

MAKING GABORONE A STOP AND NOT A STOP-OVER: A HERITAGE AND CULTURAL TOURISM DESTINATION

by

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DECLARATION OF AUTHENTICITY

I, the undersigned, hereby declare that the work contained in this thesis is my own original work and has not been submitted previously at any other university for a degree.

.....

Signature

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.....

Date

Abstract

The main objective of the study was to identify cultural heritage sites in and around Gaborone which could serve as tourist attractions. Gaborone, the capital city of Botswana, has been neglected in terms of tourism, although it has all the facilities needed to cater for this market. Very little information with regards to tourist attractions around Gaborone is available and therefore this study set out to identify relevant sites and discussed their history, relevance and potential for tourism. It also considers ways in which these sites can be developed in order to attract tourists.

Due to its exclusive concentration on wildlife and the wilderness, tourism in Botswana tends to benefit only a few. Moreover, it is mainly concentrated in the north western region of the country, leaving out other parts of the country in terms of the tourism industry.

To achieve the main objective of the study, which is to identify sites around the capital city Gaborone and to evaluate if indeed the sites have got the potential to become tourist attractions, three models have been used. They have been integrated to form a new composite model to apply to this study, namely: Du Cros's "Market Appeal/Robusticity model"; Jamieson's "challenges of heritage and cultural tourism"; and lastly Butler's "Tourism area life cycle".

Keywords: Gaborone, Botswana tourism, heritage and cultural tourism, heritage sites, preservation, African history, Sustainable tourism

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ABBREVIATIONS

ADF	African Development Foundation
ANC	African National Congress
AWHF	African World Heritage Fund
BDF	Botswana Defence Force
BIDPA	Botswana Institute of Development Policy Analysis
BNES	Botswana National Ecotourism Strategy
BSAC	British South Africa Company
BTMP	Botswana Tourism Master Plan
BTO	Botswana Tourism Organisation
CBD	Central Business District
CBO	Community Based Organisations
CBNRM	Community Based Natural Resource Agency
CEE	Council for Environmental Education
CHA	Controlled Hunting Areas
CHM	Cultural Heritage Management
COBACHREM	Community Based Cultural Heritage Resources Management
DWNP	Department of Wildlife and National Parks
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
IBRD	International Bank for Reconstruction and Development
ICOMOS	International Council of Monuments and Sites
IDA	International Development Association
IFC	International Finance Corporation
KRST	Khama Rhino Sanctuary Trust
LMS	London Missionary Society
MEWT	Ministry of Wildlife and Tourism
NRC	Native Recruiting Corporation
OAS	Organisation of American States
PMU	Police Mobile Unit

PR	Public Relations
SADF	South African Defence Force
SMEs	Small and Medium sized Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TALC	Tourism Area Life Cycle
TCT	Travellers Conservation Trust
TOCADI	Trust for the Okavango Community and Development Initiatives
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFAO	United Nations Food and Agricultural Organisation
USA	United States of America
USAID	United States Agency for International Development
WNLA	Witwatersrand Native Labour Association
WMA	Wildlife Management Areas
WTO	World Tourism Organisation
ZAPU	Zimbabwe African Peoples Union

Chapter 1- Introduction

The aim of this study is to explore ways in which cultural and heritage sites in Botswana, especially those in the capital Gaborone and its immediate surroundings, could be developed and protected with a view to attracting more local and international tourists. The current situation is that most tourists only use Gaborone as a stop-over or transit route to the popular Okavango Delta and the Chobe Game Reserve. While there are several unique heritage attractions that could be offered as primary attractions in Gaborone and its surroundings, very little information has been published about easily accessible cultural and heritage sites.¹ One reason for this is that these sites have not been developed for tourism and are often unprotected against possible vandalism such as graffiti and even desecration. The factors underlying this situation thus need to be explored and the findings used to help place Gaborone, as the capital, on Botswana's tourism development agenda.²

1.1 Concept definition

To begin with, the key phrases relevant to this study will be determined. They include heritage, culture, tourism, heritage and cultural tourism and sustainable tourism.

The concept of "heritage" is taken from the word "inheritance", which means something transferred from one generation to the next and it is viewed as part of the cultural tradition of a society.³ The Concise Oxford Dictionary (1999) defines heritage as "valued things such as historic buildings that have been passed down from previous generations".

According to the dictionary the word heritage originates from the Latin word *hereditas* meaning inheritance or succession: the rights and liabilities to which an heir

¹Republic of Botswana Ministry of Commerce and Industry, Department of Tourism Commission of the European Union. *Botswana Tourism Master Plan*, p 40.

²Ibid.

³W. Nuryanti, Heritage and postmodern tourism *Annals of Tourism Research* 23(2) , 1996, p 250; G. McCaiin and N.M Ray, N.M, Legacy tourism: the search for personal meaning in heritage travel, *Tourism Management* 24(6), 2003, p 713.

succeeds.⁴ Heritage can be classified as cultural and natural sites that are not only observable but of historical significance in any society.⁵ Moreover:

Heritage is a collective property which tells the history of a people, a city, or a territory, and is transmitted from one generation to the next. Heritage makes it possible for the present generations to understand their place in history and to better cope with the constant mutations in society: it is an element of stability in a rapidly changing world. Heritage is also an essential element that makes it possible for a people to show its uniqueness, to manifest its own way of perceiving the world and to express its capacity for cultural creativity.⁶

According to the *ICOMOS International Tourism Charter of 1999*:

Heritage is a broad concept and includes the natural as well as the cultural environment. It encompasses landscapes, historic places, sites and built environments, as well as biodiversity, collections, past and continuing cultural practices, knowledge and living experiences. It records and expresses the long processes of historic development, forming the essence of diverse national, regional, indigenous and local identities and is an integral part of modern life. It is a dynamic reference point and positive instrument for growth and change. The particular heritage and collective memory of each locality or community is irreplaceable and an important foundation for development, both now and into the future.⁷

“Culture” is defined as inherited artefacts, goods, technical processes, ideas, habits and values.⁸ *The Collins English Dictionary* (2009) defines culture as:

⁴ <http://www.merriam-webster.com/dictionary/hereditas> accessed: 25-11-2014.

⁵ W. Raditloaneng and K. Molosi, An analysis of Heritage sites to promote lifelong learning in Botswana, *American Based Research Journal* 2(7), ND* p 37.

⁶ C. Barrilet *et al*, A Guide for African local governments: *Cultural heritage and local development*, p 26.

⁷ International Cultural Tourism Charter (ICTC); *Managing Tourism at Places of Heritage Significance*, p 1.

⁸ R. Firth, *Man and culture: an evaluation of the work of Bronislaw Malinowski*, p 16.

1. The total of the inherited ideas, beliefs, values and knowledge, which constitute the shared bases of social action
2. The total range of activities and ideas of a group of people with shared traditions, which are transmitted and reinforced by members of the group.

The word according to the dictionary originates from the Latin word *cultura* which is best translated as "tilled land," "agriculture," "the process of cultivating."⁹ The culture of a community is an original creation, which manifests itself in every dimension of life, the everyday activities and the periodic events, involving the use of ordinary objects as well as the most sophisticated productions.¹⁰

“Tourism” is defined as the temporary movement of people to destinations outside their normal place of work and residence.¹¹ It entails a composite of activities, services and industries that deliver a travel experience. These include transportation, accommodation, eating and drinking establishments, shops, entertainment, activity facilities and other hospitality services available for individuals or groups that are travelling away from home.¹² Therefore, people become tourists when they leave their homes for a certain period of time to visit places, to experience a range of activities, and to enjoy time spent in relaxation or differently from their normal routine.¹³

Tourism is usually referred to as the “world’s largest industry”. In its latest press release the World Tourism Organization (WTO) stated that:

Receipts in destinations worldwide from expenditure by international visitors on accommodation, food and drink, entertainment, shopping and other services and goods, reached an estimated US\$ 1159 billion (euro 873 billion) in 2013. Growth exceeded the long-term trend, reaching 5% in real terms (taking into account exchange rate fluctuations and inflation). The growth

⁹http://www.answers.com/Q/Latin_word_for_culture accessed: 8-11-2014

¹⁰C. Barrilet, et al, *A Guide for African local governments: Cultural heritage and local development*, p 26.

¹¹G. Wall and A. Mathieson, *Tourism: Changes, Impacts and Opportunities*, p 1.

¹²C.R. Goeldner and J.R.B Ritchie, *Tourism, Principles, Practices and Philosophies*, p 5.

¹³D.T. Herbert, *Heritage, Tourism and Society*, p 5.

rate in receipts matched the increase in international tourist arrivals, also up by 5%, reaching \$1087 million in 2013, from \$1035 million in 2012.¹⁴

It is still however anticipated that these figures will continue to grow, as there are current expectations of an annual increase of about 4% in international tourist arrivals and spending. This suggests that by 2020 international tourism will be generating up to US\$2 trillion a year.¹⁵

As one of the fastest growing economic activities globally, tourism has proven to be resilient to political violence and natural disasters, rebounding quite rapidly once these have passed. It is also the most important export industry and earner of foreign exchange in many countries.¹⁶ The significance of tourism has been recognized in both developed and developing countries and is reflected in, among other things:

The establishment of sophisticated and well-resourced government departments of tourism, widespread encouragements and sponsorships of tourist developments, and proliferation of small businesses and multinational corporations contributing to, and deriving benefits from, the tourism industry.¹⁷

There is also a general belief that tourism brings about positive economic and social changes such as increased employment, investment and entrepreneurial activities and improved land use. It also contributes positively to the balance of payments in many countries.¹⁸ Tourism is labour intensive as it requires a large number of unskilled and semi-skilled labourers, which is an advantage as it offers opportunities to the less educated and takes developments to less favoured regions.¹⁹

¹⁴UNWTO, *World Tourism Barometer 12*, 2014, p 3.

¹⁵ R. Sharpley and D. Telfer, *Tourism and development: Concepts and issues*, p 11.

