is for Namibia to be a role model in the conservation of biological diversity, environmental management and tourism development through innovation and part-

nerships. Finally, it is for tourism in Namibia to contribute meaningfully to rural development and overall economic growth via the sustainable use of natural and cultural resources.

METHODOLOGY

This strategy sets out to analyse the socio-economic challenges and opportunities currently facing the tourism industry in Namibia and develop ways and means to address these challenges. The strategy was prepared via consultation with public, civil society, communal conservancies, private sector, and individual stakeholders including via workshops, focus groups, desktop research and interviews. A separate National Tourism Investment Profile and Promotion Strategy has been prepared in parallel with this National Sustainable Tourism Growth and Development Strategy.



LIST OF ACRONYMS

B2B	Business to Business	NGDP	National Gross Domestic Product
B2C	Business to Customer	NGOs	Non-Governmental Organizations
BEE	Black Economic Empowerment	NHC	National Heritage Council
CBNRM	Community Based Natural Resources Management	NIC	Namibia Investment Centre
CBT	Community Based Tourism	NQA	Namibia Qualifications Authority
DTG	Directorate of Tourism and Gaming	NSA	Namibia Statistic Agency
ETEA	Emerging Tourism Entrepreneurs Association	NSFAF	Namibia Student Financial Assistance Fund
GRN	Government Republic of Namibia	NSTGDS	National Sustainable Tourism Growth and Development Strategy
ICTD	Information and Communication Technology Development	NTA	Namibia Training Authority
IMCTD	Inter-Ministerial Committee on Tourism Development	NTB	Namibia Tourism Board
IUM	International University of Management	NTCAC	National Tourism Competitiveness Advisory Council
JV	Joint Ventures	NUST	Namibia University of Science and Technology
MAWF	Ministry of Agriculture, Water and Forest	NWR	Namibia Wildlife Resorts
MET	Ministry of Environment and Tourism	O/M/As	Office/Ministries/Agencies
MFMR	Ministry of Fisheries and Marine Resources	OPM	Office of the Prime Minister
MHAI	Ministry of Home Affairs and Immigration	PDN	Previously Disadvantaged Namibians
MHETI	Ministry of Higher Education, Training and Innovation	PoN	Polytechnic of Namibia
MHSS	Ministry of Health and Social Services	RA	Road Authority
MICE	Meetings, Incentives, Conference and Events	SACU	Southern Africa Custom Union
MICT	Ministry of Information, Communication and Technology	SADC	Southern African Development Countries
MISMED	Ministry of Industrialization, Trade and SME Development	SME	Small Medium Enterprises
MLIREC	Ministry of Labor, Industrial Relation and Employment Creation	SMME	Small, Macro & Medium Enterprises
MLR	Ministry of Land Reform	SOEs	Stated Owned Enterprises
MME	Ministry of Mines and Energy	TAN	Tourism Association of Namibia
MoF	Ministry of Finance	TTESDEA	Tourism Transformational Economics, Social Development and Empowerment Agency
MIRCO	Ministry of International Relation and Cooperation	TSA	Tourism Satellite Account
MoJ	Ministry of Justice	UAE	United Arab Emirates
NAC	Namibia Airport Company	UNAM	University of Namibia
NACOBTA	Namibia Community Based Tourism Association	UNESCO	United Nations Educational, Scientific and Cultural Organization
NACSO	Namibia Association of CBNRM Support Organizations	UNWTO	United Nation World Tourism Organization
NAD	Namibian Dollars	USP	Unique Selling Point
NCCI	Namibia Chamber of Commerce and Industry	VTCs	Vocational Training Centers
NDP	National Development Plan	WGA	Whole of Government Approach
		WWF	World Wide Fund

INTRODUCTION

Tourism was included as one of the four key economic priorities in National Development Plan (NDP4) on the grounds of its significant contribution to Gross Domestic Product (GDP) and employment and in consideration of its inherent growth potential derived from Namibia's natural wildlife and landscape capital and important strides made in product development and international marketing by government and industry. If the current trend of developing tourism products in a sustainable manner continues and is upheld at all times, tourism will be a key catalyst for growth and nation building. Namibia's economy is fueled by mining, agriculture, tourism and fishing and sustained growth in tourism could raise its ranking to the second or even first position.

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

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

AS IT USED TO WORK...



AS IT NEEDS TO WORK...



PART 1

Investment Strategy



STRATEGIC FOCUS FOR TOURISM GROWTH

PRIVATE SECTOR DRIVEN IMPLEMENTATION

In line with NDP 4 the focus of the growth strategy is to achieve the NDP4 goals namely; employment creation, income equality and economic growth. To do this it is necessary to create an enabling framework that allows the private sector to do what they do best – create revenue – and government's role is to facilitate and regulate this wealth creation. This wealth translates into more roads, clinics, schools and funds available for economic growth and development. It is therefore that this Strategy must be implemented by investors, developers and other tourism private sector segments according to standards established through public – private sector coordination and partnerships.

GOVERNMENT APPROACH

Tourism is everyone's business. A sectoral approach to tourism will ensure that Namibia fully reaps its potential from tourism and thus will forego a full return on investment from the tourism sector as a country. Tourism

Development requires the involvement of all parts of the Namibian govern-

ment from the traditional authorities, local authorities to the national government – A “Whole of Government Approach” (WGA). This approach provides the necessary infrastructure, training, public safety and support services. This approach means that the Namibian Government must actively use formal and/or informal networks across the different O/M/A within the government to coordinate the design and implementation of the range of interventions that the government's agencies will be making in order to increase the effectiveness in achieving tourism growth and development in the interest of economic growth.

CULTURE OF HOSPITALITY AND EXCELLENT CUSTOMER CARE

The success of this strategy will rest upon the experience and the customer care that goes with that experience. It is therefore imperative that all sectors relevant to the tourism sector both public and private must cultivate and embrace a culture of efficient and excellent customer service delivery.