¹⁶G. Wall and A. Mathieson, *Tourism: Changes, Impacts and Opportunities*, p 1.

¹⁷Ibid.

¹⁸ G. Wall and A. Mathieson, *Tourism: Changes, Impacts and Opportunities*, p 17.

¹⁹M. Giaoutzi and P. Nukam, *Emerging trends in tourism development in an open world Tourism and regional development*, p 4.

Additional positive effects of tourism have been found to be that “cultural exchange can lead to greater tolerance especially in multicultural societies,²⁰ revitalization of local traditions, increased quality of life, and an improved image for the community.²¹ In 1984 Esman noted that a case in point is the Cajun people who are an ethnic group mainly living in the United States of America (USA) state of Louisiana, consisting of the descendants of Acadian exiles. When they began to stage customary festivals, for the entertainment of tourists this revitalized many of their traditional practices and customs which were previously disappearing due to rapid acculturation. In this way, the Cajuns became actual “tourists” of their own culture, learning more about those things that were becoming lost by presenting them to outsiders and gaining both a renewal of identity and an increase of pride in their own culture. Overall, Esman suggests that through the festivals the Cajuns acknowledged their “exotic” culture and actively promoted it.²² Another positive dimension is that revenue from tourism can be reinvested in documentation, planning and managing of heritage assets.²³ In terms of Sub-Saharan Africa (SSA) the potential for tourism is as follows:

UK and USA tour operators report that a higher proportion of tourists to SSA use tour operators (some 50-70%) than in other parts of the world (10-15%) because of the greater complexities of obtaining visas, booking accommodation and making tour arrangements when travelling to SSA. The tour operators considered the countries with the highest potential for tours during the next five years to be: Botswana, Cape Verde, Namibia, South Africa and Tanzania, plus ten other emerging destinations.²⁴

Since its inception in Africa, “eco-tourism” which is mainly associated with wildlife and safaris, has and still is the most popular type of tourism.²⁵ Notwithstanding this popularity and economic advantages, this type of tourism is known to have the potential to put

²⁰B. MCKERCHER and H. DU CROS, *Cultural Tourism: The Partnership between Tourism and Cultural Heritage Management*, p 62.

²¹A. BESCULIDES et al, Resident perceptions of the cultural benefits of tourism, *Annals of Tourism Research* 29(2), 2002, p 307.

²²Ibid., p 306.

²³B. MCKERCHER and H. DU CROS, *Cultural Tourism: The Partnership between Tourism and Cultural Heritage Management*, p 62.

²⁴I. CHRISTIE et al, *Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods*, p 4.

²⁵M.K SMITH, *Issues in Cultural Tourism*, p 31.

excessive pressure on the environment. For example, one of the dangers eco-tourism projects have is a tendency to become overzealous and to overcrowd natural areas with tourists.²⁶ This results in environmental degradation as well as destroying fragile ecosystems and threatening the resources on which they depend. For example, tourism in the Okavango Delta in Botswana has negative environmental impacts on the wetlands²⁷ such as: the creation of illegal roads in protected areas which affect vegetation and reduces the scenic beauty of the region; noise pollution from engine boats, engine aircrafts; and tourists all of which have disturbed the hippo population, nesting birds and other wildlife species in the Delta. It also impacts on the sanitation systems and water resources due to littering and septic tanks that are not constructed according to any environmental standards.²⁸

It is partly because of the above that “cultural and heritage tourism” has become a subject of growing interest among many global organisations such as the WTO, International Council on Monuments and Sites (ICOMOS), the United Nations Educational, Scientific and Cultural Organisation (UNESCO) as well as most governments around the world.²⁹ Cultural and heritage tourism refers to the segment of the tourism industry that places special emphasis on various heritage and cultural attractions. This includes both tangible and intangible elements such as museums, historic and archaeological sites, and places of traditional and ethnic significance as well as cultural activities such as festivals and performances.³⁰ In this type of tourism participants seek to learn more about and experience the past and present cultures as well as the heritage of themselves or others.³¹ The development of cultural heritage tourism in Africa is now being seen as an alternative product that will augment the traditional focus on nature tourism.³² The African World Heritage Fund sees this as follows:

²⁶ B.D. Buchsbaum, *Ecotourism and sustainable development in Costa Rica*, M.A dissertation, Virginia Polytechnic Institute, 2004, p 20.

²⁷ J.E Mbaiwa, The socio-economic and environmental impacts of tourism development on the Okavango Delta, North western Botswana, *Journal of Arid Environments* 54(2), 2003, p 461.

²⁸ Ibid.

²⁹ K. Enderson, *Sustainable tourism and cultural heritage: A review of development assistance and its potential to promote sustainability*. www.nwhf.no/files/File/culture_fulltext.pdf, accessed 08-07-2013. p 30.

³⁰ T.K.Pinter, *Heritage tourism and archaeology: Critical issues*, p 9.

M.Sigala and D Leslie, D *International Cultural Tourism: Management, implications and cases*, p 5; S.O Keitumetse, Linking heritage and environment in the Okavango Delta regions of Botswana, *International Journal of Heritage Studies* 15(2-3) , 2009, p 224.

³¹ B.Faulkner et al, *Tourism in the 21st century: Lessons from Experience*, p 4.

³² J. Akama and P. Sterry, *Cultural tourism in Africa: Strategies for the new millennium*, p 34.

Cultural tourism also holds great opportunities for development, but has not received the same level of attention or support from either governments or industry. It is well recognised that the cultural diversity of Africa, which comprises its history, heritage and cultural practices and products, is remarkable: the continent is the cradle of humankind, offers rock art and fossil sites, remnants of ancient civilizations, trading ports, music, art, dance and so on. It also encompasses contemporary culture; dynamic and exciting nightlife, markets, creative industries (including craft, music, art, dance, décor and design) and festivals.³³

Tourists who are interested in cultural heritage generally want to learn something about the beliefs and practices and the struggles and successes that shaped the shared identity of a people. Some of these tourists may share a degree of ancestry with the people whose history they are interested in.³⁴

In the forecast of the WTO “Tourism: 2020 vision” it is predicted that cultural and heritage tourism will be one of the five key tourism markets in the future.³⁵ Accordingly it is held that:

The declaration of the twenty first century as a cultural tourism millennium is a landmark in the history of the global tourism development movement. Inherent in this declaration is the belief that the development of cultural tourism will not only enhance tourist’s appreciation of the cultural heritage of tourist destinations, but also facilitate the involvement of the host communities in the conservation, promotion and marketing of their cultural resource base. Ultimately, this will diversify the tourist product and boost the tourism industry further.³⁶

³³ African World Heritage Fund, *Linking Heritage Sites and sustainable tourism: Improving local people’s livelihoods through the development of sustainable tourism activities at Heritage Sites*, p 6.

³⁴ Partners for livable communities, *Cultural heritage tourism*, p 7.

³⁵ K. Enderson, *Sustainable tourism and cultural heritage: A review of development assistance and its potential to promote sustainability*. www.nwhf.no/files/File/culture_fulltext.pdf, accessed 08-07-2013.

³⁶ H. Ipara, *Towards cultural tourism development around the Kakamega Forest*

For just over a decade, scholars such as Ashworth (1994), Johnson (1995), O’connor (1993), Pellegi (1996) and Pretes (2003) have argued that heritage tourism is important in creating national identity. Cultural and heritage tourism has arguably emerged as a tool for states to disseminate a shared cultural identity with its citizens.³⁷ Cultural and heritage tourism also diversifies and enriches the tourism product because it offers more options to tourists.³⁸ Cultural and heritage tourism plays a significant role in eco-tourism as the tourist is entitled to understand how the local community interacts with its eco-system. Therefore tourists have an opportunity to appreciate the environment as well as the culture of the people who have managed and lived in it for centuries.

As indicated earlier, cultural and heritage tourism also has potential economic value, in that by attracting fee-paying visitors they contributes to the raising of funds for the management development of the site.³⁹ Furthermore, when planned and managed effectively, heritage and cultural tourism can also create employment and hence contribute to the fight against poverty and unemployment in addition to insuring that cultural and heritage sites are preserved and maintained.⁴⁰ This type of tourism is also obviously a source of foreign currency brought in by international tourists. Other economic advantages include boosting household income and business turnover for local communities and entrepreneurs and increasing government revenue.⁴¹

Cultural and heritage tourism can “bring life to a city” by playing an important role in regeneration of cities.⁴² In essence, to the extent that cities compete with one another nationally and internationally to attract tourists that can fill their hotels, convention centres,

Reserve in Western Kenya in J.S Akama et al (eds), *Cultural tourism in Africa: Strategies for the new millennium*, p 96.

³⁷G. Ashworth and P. Larkham, From history to heritage: From heritage to identity, Search of concepts and models in Building a new heritage in G. Ashworth and P.J Larkham, *Building a new heritage: Tourism, culture and identity in the new Europe*; N.C Johnson, Framing the past: Time, space and the politics of heritage tourism in Ireland, *Political Geography* 18(2), 1999, p 188; B. O’connor, Myths and mirrors: Tourists images and national identity in B. O’connor and M. Cronin (eds), *Tourism in Ireland: A Critical Analysis*; M. Peleggi, National heritage and global tourism in Thailand, *Annals of tourism research* 23(2), 1996; and M. Pretes, Tourism and nationalism, *Annals of tourism research* 30(1), 2003.

³⁸B.A. Lubbe, *Tourism Management in Southern Africa*, p 89.

³⁹ L. Fullerton et al, Integrating management and marketing strategies at heritage sites, *International Journal of Culture, Tourism and Hospitality Research* 4(2), 2010, p 109.

⁴⁰ T.K Pinter, Heritage tourism and archaeology: Critical issues, *The SAA Archaeological record* 5(3), 2005, p 9.

⁴¹W. F Theobald, *Global Tourism*, p 82.

⁴²M.K Smith, *Issues in cultural tourism*, p 39.

museums and shopping centres, their competitive advantage lies in their appeal to tourists.⁴³ Growing inter-urban competition in a globalising world increasingly forces cities to be creative in their attempts to distinguish themselves in a tourism marketplace.⁴⁴ In recent decades the role of culture and heritage has become a major and often a driving factor for the process of urban regeneration.⁴⁵ Culture is becoming more of a balance tool for the conservation of heritage and the development of new entertainment complexes.⁴⁶

Heritage and cultural tourism is also a vital segment of tourism in developed countries such as Britain, Australia and China. In Britain, castles, historic homes, museums, archaeological sites are some of the many attractions that have and continue to appeal to both domestic and international tourists. The same is true for Australia, where overseas travellers seek to experience heritage and cultural attractions such as Ayers Rock, known by the native Aborigines as the “Pitjanjara”. This is a single rock almost 10km in circumference considered a natural wonder and also renowned for its spiritual significance.⁴⁷ The Sydney Opera House, a thriving centre for the performing arts, is famous the world over for its magnificent architecture; and the Australian War Memorial which combines a shrine, a world-class museum, and an extensive archive, all serving as a memorial for those Australians who died at war.⁴⁸ In China, popular tourist attractions include the Great Wall and the Terra Cotta Warriors. The former is the longest man-made structure ever built, extending over 8,850 km. Listed as a World Heritage site by UNESCO in 1987, the Wall is one of the most attractive heritage sites in the world due to its architectural grandeur and historical significance as testimony of the civilisation of ancient China.⁴⁹ The Terra Cotta Warriors are a collection of life size clay figures of warriors and horses depicting the armies of Qin Shi Huang, the first Emperor of China.⁵⁰

⁴³ D.R Judd and S.S Fainstein, *The Tourist City*, p 58.

⁴⁴ G. Richards, Creativity and tourism in the city, *Annals of tourism research* 38(4), 2011, p 1225.

⁴⁵ M. Sepe and G.D Trapani, Cultural tourism and creative regeneration: Two case studies, *International Journal of Culture, Tourism and Hospitality Research* 4(3), 2010, p 214.

⁴⁶ F. Gezici and E. Kerimoglu, Culture, tourism and regeneration process in Istanbul, *International Journal of Culture, Tourism and Hospitality Research* 4(3), 2010, p 253.

⁴⁷ C.R. Twidal, Uluru Ayers rock and Kata Tjuta (The Olgas), in P.MIGON *Inselbergs of central Australia in Geomorphological landscapes of the world*, p. 321.

⁴⁸ AUSTRALIAN WAR MEMORIAL. *About the Australian War Memorial*. www.awm.gov.au, s,a, accessed 11- 07- 2013

⁴⁹ R. Coupe, *The Great Wall of China*, p 6.

⁵⁰ R. Drinkwater, *A moment in time*. p 160.

Cultural and heritage tourism in Africa has also been growing in recent years. Some North African countries have for many years enjoyed fruits of their culture and heritage. Countries such as Egypt are popular destinations, with tourists being intrigued by the Pyramids in Giza which are tombs of Egyptian pharaohs; the large ancient Egyptian temple located on the east bank of the Nile River in Luxor; as well as the temple in Karnak where tourists get to view a number of decayed temples and chapels. Other popular destinations in North Africa include Tunisia and Morocco that are renowned for their cultural cities and desert towns.⁵¹ Countries such as Gambia are also popular for cultural activities such as drumming and dance holidays. Ethiopia is popular for its many heritage sites as well its culture and traditions that date back about 3000 years. The culture of the Maasai, a semi-nomadic ethnic group with distinctive customs and dress in Kenya is also a relatively well developed tourist draw card. Tanzania's world heritage site of Stone Town in Zanzibar is a popular destination it is a fine example of the Swahili coastal trading towns of East Africa. It retains its ancient urban fabric and townscape virtually intact and contains many fine buildings that reflect its particular culture, which has brought together and homogenized disparate elements of the cultures of Africa, the Arab region, India and Europe over more than a millennium⁵².

South Africa, on the other hand, has seen a growth in cultural and heritage tourism, with visitors fascinated by the country's apartheid history and post-apartheid lifestyles.⁵³ For example, Cape Town has built its image partly around Robben Island, which served as a place of banishment, isolation and imprisonment for many political prisoners before and during the apartheid era. Durban has built an image around King Shaka Zulu, known as the most influential African leader, conqueror and creator of the Zulu Kingdom. In addition to large cities, small towns such as Utrecht in the province of KwaZulu-Natal have undergone regeneration. In an effort to diversify the town's economy and to simultaneously promote job creation following economic decline, the general consensus reached by the town's authorities was that the only logical way to create jobs was through enhancing its tourism-based potential. The initiative was endorsed by community members as well as traditional

⁵¹ M.K Smith, *Issues in cultural tourism*, p 45.

⁵² UNESCO. 'Stone Town of Zanzibar', <http://whc.unesco.org>, accessed 8-07- 2013

⁵³ S.C Goudie et al, *Transforming Tourism: Black empowerment, heritage and identity beyond apartheid*, p 25.

leaders in the hinterland. Key tourism activities in the town currently include a 1500 hectares game park adjacent to the town, an arts and crafts association to provide training and marketing support to local artisans; and a cultural village at the entrance of the town.⁵⁴

“Sustainable tourism” is another key concept in this study, it refers to development which meets the needs for the present without compromising the ability of future generations to meet their own needs.⁵⁵

1.2 Gaborone, Botswana and Tourism

Illustration1. Map of Botswana



Source: www.wikitravel.org

⁵⁴ T. Binns, and E. Nel, Tourism as a local development strategy in South Africa. *The Geography Journal* 168 (3), p 243.

⁵⁵ K. Enderson, Sustainable tourism and cultural heritage: A review of development assistance and its potential to promote sustainability. www.nwhf.no/files/File/culture_fulltext.pdf. Accessed 08-07-2013, p 8.

Since the discovery of diamonds in the late 1960s Botswana has relied on minerals to sustain its economy. However, there is a realisation that diamonds are a non-renewable resource and hence the need to diversify the economy and look for more sustainable means. Tourism, in all its forms, was identified as one of the industries that could serve this purpose.⁵⁶ In consequence, the tourism industry has grown considerably in the last two decades and is now the second largest contributor to the country's Gross Domestic Product (GDP) after diamonds, contributing 9.7% to the GDP.⁵⁷ The industry employs over 10,000 people which translate to about 4.5% of the total formal employment in Botswana. It has also created employment to previously marginalised communities in rural areas where other forms of employment are scarce.⁵⁸ Table 1.1 below shows selected tourist indicators for Botswana in 2010.

Table 1: Summary of Tourism Statistics, Botswana 2010

International Tourist Arrivals	2,145,079
Average Annual Growth Rate: Tourist Arrivals (2006-2010)	10.7%
Average Length of Stay of International Tourists (nights)	5.3
International Tourist Expenditure (pula)	5.1 billion
International Tourist Average spend/Night (pula)	450
Domestic Overnight Tourist Trips	1,166,141
Domestic Tourist Expenditure: Day and Overnight Trips (pula)	955 million
Tourism Direct Gross Value Added (pula)*	2.9 billion
Tourism Contribution to GDP*	3.7%

Source: <http://www.gov.bw/departmentoftourism>

Tourism has also played a crucial part in infrastructure development and services in rural areas. Before the 1990s tarred roads did not exist in North Western Botswana. However, once the government realised the potential that tourism had, it was then that tarred roads

⁵⁶ H. Manwa and R. Mmereki, Potential for domestic tourism: A study of the university of Botswana student travel motivation, *Botswana Notes and Records* 39, 2008, p 35.

⁵⁷ L.S Stone and T.M Stone, Community based tourism enterprises: Challenges and prospects for community participation: Khama rhino sanctuary trust Botswana, *Journal of Sustainable Tourism* 19 (1), 2011, p 97.

⁵⁸ J.E Mbaiwa, The Problems and Prospects of Sustainable Tourism Development in the Okavango Delta, Botswana, *Journal of sustainable tourism* 13(3), 2005, p 204.

were built in the Okavango and Chobe regions.⁵⁹ Other developments include an international airport in the town of Maun, which lies on the Southern fringes of the Okavango Delta and is often referred to as Botswana's "tourism capital". Hotels and lodges were also built to accommodate tourists. Private investors also saw the potential of this town as Maun boasts many retail stores and even banks. The establishment of such services has thus created opportunities for employment for the local community.⁶⁰

The rapid expansion of the tourism sector suggests that it has the potential to diversify the economy and move away from its dependence on diamonds which currently accounts about 30% of the GDP.⁶¹ However, as indicated earlier, the tourism industry in Botswana is concentrated more on the wildlife and wilderness assets of the northern parts of the country. According to scholars such as, Mbaiwa (2005), Kaynak et al (2006), Mosweta et al (2003), and Kgathi et al (2006), the most popular area is the Okavango Delta which is the largest inland wetland in the world with an area of about 13 000km². It is also home to about 3000 plant species, 450 bird species and over 70 fish species. The other popular destination for tourists is the Chobe National Park which is home to all of Africa's big five animals, namely, buffalo, lion, elephant, leopard and rhino.⁶² Overall therefore, in the last decade, Botswana has relied on eco-tourism, with 58% of holiday visitors to the country coming mainly for wildlife or Safari holidays.

Figure 1 below shows that in 2010 Kasane/Chobe area was the most visited destination in Botswana by leisure tourists, followed by Maun while Gaborone and Francistown led as business destinations.