FOCUS ON “PRIORITY MARKETS” THAT YIELD THE HIGHEST RETURN ON TOURISM INVESTMENT

It is imperative that a tourism development and marketing approach to assure increase in tourist arrivals and investors must be based on the principles of “priority markets”. This means Namibia must go after those markets that are in line with our competitive and comparative advantages and that are easiest to reach and convince to visit or invest in Namibia. It is imperative that these markets also yield high revenues and higher spending per visitor. Therefore Namibia's marketing strategy must be focused in terms of serving these high priority markets first and then branching out to wider markets.

FOCUS ON SUSTAINABILITY (ENVIRONMENTAL, SOCIAL AND ECONOMIC SUSTAINABILITY)

Sustainability is enshrined in the Namibian Constitution. It is therefore that in line with the National Tourism Policy this Strategy must be implemented within this frame. Tourism development must be socially, environmentally and economically sustainable. We are thus after tourism that sustains or enhances the geographical character of the place being visited, including its environment, culture, aesthetics, heritage and the well-being of all Namibians. The aim of the national tourism growth and development strategy is to transform Namibia into the most competitive tourism destination in Africa.

The Strategy will be executed in an uncertain and recessionary international economic climate. Notwithstanding this, the aim will be realized by growing tourism arrivals from current international source markets, mainland Africa, regionally as well domestically. The main locomotive of growth in tourist numbers will translate into increased job creation for Namibians across the country.

A further goal is to reduce seasonality and encourage geographical spread of tourists throughout Namibia, as well as transforming sustainable economic and social empowerment. These will be supported by creating an investment climate that is highly attractive coupled with removing unnecessary bureaucratic and regulatory obstacles to doing business, to further encourage private sector leadership, investment and growth in the tourism sector.

DIAGNOSTIC ASSESSMENT

OPPORTUNITY FOR GROWTH

Since independence, Namibia has come a long way in its product development, marketing and policymaking. This section provides a diagnostic assessment of the key activity areas related to tourism development in Namibia and identifies the challenges and opportunities that this Strategy later addresses in detail.

The task now is to ensure that the opportunity for future growth is tackled vigorously so as to make Namibia the most competitive tourism destination in Africa.

PROMOTION AND MARKETING

The Namibia Tourism Board, a parastatal that sits under MET, was established in 2001 to take the lead

in tourism marketing and promotion. NTB has approached different markets with different strategies.

To this end, the Namibia Tourism Board needs to foster close and on-going contact with this segment of the market and be in a position to craft deals and product exposure.

PRODUCT QUALITY

It is essential that all tourism service providers endeavor to deliver quality products services that can ensure tourists have a superior experience from the Namibian tourism product offering.

COMMUNITY BENEFITS

Tourism in the conservancies of Namibia is a dynamic and fast growing sub sector of the national tourism industry. Conservancies benefit thousands of rural communities through employment, cash income, social projects and in-kind benefits. This is part of the Community Based Natural Resources Management program, which has become a major development program in the country.

TOURISM TRANSFORMATION ECONOMICS, SOCIAL DEVELOPMENT AND EMPOWERMENT

The Namibia Tourism Board has introduced a Black Economic Empowerment Programme centred on the three pillars of:

- Training and mentoring of historically disadvantaged Namibians;
- Sponsoring of previously disadvantaged Namibians to attend foreign trade fairs through a Marketing Support Programme;
- Ensuring internships for previously disadvantaged Namibians that can serve as exposure, especially for students

Therefore going forward, there is a need to assess what the most effective market entry point for these businesses is.

ACCESS TO NAMIBIA

Namibia is becoming increasingly distinctive among developing country tourism destinations by having its own independent international airline. It is vital that there is a close relationship between the MET and the Ministry of Works and Transport in aligning Air Namibia with national tourism development goals within the constraints of working to achieve profitability.

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

AWARENESS

Although tourism is identified at a national level as a priority sector in terms of job creation, there is a relatively low awareness of tourism amongst the Namibian population. The Ministry of Environment and Tourism, together with Team Destination Namibia, must work together to increase awareness of tourism in Namibia.

THE INSTITUTIONAL ENVIRONMENT

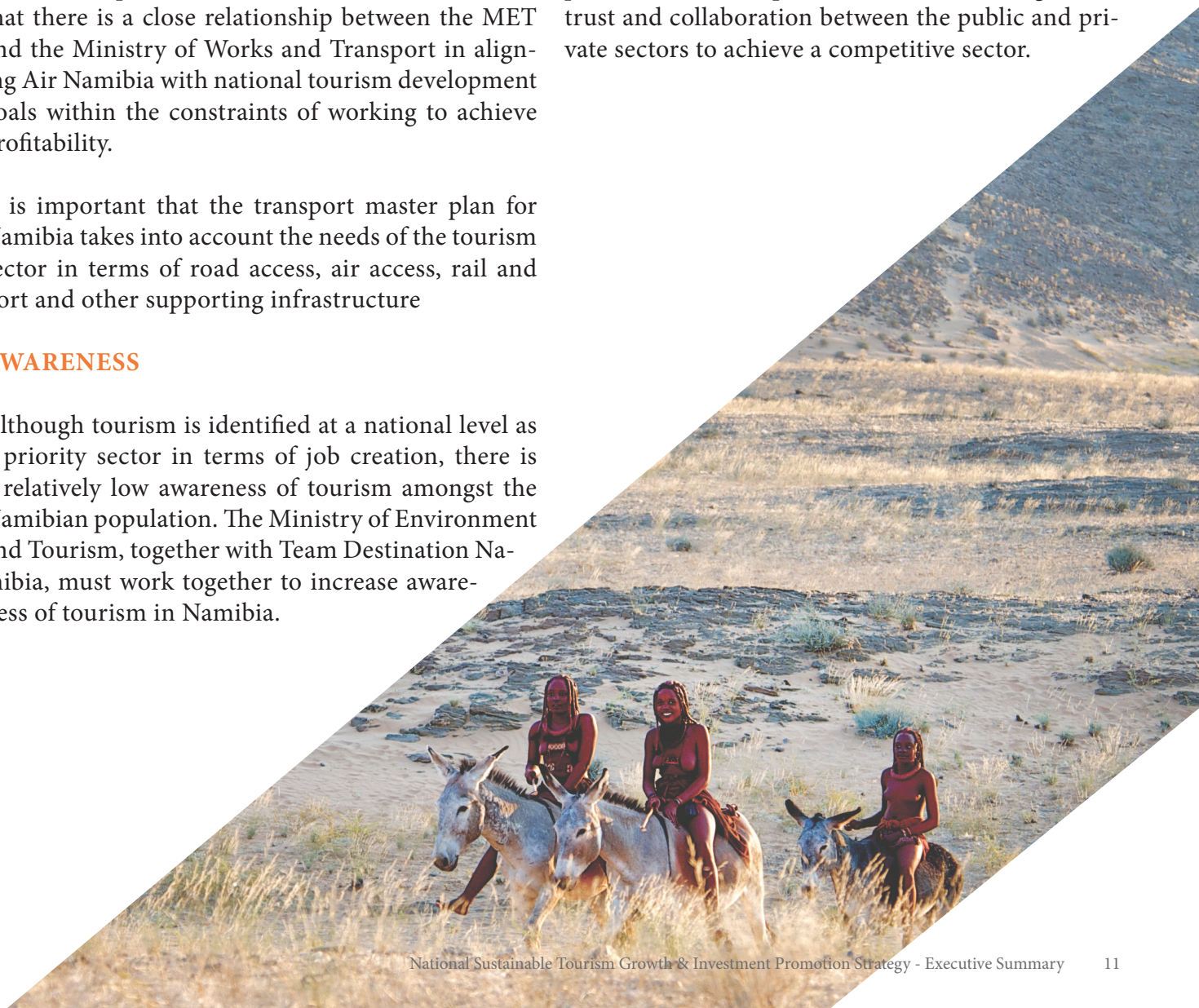
Namibia is one of a small number of countries where the environment and tourism sectors are combined in one Ministry. This is an explicit indication of the linkage in Namibia between conservation and tourism.

INFRASTRUCTURE AND UTILITIES

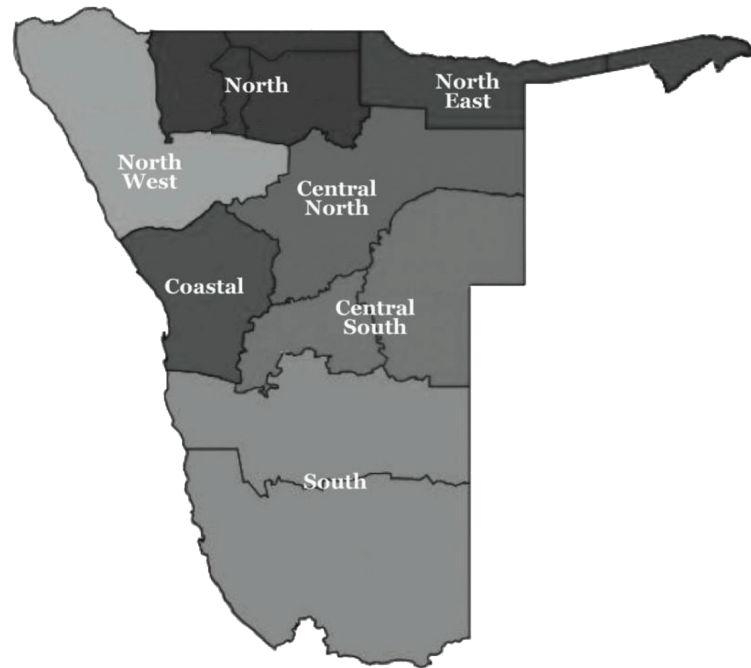
While the tourism infrastructure of Namibia is a relative strength compared to many competing destinations, the requirements for tourism need to be reflected in the planning of those agencies directly responsible for its provision with the MET vigorously representing the interests of the sector.

PROFITABILITY

For tourism in Namibia to grow it is vital that tourism businesses are not just profitable, but sufficiently profitable to encourage new investment to take place. Tourism requires continuous and genuine trust and collaboration between the public and private sectors to achieve a competitive sector.



REGIONAL TOURISM DEVELOPMENT PLAN



BACKGROUND

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

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

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

1. TURN THE STATE OWNED ENTERPRISES UNDER THE MANDATE OF MET INTO PROFITABLE ENTITIES:

(NWR, Zambezi Waterfront, NTB and Windhoek Country Club) into profitable companies that generate employment and economic benefits to the park and to the Nation.

- Enable the development and implementation of strategic plans, business plans, annual strategic plans and projects to improve the economic viability of these SOEs

- Review the enabling Acts of the SOEs, carry out institutional and organizational as well as operational audits of the SOEs with a view to streamline their structures and functions
- Monitor performance of the SOEs

2. UPGRADE STATE-OWNED TOURISM FACILITIES

- NWR to go into true PPPs for loss making resorts
- Renovations at following resorts (Ai-Ais renovation, Torra Bay and Miles)
- Upgrade ablution facilities and waste management systems at all state-owned tourism facilities
- Upgrade all NWR shops to market-related product ranges
- Upgrade park entrance gates

3. EXPANDING THE TOURISM PRODUCT RANGE TO UNLOCK UNUSED POTENTIAL AND ACHIEVE GREATER REGIONAL EQUITY IN TOURISM DEVELOPMENT

- Strengthen Namibia's position as a MICE (Meeting Incentives, Conferences and Events) Destination
- Fast track the development of Convention Centres in the following localities; Zambezi (KAZA), Windhoek and Lüderitz