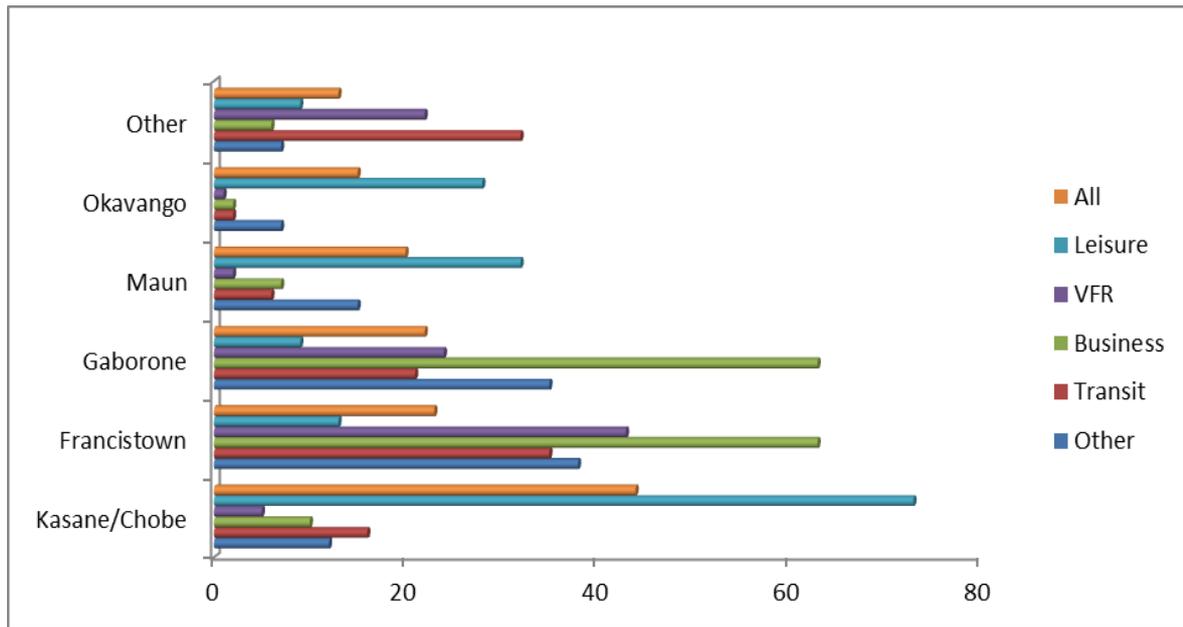
⁵⁹J.E. Mbaiwa, The socio-economic and environmental impacts of tourism development on the Okavango Delta, North western Botswana, *Journal of Arid Environments* 54(2), 2003, p 455.

⁶⁰Ibid.

⁶¹E. Kaynak and E.E Marandu, Tourism Market Potential Analysis in Botswana: A Delphi Study, *Journal of Travel Research* 45 (227), 2006, p 227.

⁶²N Mosweta and F.T Mavondo, *Problems facing the tourism industry of Botswana*, p 70 ; E. Kaynak and E.E Marandu, Tourism Market Potential Analysis in Botswana: A Delphi Study, *Journal of Travel Research* 45 (227), 2006, p 228.

Figure 1: Major destinations of tourists by type of tourist activity, Botswana, 2010



Source: <http://www.gov.bw/departmentoftourism>

Although Gaborone is frequently visited by people who come for business rather than pleasure, it is important that they are made aware of the heritage sites surrounding the capital. According to Silberg:

People may travel to a city because of business or a convention, to visit friends and relatives, because of specific city amenities or many other reasons. They may not be particularly interested in culture but would attend if made aware of the opportunities, if it were convenient and offered good value for time and money spent. But for most heritage organizations and facilities, meeting these needs of tourists is often easier said than done. They often do not have the financial resources to be able to build awareness, create the conditions where it is truly convenient for tourists to visit, and offer the value for time and money spent in an increasingly competitive tourist marketplace. A key part of the solution is packaging, joint marketing and partnership among cultural products of the same type, among cultural products of different types

and most importantly with non-cultural tourism partners such as hotels, tour operators, retailers, etc.⁶³

It is also noteworthy that cultural, archaeological and historical attractions do not play a major role in the tourism sector of Botswana.⁶⁴ Even in the Okavango and Chobe regions, where the majority of tourists go, cultural and heritage tourism is ignored, even though the area is home to places such as the Gwihaba caves. The caves are archaeologically important because they hold clues to the way pre-historic people lived and related to their environment. Stone Age tools, burnt ostrich eggshells, animal bones and fossilized primate skulls have been found at the caves. They were even put on the tentative list for consideration as a World Heritage Site in 1999.⁶⁵ All in all, the Botswana Tourism Master Plan points out that while the country has many cultural and heritage sites, these are generally underdeveloped and unprotected and just basically not acknowledged.

It is largely against this background that the President of Botswana, Lieutenant General Ian Khama, issued a presidential directive in 2010 to open up 100 of the 2800 heritage sites which are under the custodianship of the Botswana National Museum for tourism purposes.⁶⁶ The ultimate plan with these 100 heritage sites is to create an alternative form of tourism, rather than relying on the wildlife and wilderness.⁶⁷ Related to this is the later decision taken in 2012 when it was decided that from 2014 hunting tourism was terminated in Botswana by law.⁶⁸ This added further weight to focus on the development of cultural and heritage tourism as a tourism draw card.

⁶³ T. Silberberg, Cultural tourism and business opportunities for museums and heritage sites, *Tourism Management* 16(5), p 363.

⁶⁴ Project no7 ACP.BT.4/no6 ACP BT 44, *Botswana Tourism Master Plan*, 2000, pp 39-40.

⁶⁵ J.E. Mbaiwa, and L.E Sakuze, Cultural tourism and livelihood diversification: The case of Gwihaba caves and Xaixai village in the Okavango Delta, *Journal of Tourism and Cultural Change* 7(1), 2009, p 65.

⁶⁶ A.Mabuse; R. Moseki, and Abby, *Preliminary report on the development of 100 heritage sites for tourism*, p 12.

⁶⁷ BOTSWANA TOURISM ORGANISATION, *Travel companion: Southern Botswana*, p 8.

⁶⁸ 'Botswana hunting ban takes effect' <http://africageographic.com/blog/botswana-hunting-ban-takes-effect> accessed: 15-05-2014

1.3. Objectives of the Study

The broad objective of this study is to therefore find ways, in which the tourism sector of and around the Botswana capital, Gaborone, can be diversified, so as to include cultural and heritage tourism. The specific objectives are to:

1. Develop a detailed profile of cultural and heritage sites that are located within an 80 kilometres radius of the capital Gaborone.
2. Identify those sites that are suitable to be developed into tourist attractions.
3. Explore the history and cultural relevance of these sites.
4. Determine the number of tourists that visit these sites and the reasons underlying these tourist numbers.
5. Explore plausible mechanisms and strategies that can be implemented to promote cultural and heritage tourism around the capital Gaborone.

The study is important given the exclusive concentration of tourism on wildlife and wilderness in Botswana which tends to benefit only a few. According to Mbaiwa for example, tourism in the Okavango Delta comprises of “enclave tourism” which is associated with a lack of interaction between the foreign investors and the local people.⁶⁹ This, he argues, may also be a contributing factor to the lack of development in cultural and heritage tourism. Furthermore, this type of tourism does not take the social and economic needs of the local people into consideration. Mbaiwa also notes that foreign companies and investors dominate the ownership of tourism facilities in the Okavango Delta. He attributes this to the National Tourism Policy which calls for “low volume–high income tourism.” What this means is a call for high prices (fees) which are expected to lead to a low demand for tourists, thereby reducing environmental degradation.⁷⁰ To the extent that this requires high capital investment targeting an elite group, the policy discourages local investors, most of whom do not have the financial resources to participate. Enclave tourism has also brought about

⁶⁹ J.E Mbaiwa, Enclave tourism and its socio-economic impacts in the Okavango Delta, Botswana, *Tourism Management* 26 (2), 2005, p 160.

⁷⁰ G. Mmopelwa et al, Tourist’ perceptions and their willingness to pay for park fees: A case study of self-drive tourists and clients for mobile tour operators in Moremi Game Reserve, Botswana, *Tourism Management* 28(4), 2006, p 1045.

negative impacts on the country, such as management jobs being reserved for expatriates, while the low paying jobs are reserved for the local people.

Against this background, in a 2010 article by Bolaane and Kanduza, they call for a systematic study of cultural and heritage tourism as this could lead to the participation of the local Botswana population.⁷¹ In particular, active involvement of the private sector, the public, the media, and individuals interested in the cultural heritage of Botswana is deemed imperative to realise tangible cultural tourism benefits for Botswana.⁷² This is particularly applicable to Gaborone as the capital city of Botswana. Currently, the city is mainly used for administration and business with nothing to offer tourists even though it has all the facilities to cater for visitors. In a recent 2013 article Mabuse relates the outcomes of a workshop he attended which was organised by Botswana Tourism Organisation (BTO) as follows:

The BTO marketing manager offered a fundamental presentation on why we need to diversify the tourism industry of this country. I was completely shocked to realise that many tour operation services around the country have very little knowledge of Botswana's cultural heritage. In Gaborone, some operators lamented the apparent lack of places of interest where they can take visitors.⁷³

This study is thus timely and relevant in terms of the above as well as the Presidential directive mentioned earlier. Very little research has been done on cultural heritage tourism in Botswana and in particular on tourism in the southern part of the country

To achieve the main objective of the study, which is to identify and evaluate cultural and heritage sites around the capital city Gaborone and to evaluate if indeed the sites have got the potential to become tourist attractions, a new model has been devised. Two models were adapted and integrated to form a new composite model to apply to this specific study,

⁷¹ M.M.M Bolaane and A.M Kanduza, Critical factors in cultural tourism in Botswana, *Botswana notes and records*, 39, 2008, pp 54-61.

⁷² A. A Mubuse, Development of cultural tourism in Botswana, *Botswana Mmegi Newspaper*, 18- 11- 2011

⁷³ Ibid.

namely the “market appeal/robusticity model “and “the challenges of heritage and cultural tourism by Walter Jamieson”. Each of the models will be discussed in detail in Chapter four.