- c) Rehabilitation of Voigtsgrund farm homestead near Mariental to create lodge and medium size convention centre in Hardap Region.
- d) Develop and upgrade Lodges at; Palmwag, Hobatere, Etendeka, Impalila Island, Goanikontes, Iona National Park (JV with Angola) and in Sioma Ngwezi National Park (JV with Zambia)
- e) Acquire land at Mata Mata to enable Namibia to join the Kgalagadi Transfrontier Park and open up tourism routes in southern Namibia.
- f) Support and promote trans-frontier conservation area
- g) Support and promote tourism in protected areas
 - New lodge in the Namib Sand Sea
 - New lodge in Mudumu National Park (NP)
 - Expand size of DVGP and establish new lodge
 - Expand size of Waterberg PP and establish new lodge
 - Establish new lodge in Mangetti National Park (NP)

4. MAP CULTURAL TOURISM PRODUCTS

- a) NTB to strengthen the existing cultural festivals i.e. /Ai//gams, San Kubis, Lüderitz crayfish festival and Olufuko Cultural Festival, to ensure high quality simple but fun and professional events marketed domestically and regionally.
- b) Establish more living museums
- c) Promote film tourism
- d) incentivise curio and craft manufacturing in conservancies

5. CLARIFY RULES AND REGULATIONS AROUND VOL-UNTOURISM

6. INTEGRATE NGO'S AND CONSERVANCIES INTO THE BUSINESS INFORMATION CHAIN

7. CREATE TOURISM CLUSTERS TO PROMOTE REGIONAL TOURISM DEVELOPMENT

8. DEVELOP A CULINARY PROGRAMMES AND ESTABLISH A CULINARY INSTITUTE FOR NAMIBIA

9. DEVELOP A STRATEGY TO ADDRESS LAND TENURE CONSTRAINTS ON TOURISM INVESTMENT ON STATE LAND SUCH AS A BOT CONCEPT

10. CREATE AND MAINTAIN A WELL-TRAINED TOURISM WORKFORCE.



ACTION PLAN

KEY INTERVENTIONS

In MET's view, the following urgent interventions drawn from the National Tourism Growth and Development Strategy and the National Tourism Investment Promotion Profile, notwithstanding the considerable costs they would require, are needed in order to achieve faster growth and obtain tangible benefits from tourism and thus ensure sustained growth and economic development of the country.

The interventions will be in their entirety implemented within the frame of the National Tourism Policy of 2008 as outlined in the Strategic documents. Notwithstanding that, the following key concepts and principles are central to the ongoing development and implementation of the Namibian National Growth and Development Strategy which is developed as per the call by the NDP 4.

All the Interventions must also be seen in the perspective that they are aimed at improving the competitiveness of the sector as per the main objective of NDP 4 and the tourism Strategies.

A). ORGANIZATIONAL AND INSTITUTIONAL FRAMEWORK

This section details the organizational and Institutional environment that exists and makes recommendations for strengthening it.

- Strengthen capacity at Ministry of Environment and Tourism
- Creation of new bodies to support tourism devel-

opment and institutional coordination

- Restructure the Namibia Tourism Board
- Engage deeply and systematically with all Government Ministries

B). LEGISLATIVE FRAMEWORK

There are various pieces of legislation and policies in Namibia that can hamper the competitiveness of the Namibian tourism sector. Hence, the MET needs to closely monitor all laws in the country in order to;

- Improve the legislative environment
- Maximise economic linkages
- Ensure that the policy and legal framework of government work in tandem with each other as it relates to tourism

C). AWARENESS, MARKETING, AND PROMOTION

The NTB, as the lead marketing agency, must spearhead the development of all awareness, marketing and promotion activities by;

- Developing a new marketing strategy for tourism in Namibia
- Increase cruise visits to Walvisbay and Lüderitz
- Strengthen Namibia as a MICE Destination

D). PRODUCT AND REGIONAL DEVELOPMENT

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



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

E). TOURISM TRANSFORMATIONAL ECONOMICS, SOCIAL DEVELOPMENT AND EMPOWERMENT

One of the secondary objectives of tourism in Namibia is to support transformation and empower previously disadvantaged populations.

- Develop a policy designed to support emerging entrepreneurs in tourism
- Fully institutionalize the concessions unit within the Ministry of Environment and Tourism
- Strengthen Emerging Tourism Entrepreneurs support
- Create, sustain and promote a positive tourism investment climate
- Ensure and promote Government priority on tourism investment
- Establish the Tourism Transformational Economics, Social Development and Empowerment Agency. This agency is replacing what was formerly known as NACOBTA and its main functions are:
 - ▷ Set up a Community Based Reservation System
 - ▷ Strengthen Emerging Tourism Entrepreneur

Support

- ▷ Ensure Competitiveness and Sustainability of the Communal Conservancies
- ▷ Fast-track tourism development in conservancies for enhanced livelihood benefit
- ▷ Vastly improve international marketing of all conservancy tourism facilities
- ▷ Support upgrade and renovation of all conservancy tourism facilities
- ▷ Enhance local tourism value chains in conservancies
- ▷ Incentivize local supply chains in goods and services to conservancy-based tourism facilities

F). GRADING AND REGULATION

The main aim is to maintain product quality, encourage quality improvements and inform the consumer.

- Enhance grading and regulation within the tourism industry
- Consider moving towards a system of self-regulation of the Namibian tourism industry
- Enhance grading and regulation within the tourism industry by re-looking at the legislative framework
- Change grading system to reflect client experience not static requirements

G). STATISTICS AND RESEARCH

The absence of proper, accurate, and timely statistics about tourism in Namibia is a barrier to tourism growth and development, MET should therefore;

- Ensure collection of relevant statistics for tourism
- Ensure strong inter-agency communication
- Improve collection of tourism arrival statistics
- Strengthening the Statistic Unit in MET
- Ensure institutional collaboration with regard to tourism statistics
- Ensure the collection of relevant statistics
 - Tourism Satellite account
 - Tourism Exit Survey
 - Tourism Annual Statistics
 - Domestic Tourism Survey



H). HUMAN RESOURCES DEVELOPMENT AND TRAINING

One of the major weakness to Namibia's overall competitiveness as a tourism destination is a lack of tailor-made courses or qualifications that suit the industry needs. In order to address this challenges there is a need to:

- Develop as matter of urgency a tourism career map
- Align tourism training to have a balance between skills based and academic based training
- Ensure the full recognition of prior learning across all the subsectors of tourism
- Create and maintain a well-trained tourism workforce
- Ensure that tourism opportunities are promoted through local awareness raising programs
- Ensure qualified and appropriately trained staff at NTB, NWR, Zambezi Waterfront and Windhoek Country Club
- Ensure that first impressions for tourists to Namibia are positive and memorable
- Reorient the university tourism programs
- Ensure the implementation of the Human Resource Development Plan as contained in the National Sustainable Tourism Growth and Development Strategy
- Ensure that the tourism training meets the demands of the industry
- Implement a country and sector wide customer service excellence programme and a Welcome to Namibia Initiative
- Ensure the availability of financial resources for targeted skills interventions such as for tourguides, hunters, and other skills based tourism job opportunities
- Promote aggressively recognition of prior learning in the sector
- Create a national tourism skills development programme
- Implement a national customer service training programme and welcome to Namibia Initiative-
- Establish service quality training programme
 - Convert Khorixas resort to a training centre for NWR staff and conservancy staff
 - Create a training programme for enterprise managers with a focus on emerging tourism programme

in partnership with the private sector

I). ECONOMIC LINKAGES

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

- Ensure strong economic linkages within the tourism sector
- Establish a strong monitoring and evaluation system to provide up to date information on the role of linkages in the sector
- Address economic leakage in the tourism sector

J). DESTINATION MANAGEMENT

Destination management includes the management of a destination's natural and cultural heritage and infrastructure for tourism. Consideration should also be given to the various options available for financing and privatizing tourism infrastructure projects, such as government outlays, multilateral and regional financial institutions, involvement of the private sector through build-operate-transfer schemes and foreign direct investment. Implementation actions identified in this strategy includes;

- Improve accessibility to Namibian destinations
- Create environmental awareness and education
- Ensure that tourism development is economically, environmentally and socially sustainable
- Rehabilitate principal tourism sites
- Ensure that Namibia is up to international health, safety, security and sanitation standards
- Ensure the protection and preservation of Namibia's cultural heritage
- Ensure Namibia's industry is conserving energy and water wherever possible
- Establish a monitoring programme for client feedback on all Namibian tourism operations using industry barometers such as Trip Advisor.
- Review the eco-award system to include links to the local economy and institutionalize eco-award as a program of government.
- Improve official tourism signage throughout Namibia.
- Ensure the protection and preservation of Namibia's cultural heritage.
- Ensure Namibia industries are conserving energy and water wherever possible.
- Ensure the finalization of the waste and pollution control bill.

Successful implementation of these strategic interventions requires strong public/private coordination and widespread recognition that tourism is a business; one of the world's most competitive.

The MET and most particularly the Directorate of Tourism will lead the implementation of the Strategy and the proposed actions.

MET will ensure that stakeholders, public, private and civil society, move forward together to achieve a productive tourism sector.

This requires all parties, government, tourism state owned enterprises, the private sector, non-governmental organisations and development partners, to work together towards the same mutually beneficial goals.





IMPLEMENTATION PLAN

ROLES AND RESPONSIBILITIES

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

PUBLIC SECTOR STAKEHOLDERS

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

- **Ministry of Home Affairs and Immigration:** in supporting the tourism industry via the speedy processing of work permit requests and via support to the training of immigration officers in customer care so that bona fide visitors can be sure of a warm welcome to Namibia;
- **Ministry of Industrialisation, Trade and SME Development:** in both the support of small and medium sized tourism businesses and in the mobilisation of domestic and foreign investment in the tourism sector;
 - **Ministry of Higher Education, Training and Innovation** and the Namibia Training Authority: in designing and implementing effective vocational training in tourism;
 - **Ministry of Works and Transport:** in facilitating linkage between tourism development and infrastructure planning and in liaison between tourism and transport state owned enterprises;
 - **National Planning Commission** in providing support on accessing donor funding. (for detailed Responsibility matrix see Annex1 of the NST-GDS)

In addition, this strategy envisions the creation of 3 new bodies, the Inter-Ministerial Committee on Tourism Development that will play a key role in the necessary liaison between Ministries and relevant public sector agencies.

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

Regional Tourism Development Fora– These fora are to lead and guide tourism development in the regions. These bodies are to work closely with the local and traditional authorities as well as the regional councils in consultation and partnership with other relevant stakeholders in particular the tourism private sector.

STATE OWNED ENTERPRISES (SOE)

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

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

STRATEGIC INITIATIVES FOR SOES

- MET must ensure that Tourism is run efficiently and effectively to grow tourism arrivals and increase revenues from tourism;
- NTB and NWR acts must be reviewed and amended to reflect the current MET NSTGDS and NDP4;
- Ensure that there is adequate private sector representation on the boards of the SOEs with a

particular focus on skills, expertise and know-how.