The dissertation comprises six chapters. Chapter 2 provides a review of the relevant literature. Chapter 3 highlights the origin and development of tourism in Botswana. Chapter 4 explains the methodology and analytical framework used in this study. This chapter will include the description of the research design, data collection instruments and data analysis. Chapter 5 discusses the profile of selected heritage and cultural tourism sites around Gaborone, while Chapter 6 explores the market appeal of these sites. Finally Chapter 7 concludes the study by summarising the key findings and presenting recommendations for possible improvement of cultural and heritage tourism around Gaborone and in Botswana as a whole.

Chapter 2- Literature Review

This chapter will take a select look at the literature that relates to the tourism industry in Botswana. This review will present a brief range of topics indicating what aspects have been researched and what warrants further investigation. The chapter is therefore divided into sections that focus on Wildlife/Safari and hunting tourism; ecotourism; rural or village tourism; heritage and cultural management policies and heritage and cultural tourism specifically.

2.1 Botswana and wildlife/wilderness and safari hunting tourism

Literature on the wildlife of Botswana dates back to pre-colonial years, although rock paintings do not qualify as literature, they can indeed be said that this is the way that the San recorded the presence of wildlife. Rock paintings of a wide variety of wildlife can be seen at Manyana as well as Tsodilo hills.⁷⁴ Dr David Livingstone (1849) wrote one of the first written records of wildlife in the book: *The Life and African Exploration of David Livingstone* in which he describes the great journey he took to discover Lake Ngami.⁷⁵ Other explorers also documented their journeys into the interior includes Galton (1853) with the book: *The Narrative of an Explorer in Tropical South Africa*.⁷⁶ They generally give an overall account of the fauna and flora they encountered in the region.

Just under a century later, Schapera wrote an account of how the Batswana used and procured game and natural resources.⁷⁷ It thus reflects on both the natural and cultural dimension in Botswana. More recently, from the mid-twentieth century quite a number of guide books have been published on Botswana and these range from: A book by Winchester-Gold published in 1968 which focuses on tourist attractions in Botswana and indicates some information on heritage sites such as Tsodilo hills and Livingstone's mission site.⁷⁸ The main focus is however on national parks and game reserves in the north western part of the country. In the book *Okavango: Sea of Land, Land of Water* Johnson and

⁷⁴ Botswana National Archives, BNB 1524 (2)

⁷⁵ D. Livingstone, *The Life and African Exploration of David Livingstone*, 1858.

⁷⁶ F. Galton, *The narrative of an explorer in Tropical South Africa*, 1853.

⁷⁷ I. Schapera, *Native land tenure in the Bechuanaland Protectorate*, 1943

⁷⁸ G.A. Winchester-Gold, *The Guide to Botswana*, 1968.

Bannister (1986) produced a study that captures the reader's imagination as it includes many dramatic photographs of the Okavango region highlighting the natural beauty.⁷⁹ The book does not only focus on the delta, but also on the flora and fauna found in the wider region. Main et al published a book in 1987 entitled *Visitors Guide to Botswana*, which focuses on how to get there, what to see and where to stay.⁸⁰ The author describes Botswana as one of the few "pristine and unspoilt environments left in the world". It looks in detail at the national parks and reserves. In 1991 Campbell explained and described in detail the Chobe National Park, Moremi Wildlife reserve, the Okavango Delta as well as the Kalahari Desert.⁸¹

Although wildlife tourism is the main type of tourism in Botswana a 1992 study by Parry and Campbell highlighted the fact that residents of the northern part of the country had negative attitudes towards wildlife.⁸² In 1994 Comely and Meyer produced a book entitled the *Traveller's Guide to Botswana*. Here the reader is informed about tourist attractions in the North West region and Kalahari Desert.⁸³ *Chobe: Africa's Untamed Wilderness* by D and S Balfour produced in 1997 is their personal account of the experience of a year spent in the Chobe National park, which also includes advice on practical travel information.

In the study by Boggs, he considers wildlife tourism strategies in Botswana which originated in the 1980s.⁸⁴ He considers this as a result of reductions in wildlife populations and he considers the government's introduction of the Wildlife Conservation and National Parks Act in 1992. Hachileka explains the relevance and importance of wildlife to the economy of Botswana.⁸⁵ However, in his work Mbaiwa suggests that the process of establishing protected areas goes back to colonial rule in Botswana between 1885 and 1966.⁸⁶ He

⁷⁹ P. Johnson and A. Bannister, *Okavango: sea of land, land of water*, 1986.

⁸⁰ M. Main et al, *Visitors guide to Botswana: How to Get There, What to See, Where to Stay*, 1987.

⁸¹ A. Campbell, *Botswana's silver Jubilee 1966-1991*, 1991.

⁸² D. Parry and A. Campbell, Attitudes of rural communities to animal wildlife and its utilization in Chobe Enclave and Mababe Depression, Botswana, *Environmental Conservation* 19(3), 1992.

⁸³ P. Comely and S. Meyer, *Traveller's guide to Botswana*, 1994.

⁸⁴ L.P Boggs, *Community power, participation, conflict and development choice: Community wildlife conservation in the Okavango region of Northern Botswana*, 2000.

⁸⁵ E. Hachileka, Sustainability of wildlife utilisation in the Chobe district, Botswana, *South African Geographical Journal* 85 (1), 2003.

submits that rural communities were removed to give way to wildlife sanctuaries.⁸⁷ Mbaiwa and Stronza took a close review of how state policy and laws have altered or denied the San and other minority groups access to land and resources in the Okavango Delta, even though utilization of resources in this area have been used by the San for over 10 000 years.⁸⁸

Like the earlier study by Parry and Campbell (1992), a 2009 study by Hemson and others in 2009 on the Makgadikgadi pans (situated on the eastern part of the Okavango Delta) also indicated that the community was hostile towards lions and either unaware of and unimpressed by tourism's contribution to their livelihoods.⁸⁹ Despite the fact that the Okavango provides Botswana with the highest contribution to the annual tourism value, according to Mbaiwa's study of 2011 there is a low citizen participation in the tourism industry of the Okavango.⁹⁰ He points out that in 2010 the Okavango received the prestigious 'Destination Stewardship Award' by the World Tourism Organization. However, the award expressed a reservation consistent with other surveys that have indicated that locals own less than 20% of the tourism accommodation facilities, with 81% owned by non-citizens.

Safari hunting is described by Hachileka as the main generating form of consumptive wildlife utilization, which involves non-resident (foreign) clients in Controlled Hunting Areas (CHA).⁹¹ Thakadu et al studied the economic contribution of rural hunting in the Okavango Delta using the Sankuyo village to assess the economic contributions of safari hunting to rural livelihoods in the area. The study's findings concluded that indeed safari hunting is very

⁸⁷J.E Mbaiwa, The problems and prospects of sustainable tourism development in the Okavango Delta, Botswana, *Journal of Sustainable Tourism* 13 (3), 2005

⁸⁸J.E Mbaiwa and A.L Stronza, The effects of tourism development on rural livelihoods in the Okavango Delta, Botswana, *Journal of Sustainable Tourism* 18 (5), 2010

⁸⁹G.Hemson et al, Community lions, livestock and money: A spatial and social analysis of attitudes to wildlife and the conservation value of tourism in a human-carnivore conflict in Botswana. *Biological Conservation* 142, 2009

⁹⁰J.E. Mbaiwa, Changes on traditional livelihood activities and lifestyles caused by tourism development in the Okavango Delta, Botswana, *Tourism Management* 32 (5), 2011.

⁹¹E. Hachileka, Sustainability of wildlife utilisation in the Chobe district, Botswana, *South African Geographical Journal*, 85(1), 2003, p 55.

important in improving rural livelihoods in the Okavango Delta, while at the same time promoting natural resource conservation.⁹²

However a study that was carried out by Michael Chase quoted by Gaotlhobogwe (2011) on safari hunting has proved that certain animals are put in danger whereby a decline has been recorded in certain animals in the Okavango Delta.⁹³ Against the background of that study, a presidential directive was issued in 2012 through which the nation was informed that 2013 would be the last year that hunting would be allowed in Botswana.⁹⁴

The banning of safari hunting may call for the government to find ways in which to diversify the tourism industry. To this end a study by Mbaiwa in 2011 appears to already predict the need to diversify the tourism industry. According to the study, heritage and cultural tourism has to date been a neglected area in tourism policy development and planning.⁹⁵ This was also emphasized in the work done by Bolaane and Kanduza in their article “Critical Factors in Cultural Tourism in Botswana in 2008. Here they refer to the Botswana government making “cultural heritage one of the cornerstones of tourism.”⁹⁶ And point to the systematic study of cultural heritage tourism.⁹⁷

2.2 Ecotourism and Community Based Natural Resource Management (CBNRM) and Village Tourism

Botswana’s commitment to ecotourism was formalized in 2002 with the inception of the Botswana National Ecotourism Strategy (BNES). In its final report ecotourism is defined as the responsible travel to natural areas that conserve the environment and sustain the

⁹² O.T, Thakadu et al, The economic contribution of safari hunting to rural livelihoods in the Okavango: The case of Sankuyo village, *Botswana Notes and Records* , 2005

⁹³ M. Gabotlobogwe, Wildlife hunting to cease in Botswan, *Mmegi online* <http://www.mmegi.bw/index.php?sid=1&aid=320&dir=2011/July/Friday15n> accessed: 12-5-2014.

⁹⁴ MICHLER, I. 2012. Botswana hunting ban takes effect <http://africageographic.com/blog/botswana-hunting-ban-takes-effect/> accessed: 15-05-2014

⁹⁵ J.E Mbaiwa, The effects of tourism development on the sustainable utilisation of natural resources in the Okavango Delta, *Botswana. Current Issues in Tourism*, 14(3), 2011

⁹⁶ M.M.M Bolaane and A.M Kanduza, Critical factors in cultural tourism in Botswana, *Botswana Notes and Records* 39, 2008, p 54.

⁹⁷ *ibid*, p 60.

wellbeing of the local people. Importantly the report also highlights the fact that tourism refers not only to natural heritage, but also to cultural heritage.⁹⁸

A 2008 book edited by Spenceley has a chapter by Mbaiwa which takes a look at the realities of ecotourism in Botswana. Mbaiwa describes ecotourism as tourism that is mostly nature based. He further explains that eco-tourism activities largely involve game viewing, bush walk, safari hunting, camping, lodging, safaris as well as storytelling and dancing.⁹⁹

According to the work by Rozemejer and the CBNRM Forum (2005) the issue of involving the community was introduced in 1990 through CBNRM.¹⁰⁰ A study by Artzen et al (2003) highlights the rationale of CBNRM. According to a study by Artzen (2006) the projects were mostly based on the use of wildlife resources (tourism and hunting) and veld products.

The question of benefits of CBNRM has been considered by authors such as Arntzen (1996); Jones (2003) Mbaiwa (2005).¹⁰¹ Arntzen (1999) explains that poaching decreased in areas that have Community Based Organisations (CBOs).¹⁰² Jones using Sankuyo Trust as a case study identified many benefits of CBNRM.¹⁰³ Gujadhur in the book *Organisations and their Approaches in Community Based Natural Resources Management in Botswana, Namibia, Zambia and Zimbabwe* looks at the different stakeholders involved in the CBNRM projects in Botswana and how they have contributed to its implementation.¹⁰⁴ Mbaiwa and Stronza, also using Botswana case studies, analyse the effects of tourism through CBNRM on rural livelihoods at Khwai, Sankuyo and Mbabe.¹⁰⁵ A study that takes a shift away from the Okavango region was conducted by Sebele. The study looks at Khama Rhino Sanctuary Trust

⁹⁸ Botswana National Ecotourism Strategy, Gaborone, 2002, p. ii

⁹⁹ A. Spenceley (ed), *Responsible tourism: Critical issues for conservation and development*, 2010

¹⁰⁰ N. Rozemejer, *CBNRM in Botswana 1989 – 2002 A Select and Annotated Bibliography and other stories*, 2003; Report prepared by the Centre for Applied CBNRM Forum, 2005.

¹⁰¹ J. Artzen, et al, *A review of CBNRM in Botswana*, 2003; B. Jones, *Lessons learnt from the philosophy and practice of CBNRM in Southern Africa* in W. Whande, *Local communities, equity and conservation in southern Africa*, p 40; J.E Mbaiwa, *Wildlife resource utilization at Moremi game reserve and Khwai community area in the Okavango Delta, Botswana*, *Journal of Environmental Management* 77(2), 2005

¹⁰² J. Arntzen, *Economic instruments and the Southern African environment: Synthesis of experiences of five SADC countries*. 1999

¹⁰³ B. T. B, Jones, *Community based natural resource management in Botswana and Namibia*. 1999

¹⁰⁴ T. Gujadhur, *Organisations and their approaches in community based natural resources management in Botswana, Namibia, Zambia and Zimbabwe* (No. 1). *Lucn*, 2000

¹⁰⁵ J.E Mbaiwa and A.L Stronza, *The effects of tourism development on rural livelihoods in the Okavango Delta, Botswana*, *Journal of Sustainable Tourism* 18 (5), 2010

(KRST) in Central Botswana and although the study is in a different place the same benefits apply to this particular area.¹⁰⁶

The literature has shown that although CBNRM has its benefits, it unfortunately has some challenges as well. Scholars such as Twyman; Mbaiwa ; Thakadu and Kgathi et al (2006) take a close look at these challenges.¹⁰⁷ Twyman's study questions the accountability and motivation of the different stakeholders involved in participatory projects and suggests that implicit in the policy implementation process are mechanisms which constrain empowerment and dictate the forms of participatory conservation which can emerge. Thakadu has a view that implementation of the program was not fair; stating that using the Kgotla system (traditional meeting place/court) for consultation does not give everyone an opportunity to express their views. Kgathi and his fellow authors identify fourteen ethnic groups in the Okavango Delta and indicate that minority and marginalized groups, such as the San, were identified and these tribes are usually not represented in the Kgotla meetings. This therefore may suggest that not all tribes have a say in the use of the environment in which they have resided in for many years and which may hold cultural significance to them.

In her work S. O. Keitumetse advocates for change in the way government and private business operators perceive the environment to constitute only of wildlife and wilderness. According to this study they all exclude heritage of human-environmental interactions, as well as cultural values attached to the natural landscapes.¹⁰⁸ In a recent book by M.B.K. Darkoh and J.E Mbaiwa entitled *Tourism and Environment in the Okavango, Botswana* the authors allude to the serious impacts of tourism on the environment.¹⁰⁹

¹⁰⁶ L.S Sebele, Community-based tourism ventures, benefits and challenges: Khama rhino sanctuary trust, central district, Botswana. *Tourism Management*, 31(1), 2010

¹⁰⁷ C. Twyman, Participatory Conservation: Community-based Natural Resource Management in Botswana. *The Geographical Journal*, 166(4), 2000; J.E Mbaiwa, The success and sustainability of community-based natural resource management in the Okavango Delta, Botswana. *South African Geographical Journal* 86 (1), 2004; O.T Thakadu, Success factors in community based natural resources management in northern Botswana: Lessons from practice. *Natural Resources Forum*. Vol. 29. No. 3. Blackwell Publishing, Ltd., 2005; Kgathi et al, The Okavango; a river supporting its people, environment and economic development, *Journal of hydrology* 331(1-2), 2006

¹⁰⁸ S.O Keitumetse, The Eco-tourism of Cultural Heritage Management (ECT-CHM): Linking Heritage and 'Environment' in the Okavango Delta Regions of Botswana, *International Journal of Heritage Studies* 15(2-3) 2009

¹⁰⁹ J.E.Mbaiwa and M.B.K. Darkoh. *Tourism and Environment in the Okavango, Botswana*, 2006.

In considering village tourism, also known as rural tourism, Reichel et al uses a definition adapted from the Organisation of Economic Co-operation and Development. In this document rural tourism is defined as tourism taking place in the country side. Village based tourism is a subset of cultural tourism: tourists have an opportunity to observe and participate in daily activities and customs of the local people.¹¹⁰ Authors such as Breidenhann and Wickens (2004) and Cawley and Gilmore (2008) suggest that in less developed countries where rural areas are affected by poverty; tourism is seen as the only feasible option for development.¹¹¹

Liu (2005) adds that rural areas are constrained by their remoteness and underdevelopment. Traditional ways of earning a living are primarily through cultivating crops and rearing livestock. The author mentions that tourism has become the priority for rural development and as well as helping to energize the rural economy.¹¹² According to a chapter by Moswete, Thapa and Lacey in *Sustainable Tourism in Southern Africa* (Saarinen et al, 2009:189) village/rural tourism has grown in popularity among international tourists because of the diverse cultural and natural resources that rural areas have to offer.

A case study on rural/village tourism in Africa was conducted by Lepp (2006). The study was done in a village in Uganda called Bigodi and found that tourism was well received by the local community. Within the context of Botswana, the chapter by Moswete, Thapa and Lacey in *Sustainable Tourism in Southern Africa* (Saarinen et al, 2009) the authors came to a conclusion that there is a high dependence on safari hunting in the area instead of non-consumptive means of tourism such as photography and heritage and cultural tourism. With the banning of hunting as stated earlier this area may be affected, therefore diversification is urgently needed.¹¹³ The authors Moswete et al feel that there is a vast potential in promoting village based tourism in this area, more especially because the “Kalahari” is a

¹¹⁰Reichel et al

¹¹¹Breidenhann and Wickens (2004) and Cawley and Gilmore (2008)

¹¹²A. Liu, Tourism in rural areas: Kedah, Malaysia. *Tourism Management* 27(5), 2006

¹¹³N.N Moswete et al, Problems and prospects for the development of urban tourism in Gaborone and Maun, Botswana in J. Saarinen et al (Eds.), *Sustainable Tourism in Southern Africa: Local Communities and Natural Resources in Transition*, 2009

well-known brand which could be used to market the area as well as the authentic culture of the people of the Kalahari especially the San.¹¹⁴

2.3 Heritage and cultural tourism management policies in Botswana

Tourism policy is described by Cooper (2012) as a macro level instrument that looks to the long term visions of the government providing a clear sense of direction for the industry.¹¹⁵ The main objectives of a tourism policy, according to the author, are to create competitive destinations, for the success of the industry and to insure that the tourism industry functions effectively and delivers benefits to the government and relevant stakeholders.¹¹⁶

Botswana's first and current tourism policy was established in 1990. Mbaiwa (2005) suggests that this policy was adapted to raise the needed revenue that the industry needs to sustain itself.¹¹⁷ Scholars such as Kayknak and Marand (2006) highlight on what the policy accentuates,¹¹⁸ while Saarinen (2009) establishes the main objectives of the policy.¹¹⁹

The National policy on Culture was approved on the 4th April 2002, with the main aim of instilling a sense of appreciation amongst Botswana. A journal article by Keitumetse (2009) looks closely at the history of legislation with relevance to cultural heritage management in Botswana. Keitumetse suggests that the CBNRM framework could be enhanced by adding human environment interactions/sacred landscapes, exploration of local indigenous knowledge systems associated with these cultural landscapes as well as traditional plants.

¹¹⁴ N.N Moswete et al, Problems and prospects for the development of urban tourism in Gaborone and Maun, Botswana in J. Saarinen et al (Eds.), *Sustainable Tourism in Southern Africa: Local Communities and Natural Resources in Transition*, 2009

¹¹⁵ C. Cooper, J. Fletcher, A. Fyall, D. Gilbert, S. Wanhill, *Tourism: Principles and Practice*, 2012.

¹¹⁶ Ibid.