- Ensure close collaboration amongst the SOEs with similar mandates to ensure synergistic implementation of strategic priorities of Government
- Ensure that there is a complete organisational, systemic, policy and legislative review done of the SOEs including forensic audits as relevant and appropriate
- In line with the above develop strategic, operational and business plans for the SOEs
- Amend the policies and legislation as relevant and appropriate with a view of ensuring the competitiveness of the SOE

A). NWR SPECIFIC STRATEGIC INTERVENTIONS:

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

B). NTB SPECIFIC STRATEGIC INTERVENTIONS

- NTB must be restructured and remain only with the marketing and promotion functions.
- Ensure that the regulatory functions of NTB are taken up in an effective and appropriate manner by the appropriate institutions



PART 2

Growth Strategy



STRATEGIC OBJECTIVES

The key objective of the investment strategy is to transform Namibia into the most competitive tourism destination in Africa. This means being competitive in skills and training development, being the country of choice for prospective investors, achieving high levels of interaction between all stakeholders, and in the development of more innovative, market-driven tourism products and in aggressive and tactical tourism marketing.

Aims under the overall Vision are for:

- The strengthened presence of Namibia in existing and new tourism markets and/or niche markets
- A more diversified and competitive tourism product with vibrant and accessible domestic and cultural tourism products
- Enhanced institutional capacity for the management of the sector
- Private sector profitability and a positive investment climate
- Create sufficient employment opportunities in the tourism sector

GROWTH TARGETS

The investment growth targets are to increase overall economic value of tourism through ensuring an increase in tourists' arrivals coupled with increasing the value of tourist's receipts and ultimately the yield per tourist. The key growth targets are indicated in the table below:

TABLE 1: GROWTH TARGET PARAMETERS FOR THE TOURISM INVESTMENT STRATEGY

TARGET ELEMENT	CURRENT	2020 TARGET	GROWTH TARGET
Tourists Arrivals (in millions)	1387	1500	8%
Yield (receipts per arrival) N\$	4558	6837	50%
Tourists Receipts N\$ mil	4682	6000	28%

CONTEXTUAL SETTING

Namibia's goals for the tourism industry are enshrined within the 'Sustainable Tourism Development and Growth Strategy' released in September 2016.

The strategy lays out goals and visions for the sector, which are aligned with the other national policy documents including the country's Vision 2030, the 2008 National Policy on Tourism for Namibia and the National Development Plan 4.

INVESTMENT FOCUS AREA	OBJECTIVE
1. Tourism Arrivals	This is to increase the sector's multiplier effect, and thereby maximise job creation
2. Diversified and competitive tourism product development	Diversified products that include local people will also ensure robust value chains to ensure maximum benefit to communities
3. CBNRM Program	Supporting and investing in indigenous tourism enterprises supports the economic empowerment and transformation agenda in the sector and supports the creation of linkages between tourism and other sectors.
4. Institutional capacity	To support skills development (inclusive of the line ministry, other government departments and community based organisations) and capacity to manage the sector.
5. Sector profitability and supporting investment climate	To ensure appropriate financing instruments and regulatory environment.

Vision 2030 specifically points out "the solitude, silence and natural beauty that many areas in Namibia provide are becoming sought-after commodities that must be regarded as valuable natural assets. Preserving these assets is fundamental to developing tourism as a sustainable economic sector, and helping Namibia to maintain a comparative advantage within the global market. Tourism has more potential as a sustainable industry than virtually any other form of economic development in Namibia."

All these policies refer to the same goal: to grow tourism sustainably. Managed and responsible growth will support job creation in Namibia. Data indicate that for every 13 tourists who arrive in the country, one permanent job is created. Tourism growth also contributes to transformation and empowerment in the country. The final objective is to provide for a support framework that increases business opportunities for rural tourism enterprises.

The desired outcome of these two strategies is two-fold:

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

PROPOSED INVESTMENT CORE THEMES

To enhance and meet the growth targets as set out in Table below, key value chain/project or activities are identified across the five investment focus areas that are in the overall National Sustainable Tourism Development and Growth Strategy. In addition, eight value chains are identified to stimulate tourism growth to help achieve the stated investment targets. Total cost implications are estimated at N\$801 million.

TABLE 3: CORE INVESTMENT THEMES

Investment Focus Area	Key Objective/s	Estimated Cost
A. Attract and increase more tourists from all key markets	Increase the number of tourists to 1.5 million-2 million by 2020 Increase domestic tourism in Namibia	N\$80 million (mainly marketing costs and development of new markets)
B. Diversified and Competitive Tourism Products development	Cruise Tourism	N\$100 million for a PPP initiative
	International Conference Centre	N\$450 million ¹
C. Economic empowerment and Transformation agenda in the sector	Increase the number of beds in communal conservancy areas from 4% to 10% by 2020	N\$ 150 million for lodge investments and other emerging tourism enterprise development financing.
D. Enhanced institutional capacity to manage the sector	HRD and Data Management systems/Research and Statistics	N\$50 million
E. Sector profitability and supporting investment climate	Develop a framework guide/manual to facilitate tourism investments	N\$ 1 million