¹¹⁷ J.E Mbaiwa, Enclave tourism and its socio-economic impacts in the Okavango Delta, Botswana, *Tourism Management* 26(2) 2005

¹¹⁸ E. Kayknak and E.E Marandu, Tourism market potential analysis in Botswana: A delphi study, *Journal of Travel Research* (45), 2006

¹¹⁹ J. Saarinen et al, *Sustainable tourism in Southern Africa: Local communities and natural resources in transition*, 2009

Keitumetse (2014) took it upon herself to devise a Community-Based Cultural Heritage Resources Management (COBACHREM) model.¹²⁰

A number of journal articles and publications have been published on Botswana's tourism industry. They often highlight the need for the industry to be diversified and to look at other forms of tourism such as heritage and cultural tourism. Authors such as Kgathi et al (2005) Kayknak and Marandu (2006), Mbaiwa and Sakuze (2009), have emphasized how wildlife and wilderness is the main type of tourism in the country.¹²¹ Much of the tourism industry is nature-based and is carried out in national parks, game reserves and other protected areas containing world-renowned wildlife, biological diversity and natural attributes (Mbaiwa and Sakuze).¹²²

A study by Parsons however draws attention to the point that within the government circles of Botswana, the word "ngwao" (culture) and "boswa" (inheritance) have been used since the 1980's by the national museum.¹²³

The Botswana Tourism Master plan or BTMP (2000) is of the view that tourism in Botswana can only grow through product diversification, both by adding new components and opening up new areas BTMP claims that the wildlife segment in the North is already well-marketed and appears to have reached the carrying capacity limits or is at least close to them.¹²⁴ In their 2003 study Mosweta and Mavondo advocate for developing alternatives to the Okavango Delta so as to encourage tourists to extend their stay in the country, spread the benefits of tourism throughout the country and take pressure off the North West

¹²⁰S.O Keitumetse, The Eco-tourism of cultural heritage management (ECT-CHM): Linking heritage and environment in the Okavango Delta regions of Botswana, *International Journal of Heritage Studies*, (15) 2-3, 2009

¹²¹ D.L Kgathi et al, The Okavango; a river supporting its people, environment and economic development, *Journal of Hydrology* 331(1), 2006; E. Kayknak and E.E Marandu, Tourism market potential analysis in Botswana: A delphi study, *Journal of Travel Research* (45), 2006; J. E Mbaiwa and L. E Sakuze, 2009. Cultural tourism and livelihood diversification: The case of Gwihaba caves and Xaixai village in the Okavango Delta, Botswana, *Journal of Tourism and Cultural Change* 7(1), 2009

¹²² J. E Mbaiwa and L. E Sakuze, 2009. Cultural tourism and livelihood diversification: The case of Gwihaba caves and Xaixai village in the Okavango Delta, Botswana, *Journal of Tourism and Cultural Change* 7(1), 2009

¹²³ N. Parsons, Unravelling history and cultural heritage in Botswana, *Journal of Southern African Studies* 32(4), 2006, p 668.

¹²⁴ Project no7 ACP.BT.4/no6 ACP BT 44, Botswana Tourism Master Plan 2000

region.¹²⁵ In their study in 2005, Mogale and Gojamang use Butler's tourism area lifecycle to assess game reserves and national parks. They came to the conclusion that most of them have reached a stagnation stage as tourists are looking for other alternatives to wildlife and wilderness.¹²⁶

In 2009 a study by Keitumetse and Nthoi looks at how tourism affects world heritage sites using Tsodilo hills as their case study. The study suggests that craft tourism can only be sustainable if the intangible heritage that informs its production remains integral.¹²⁷

Other authors, such as Moswete et al (2009) highlight how other parts of the country are neglected in terms of tourism. Their study is based on the South West region and it gives the reader an idea of the state of tourism in that region of the country.¹²⁸ Raditloaneng and Molosi (2013) argue that there is a need to promote an appreciation of heritage sites as part of the agenda of lifelong learning, and identity formation from early childhood to adulthood.¹²⁹ A case study was carried out by the African World Heritage Fund (AWHF) in 2012 with regards to cultural and heritage tourism in the Okavango Delta; and this was the outcome:

Okavango and Tsodilo Heritage Trail

A local NGO, the Trust for the Okavango Community and Development Initiatives (TOCaDI) in partnership with four community trusts have proposed a Cultural Heritage Trail in the Okavango Panhandle area. The Community Based Organizations include Tsodilo Community Trust, Okavango Panhandle Community Trust, Teemashane Community Trust and Itekeng Community Trust, as well as scores of local craft producers.

¹²⁵ N. Moswete and F.Mavondo, Problems facing the tourism Industry of Botswana. *Botswana Notes and Records* 35, 2003

¹²⁶ Mogale and Gojamang

¹²⁷ S.O Keitumetse and O. Nthoi, Investigating the Impact of World Heritage Site Tourism on the Intangible Heritage of a Community: Tsodilo Hills World Heritage Site, *Botswana. International Journal of Intangible Heritage* 4, 2009

¹²⁸ N. Moswete et al, Resident Involvement and Participation in Urban Tourism Development: An Exploratory Comparative Study in Maun and Gaborone, Botswana, *Urban Forum*, 2009.

¹²⁹ W. Raditloaneng and K. Molosi, An analysis of Heritage sites to promote lifelong learning in Botswana, *American Based Research Journal* 2(7), ND*

The heritage Trail is still under development and currently appears disjointed though the potential for integration and the need for capacity building have been demonstrated. So far consultation with hoteliers and tour operators in the delta shows that they focus on wildlife based tourism and that tourists barely meet the local communities.¹³⁰

In the literature there is therefore a general availability in the literature about tourism in the non-wildlife sector.

2.4 Gaborone and Botswana tourism

Besides the above mentioned literature on wildlife, safari and nature tourism in Botswana other studies have considered issues that challenge the sector. As indicated, Bolaane and Kanduza reflect on critical issues in the Botswana cultural heritage domain, while Gumbo looks at the impact of war on the development of the tourism industry between 1960 and 1990.¹³¹ Some of these recent studies point to an increasing and welcome awareness and concern about tourism and more specifically heritage and cultural tourism in Botswana. Looking specifically at Gaborone and tourism there are a number of general and popular publications.

A Guide book by Brough published in 1997 has a chapter dedicated to tourist's attractions around Gaborone.¹³² Although the chapter looks at Gaborone, it does not give the reader much information about heritage sites, but focuses more on game reserves and bird watching.¹³³ In 2003 Maine produced a book called *Guide to Greater Gaborone: A historical guide to the region around Gaborone including Kanye, Lobatse, Mochudi and Molepolole*. This book describes places to visit and sights to see described in their historical and archaeological setting.¹³⁴ A 2007 study by Mbaiwa, Toteng and Moswete using secondary

¹³⁰ African World Heritage Fund, *Project Proposal: Linking heritage sites and sustainable tourism*, p 42.

¹³¹ M.M.M Bolaane and A.M Kanduza, Critical factors in cultural tourism in Botswana, *Botswana notes and records*, 39, 2008; B.G Gumbo, Southern African Liberation Wars: The Halting Development of Tourism in Botswana, 1960s–1990s, *South African Historical Journal*, 66(3), 2014

¹³² A. Brough, and M, Studio, *Botswana: Travel Guides*, 1997

¹³³ Ibid

¹³⁴ M. Main, *Guide to Greater Gaborone: A historical guide to the region around Gaborone including Kanye, Lobatse, Mochudi and Molepolole*, 2003

sources and first hand observations came to the conclusion that Gaborone has socio-cultural facilities and services that could attract large tourist numbers if improved.¹³⁵ The authors agree that tourism in Botswana would benefit from diversifying to include cultural products rather than concentrating only on wildlife and scenery.¹³⁶ In an article by Moswete et al the authors urge the government to empower local communities and educate them to utilize cultural heritage resources as non-damaging forms of tourism projects that are beneficial to the people and the environment.¹³⁷ The authors also say that; Gaborone is endowed with a wealth of cultural and heritage resources that have not been fully realized.

There are various cultural and heritage tourism sites in the southern part of the country; including Gaborone which a cosmopolitan city, which has different people from different backgrounds residing in the area. However Gaborone does not attract large numbers of tourists, even though it has some facilities and services to cater for tourists' needs. It is more of an administrative centre, where people come to work and disperse to other areas outside, once they have the urge to go on holiday. However according to a publication by the B.T.B the city has transformed from once a dusty colonial administrative city to an urban centre of some 300, 000 residents.¹³⁸

In a 2011 study by Kent and Ikgopoleng, they illustrate that Gaborone has indeed a rich history dating back to about 500,000 BP. This study describes the prehistory of Gaborone as:

Relics from the activities of Homo erectus at around 500,000 BP and Homo sapiens 200,000 bp have been found in the Gaborone region. The Basarwa people made their appearance in the area around 4500 years ago. The fifth century saw the arrival of farmers, probably from modern day Zimbabwe. A subsequent influx of farmers, also probably from Zimbabwe, arrived 1000

¹³⁵ J.E Mbaiwa et al, Problems and prospects for the development of urban tourism in Gaborone and Maun, Botswana, *Development Southern Africa* 24(5):2007

¹³⁶ Ibid

¹³⁷ N. Moswete et al, Resident Involvement and Participation in Urban Tourism Development: An Exploratory Comparative Study in Maun and Gaborone, Botswana, *Urban Forum*, 2009.

¹³⁸ Botswana Tourism Board, *Travel companion: Southern Botswana*, p 6.