TABLE 4: TOURISM VALUE CHAINS

Product/Project	Current Status	Current Importance	Development Impact (employment, income, forex)	Funding resource requirements	Strategic focus/policy nuance required
Wildlife tourism	Namibia has more than 43% of land area under some form of conservation management. There are numerous tourism attractions including national parks, communal conservancies etc. where wildlife tourism can be leveraged further.	High	High	High	Efficient and optimal utilisation of the concession regime will greatly provide for further opportunities. Funding will be a composite of public, donor and private resources.
Trophy hunting	Trophy hunting constitutes 14% of the overall tourism sector. This sector is under increasing threat from the developed world anti-hunting fraternity and an escalating anti-hunting ethic. The long-term future of this sector is thus precarious.	High	Medium	Medium	Further value chain development of the subsector warranted to ensure that more income accrues to communities. Lack of qualified local hunters makes the case for training focus towards that.
Other hunting	The focus to date has been on trophy hunting with little focus on generating better returns for non-trophy harvesting of wildlife. This could also support trophy hunting by widening the base and linking hunting to a wider set of values and purposes.	Low	Medium	Medium	Release of non-trophy quota for hunting in conservancies, linked to benefit (meat) distribution. Strong focus on training locals to become tracker/guides and potentially professional hunters.
Coastal tourism	Subsector has a high impact on the unskilled as more than 70% of its total jobs falls under that category.	Medium	High	Medium to High	Opportunities exist in developing large and mid-range lodging facilities. Project titling can also be explored further for this subsector.
Community based tourism including cultural tourism	The subsector provides ample avenue for real sector transformation, with consistent growth in the number of conservancies and joint venture business. Vast opportunities can accrue through the fostering of linkages to enable locals to engage in food, craft and wood selling activities.	High	High	High	Despite the evident high developmental impacts, communal tourists' beds are merely 4% of total available tourists' beds. This severely affects overall empowerment ambitions in the sector. Further support is also needed to ensure appropriate joint venture partnership guidelines. Cultural Tourism provides significant entry points for rural communities in Namibia to enter the tourism sector
Economic empowerment and Transformation incubation centre	The focus has been to date on Community Tourism. There has been no focused strategy towards emerging tourism entrepreneurs who may not fall within the category of community based tourism actors	High	High	High	Funding will be required to establish such a centre. It can either be public or private or a combination. A restructured structure such as NACOBTA could be considered
Film tourism	Namibia has significant potential for developing this sub-sector. Swakopmund is ideally suited for this sub-sector and areas around there or elsewhere can be set aside for this sector.	Medium	High	High	Namibia should ensure that it receives maximum exposure both in terms of the film and the actors by developing an innovative strategy for this through the Namibian Tourism Board
Car testing	Namibia is ideally suited for this type of sector with a view to serve as a tourism promotion anchor through the visibility that it provides	Low	Medium	High	It is necessary to develop the necessary regulatory framework to ensure that Namibia receive maximum exposure

Product/Project	Current Status	Current Importance	Development Impact (employment, income, forex)	Funding resource requirements	Strategic focus/policy nuance required
Cruise tourism	On average 10 cruise ships dock at Walvisbay and Lüderitz per year. The port expansion plans at Walvisbay by Nampor includes measures to support this subsector.	Medium	High	High	Due to high investment that could be required, a PPP approach will be necessary to follow.
Township Tourism promotion initiatives	It is necessary for the transformation of tourism that investment be channelled to township tourism in terms of infrastructure and promotion. Areas such as Evelyn street in Windhoek can be developed as township tourism hubs with appropriate facilities e.g. revamping of Otjikaendu.	High	High	Medium	These initiatives should be undertaken and budgeted for by local authorities across the country.
Circuit development/ route development model	Circuit development helps to diversify the tourism product and direct tourists flows to areas that are desirable from a planning perspective, such as communal areas. Namibia has recently developed three routes, mostly in the northern regions of Namibia.	High	Medium	Low	Development of further routes should, where feasible, be congruent with the ambitions of increasing beds in communal areas strategy.
Luxury affordability and, medical and retail tourism	A substantial number of regional tourists are drawn towards shopping and medical related activities. Further scope is available to ensure deeper linkages with local products such as craft shopping outlets.	Medium to High	High	High	Essential to develop value chains that can support local products, such as crafts or local fresh produce.
State of the Art Cyber building	This is to attract the technology industry to Namibia as part of the multiplier effect of tourism. This can catapult Namibia into becoming a critical player in the IT and other technology sectors in the region. It will also make use of the comparative advantage that Namibia enjoys due to the fiber cable.	Medium to High	High	High	Due to high investment that may be required a PPP approach will be necessary.

BARRIERS TO TOURISM INVESTMENT

Barriers to tourism investment manifest themselves differently over the type of tourism. In certain segments, their impacts are less benign than in others. As a result, efforts to remove or lower such barriers, through for example economic incentives, should take note of such distributional impact variations. Key barriers to tourism investment in Namibia from an investment perspective are:

TABLE 5: BARRIERS TO TOURISM INVESTMENT IN NAMIBIA

TYPE OF BARRIER	ENDOGENOUS / EXOGENOUS TO THE SECTOR	COMMUNAL TOURISM	COMMERCIAL TOURISM	EMERGING TOURISM
Access to capital and credit	Exogenous	High	Medium	High
Land use / tenure constraints	Exogenous	High	Low	High
Human resources / skills	Endogenous	High	High	High
Historical overreliance on long-haul overseas market	Endogenous	High	High	Moderate
Restricted or limited range of economic incentives	Both	High	High	High
	Endogenous	High	High	High
Seasonality	Both	High	Medium	High
Import cost of materials and supplies	Both	High	High	High
Limited Cross-sector linkages				



IMPLEMENTATION, MONITORING & EVALUATION

IMPLEMENTATION

The Directorate of Tourism and Gaming (DTG) within the Ministry of Environment and Tourism will take the lead in monitoring the implementation the National Tourism Investment Strategy. The DTG will produce an annual report that describes progress made against set milestones and performance indicators for each activity listed in the key action and priorities plan (Appendix 1).

To mobilize private and public investments to accelerate development of the tourism sector, the DTG will foster closer collaborations with the Namibia Investment Centre (NIC), National Planning Commission (NPC), Ministry of Finance (MOF) and the local and regional development finance institutions as well as commercial banks with tourism desks or tourism specific portfolios. The Development Bank of Namibia has not featured significantly in investment in the communal conservancy sector. As a development bank with state finance they need to engage actively and become a key player in financing of tourism joint ventures in communal conservancies and community based tourism development.

The key institutions of the MET such as the Environmental Investment Fund (EIF) and the Namibia Tourism Board (NTB) will also take the lead in certain key actions such as fostering business linkages. To ensure optimal implementation and congruency with the Overall Tourism

Growth Strategy, the DTG will continuously report to the National Tourism Advisory Council and the Annual Tourism Forum.

MONITORING

At the project level, it is imperative to effect a continuous tracking of milestones using built-in systems for monitoring processes, outputs and results to strengthen accountability for delivering agreed outcomes and

provide pertinent information on performance. The active monitoring of project performance will enable the DTG to identify obstacles and mitigate them before project derailment.

The DTG will establish measurable indicators or refine existing indicators for all projects or programmes. In addition, the DTG will create or refine information-gathering systems to collect related data and record and analyze the information. Where feasible, DTG will collect monitoring data at the beginning and completion of each activity. After the first year of implementation, DTG will review and modify performance indicators. A flexible orientation and the need to ingrain realistic timelines in its overall approach will ensure that the DTG takes each limitation and constraint into account. This will also enable the DTG to monitor whether milestones have been missed and signal possible bottlenecks in the regulatory structure, deficiencies in skills levels or budgetary shortfalls.

EVALUATION

In terms of evaluation, all projects within this Investment Strategy will be evaluated at completion to reinforce a culture of accountability for delivering results. Evaluations are critical platforms for learning about successes and shortcomings from which follow-up programmes can benefit. At an appropriate intermediate year, the DTG will initiate an in-depth review of the overall Tourism Growth Strategy to ensure the continuing relevance of the implementation framework and priority projects, and their alignment with the relevant National Development Plan at that intermediate year. As a result, the DTG will initiate a mid-term review of the Investment Strategy at a project, sector and national level to inform future refinements of strategic directors while on-going monitoring mechanisms should be established. A Development Effectiveness Framework is therefore an essential element in the evaluation process to ensure rigorous ex ante and ex-post monitoring and evaluation. To give credibility to this process, the evaluation exercise at times may be outsourced to outside parties.



FUNDING THE TOURISM INVESTMENT STRATEGY

The total indicative funding for the specific projects covered in this strategy, over a five year implementation period amounts to N\$801 million. This funding excludes the funding required for critical infrastructure such as road, power and water facilities but that needs to be coordinated through other Ministries.

If the tourism sector is to develop the TEPPS identified, all stakeholders will need to be committed and invest in the future of the industry. Funding will need to be coordinated, by national government through both the recurrent and the development budget, local authorities, the industry, financial institutions and the donor agencies.

A coordinated approach by the DTG needs to be taken to sourcing funds and prioritisation of implementation. A sober analysis is that government will fund a major component (60%) of the required funding, especially where the investment is for enterprises in communal areas. For projects that could be funded by the private sector such as cruise tourism and MICE based initiatives, government funding could be a major leverage instrument to crowd in private sector funding.

The Government commitment to the sector is amply demonstrated in the recent allocations for the Medium Term Expenditure Framework (MTEF) for the 2014/15 to 2016/17 period. The environment and tourism sector is allocated a total of N\$2.4 Billion for tourism marketing and the improvement of parks infrastructure and tourists facilities.

FUNDING SUSTAINABILITY

- Ensure that MET receives adequate funding for the implementation of the two strategies.
- Establish a conservancy sustainability fund.
- Establish a revolving fund for tourism.
- Create park and state owned tourism infrastructure maintenance funding mechanism.
- Facilitate for the establishment of a specialized niche tourism skills training.
- Carry out an in-depth study aimed at looking at the competitiveness of all tourism levies including airport and travel taxes and recommend remedial action as appropriate and relevant.
- Develop and establish the National Tourism Development Bank to ensure sustainability of tourism development activities especially in rural Namibia.

ACTION PLAN FOR THE TOURISM INVESTMENT STRATEGY

INTRODUCTION

The five steps approach is required to successfully implement the tourism investment promotion strategy. Based on international best practices, a report by the Investment Climate – World Bank Group titled Global Investment Promotion Best Practices (GIPBP) recommended that investment promotion intermediaries (IPIs) should adopt five key steps in order to position their agencies and locations more competitively for new tourism investment:

THESE STEPS ARE:

1. Develop more strategic, focused, and relevant approaches to tourism investment promotion.
2. Improve overall capacity and skills to deliver effective investment promotion with an emphasis on developing better tourism specific knowledge in-house, especially regarding the market and the product.
3. Present tourism information concisely, using up-to-date facts and data as well as testimonials from successful tourism companies.
4. Disseminate information to investors more effectively through a mixture of existing and customized instruments. (such as websites, detailed sector profiles, and tailored presentations).
5. Learn to leverage partnerships to maximize results.

This strategy will be based on the five steps approach that is being used by countries that are successful in attracting tourism investment.

STRATEGIC PRIORITIES FROM THE TOURISM INVESTMENT PROMOTION STRATEGY

- Establish the Namibia Tourism Investment Centre
- Implement the Tourism Investment Strategy and Promotion Profile focusing on the key priority

intervention aimed at creating a favorable environment for tourism investment.

- Implement the tourism investment incentive packages outlined in the Investment Strategy
- The Tourism Investment Centre will operate on the basis of the following key interventions:
- Developing tourism specific knowledge and data most relevant to tourism investment projects and tourism investment climate
- Organizing the information and crafting key messages to investors about the opportunities in the sector emphasizing the relative strengths and addressing key concerns for target investors
- Developing a network of partners to enhance service delivery in the tourism investment sector in Namibia
- Convert leads into real investments in the tourism sector and ensure that they are implemented smoothly and that after care is provided.

IMPLEMENT THE FOLLOWING URGENT STRATEGIC INTERVENTIONS:

- The Convention Centres identified in the strategic regions.
- Lodge development incentive scheme, capital rebate over three year period.
- Arrange tourism investment conference focusing on conservancies.
- New hotel in Oshikango (City Lodge) type and mall development
- Walvis Bay port redevelopment – passenger liner jetty and beachfront area to be redeveloped for tourists.
- Establish tourism dry port in the main towns.
- Establish the Kavango Water front.
- Establish Strategic Jet fuel supply centres in the South, North East and Central North.
- Facilitate the establishment of a second domestic airline in Namibia.





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