AD. Possibly around 600 years later, the first ancestral Batswana arrived from South Africa.¹³⁹

However according to an article on www.buidus.co.bw Gaborone has failed to assert itself as a tourist destination. The article further has the following claim:

The City, in its 44 years of existence has failed to assert itself as a tourist destination. From the way things look, there have been no effort made to do so. Few private initiatives exists in Mokolodi, Lions Park but even then they are miniscule and don't really offer much about the city. A wildlife sanctuary will always play second best to the real wildlife oasis in the north. ... Where opportunities really lie for Gaborone city are with visionary initiatives, driven by a clear strategy of how the city can benefit from tourists that are already passing through on their way to the north. The city, though relatively flat and boring in its natural physical landscape, has some good opportunities to build onto.¹⁴⁰

The literature review reflects an awareness of Botswana's natural and its cultural heritage assets. It is also noticeable that more recent studies are more focused on the need to diversify and develop the potential of the latter.

¹³⁹ A. Kent and H.lkgopoleng, Gaborone, *Cities* 28(2011), 2011, p 479.

¹⁴⁰ Gaborone City's Urban Tourism needs a Strategic Vision, <http://boidus.co.bw/blog/?p=350>, accessed 17-09-2013

Chapter 3-History of Tourism in Botswana

3.1 Pre-colonial Botswana

From stone implements found throughout Botswana, it is believed that humans have lived in the area for half a million years or more, the oldest inhabitants being the Bushmen/San¹⁴¹ Sotho-Tswana groups moved into the Botswana region sometime after 500 AD. The first to arrive in the region from the south were the Kgalagadi who met the San people who were already inhabitants in the area for centuries.¹⁴² Sotho – Tswana people trace their ancestry back to five major groups. The earliest dates given to the origins of these groups have been worked out by using genealogies, or lists of chiefly descents, allowing an average reign of 20 years for each ruler.

The Bakgalagadi, including the Bakgwatlheng, Bangfologa and Babolaongwe are believed to have been the first to occupy the edges of the Kalahari dessert. The known rulers of the southern Batswana, including the Barolong, date back to the 12th century. The Bafokeng, the earliest known rulers, date from 12th century. The Western Batswana, including Bahurutshe and Bakwena, date from the early 13th century. The Bakgatla, including the Bapedi in the northern and eastern Transvaal are dated to about 1400.¹⁴³

The interior of Africa was to remain unknown to white people living in Europe and even those in the Cape in Southern Africa until relatively recent times. For centuries, explorers and traders had visited the coastal regions, but no one had penetrated very far into the interior and in fact maps of that time showed the centre as a blank space or filled it with pictures of black people and wild animals.¹⁴⁴ Although the interior was not initially explored by Europeans, it was however well known by its inhabitants who travelled far to hunt and trade.¹⁴⁵ Gordon Cumming and other sportsmen who travelled through the country in the

¹⁴¹ A.C. Campbell (ed), *Republic of Botswana*, ministry of commerce, industry and water affairs (1991), p 3.

¹⁴² L.A Picard, *Politics and rural development in Southern Africa: the evolution of modern Botswana*. p 8.

¹⁴³ T. Tlou and A. Campbell, *History of Botswana*, pp 92-93.

¹⁴⁴ R.W Purton, *Historical characters: Doctor Livingstone*, p 1.

¹⁴⁵ A. Campbell and M.Main, *Guide to greater Gaborone*, p 57.

middle years of the nineteenth century described it enthusiastically as a “veritable hunter’s paradise”.¹⁴⁶

The explorer David Livingstone travelling, with William Cotton Oswell, J.H Wilson and Mungo Murray, crossed the eastern Kalahari from Mosowe Pan to the Botletletle River and Lake Ngami in the winter of 1849, thus opening up the region to other Europeans.¹⁴⁷ Just before starting, a number of people from the Lake District gave Livingstone invites from the Chief Letsholathebe. The invite gave a glowing account of the wealth of the district near the lake in ivory and skins.¹⁴⁸ After his return from Lake Ngami, Livingstone wrote a letter dated September 3 1849 to the foreign secretary of the London Missionary Society (LMS) Arthur Tidman:

We left Kolobeng on the first of June in order to carry into effect to open a new field in the North by penetrating the great obstacle to progress called the desert which stretching away on our west, north-west and north, has hitherto presented an insurmountable barrier to Europeans.¹⁴⁹

The first white travellers into the interior were accompanied by local guides and followed routes which had been travelled by indigenous San and Batswana for many years. Even before the missionary W. Edwards visited the Bangwaketse in about 1808, Barolong and Griqua ivory traders from the south had crossed the Molopo River in their wagons. Livingstone’s epic journey to Lake Ngami in 1849 was actually guided by a Mokwena named Ramothobi, who knew the place very well. By 1852, a party of Griqua traders in their wagons had crossed the Kalahari, passed Lake Ngami and the western Okavango Delta to reach the western Caprivi. White travellers used wagons hauled by six or more oxen. Long stretches were often waterless; oxen died from thirst and many humans died mostly from malaria.¹⁵⁰

¹⁴⁶ I. Schapera, *Native Land Tenure in the Bechuanaland Protectorate*, p 230.

¹⁴⁷ L.A Picard, *The evolution of Modern Botswana*, p 105.

¹⁴⁸ Compiled from Reliable sources, *The life and explorations of Dr Livingstone*, p 71.

¹⁴⁹ J. Listowel, *The other Livingstone*, p 32.

¹⁵⁰ A. Campbell and M. Main, *Guide to greater Gaborone*, p 57.

Travel was expensive, and most travellers brought with them goods which helped them pay for their travels and also served as gifts for rulers through whose lands they passed, to pay guides, buy food and to replace oxen which they had lost. The most valued items for the indigenous people were guns, lead, and gun powder and clothes. Even today some of the national roads follow the old oxen tracks. The road from Mochudi east to Derdepoort in South Africa follows the original wagon track to Pretoria.¹⁵¹

The first white men to enter Botswana were either individual vagabonds or missionaries in about 1798 the renegade Jan Blum (Bloem) led his Kora and Griqua followers in an attack on the Bangwaketse then living on top of Kanye hill. The next known visitor was Rev William Edwards of the London Missionary Society (LMS) who reached Kanye in 1808.¹⁵² He visited the Bangwaketse in an attempt to buy ivory to keep his mission alive. His mission failed and he left the church to become a farmer. In 1808, the Cape governor, Lord Caledon, sent Dr. Alexander Cowan and Lieutenant E.D Donavan to visit the land of the Batswana and bring back information of the land and its people. The two disappeared and it is believed they died from malaria. Coenraad de Buys, an adventurer, trader, elephant hunter and rogue in the early Cape colony arrived among the Bangwaketse in about 1818 with his three sons.¹⁵³ He arrived as a type of refugee.

It was basically from the 1850's that diaries and letters of missionaries, traders, hunters, explorers and naturalists, such as the artists Alfred Dornan and John Leyland, who used Sechele's Kwena capital as a base and penetrated far into Botswana and beyond. One of the most remarkable travellers was Dr Emil Holub, who paid for his travels by practising medicine along the way.¹⁵⁴ These European hunters, explorers and traders came into the area in ever increasing numbers in the third quarter of the 19th century. This resulted in a lucrative trade as elephant tusks, ostrich feathers and blankets made of small mammal skins were sent to markets in the Cape colony and beyond.¹⁵⁵

¹⁵¹ A. Campbell and M. Main, *Guide to greater Gaborone*, pp 58-59.

¹⁵² A. Brough, *Botswana*, p 16.

¹⁵³ A. Campbell and M. Main, *Guide to greater Gaborone*, pp 59-60.

¹⁵⁴ *Ibid.*, pp 61-62.

¹⁵⁵ L.A Picard, *The evolution of Modern Botswana*, p 104.

It is thus over after the last two and a half centuries that Europeans penetrated the region of Botswana. However it was only in the latter half century that tourism as a prime concern was to emerge.

3.2 Bechuanaland Protectorate

In the Bechuanaland Protectorate (1855-1966), tourism and related infrastructure was not developed to a large extent. This could be ascribed to the fact that Bechuanaland, unlike the neighbouring countries, did not have fertile lands as well as any known minerals of value. The country usually suffered from droughts that would last for many years. Both South Africa and Rhodesia were more advanced in developed infrastructure, which in turn lured investors who later ventured into tourism. According to Gumbo,

The colonial British administration regarded the Protectorate as a burden to the British purse and not worthy of any investment or economic development. At independence in 1966, Botswana was among the poorest countries in the world. It was only in the early 1960s that intrepid individuals from Southern Rhodesia and South Africa ventured into the hotel industry that prompted a semblance of tourist development amid poor infrastructure such as communication networks in the form of roads, transport and telecommunication systems. The subsequent liberation wars in the region further delayed the industry's take-off.¹⁵⁶

The Bechuanaland Protectorate was acquired by the British with reluctance and after much hesitation. In fact the original plan for its administration was limited in scope and reflected little interest from the British.¹⁵⁷ At that point in time the British Empire was at its height of power. It did not see why it could give any attention to a country that was land-locked, with no known minerals of value and which had a few British subjects to protect.¹⁵⁸ Richens

¹⁵⁶ B.G Gumbo, Southern African Liberation Wars: The Halting Development of Tourism in Botswana, 1960s–1990s, *South African Historical Journal*, 66(3), 2014, p 576.

¹⁵⁷ R.P Steven, *Lesotho, Botswana and Swaziland: The former high commissioner territories in Southern Africa*, p 124.

¹⁵⁸ D.E Gould, *Lets visit Botswana*, p 25.

(2009) refers to this as “colonialism on the cheap”.¹⁵⁹ He points out that the most striking characteristics of Europe’s imperial adventure in Africa was the tiny amount of resources devoted to it.¹⁶⁰

Although a “Protectorate” was proclaimed over the area in 1885, the British Government had no intention of extending its authority and administration on a large scale.¹⁶¹ A statement by the High Commissioner at the time reads as follows;

We have no interest in the country to the north of the Limpopo, except as a road to the interior. We might therefore confine ourselves for the present to preventing that part of the Protectorate being occupied by either filibusters or foreign power, doing as little in the way of administration or settlement as possible.¹⁶²

The British established the Protectorate in order to prevent possible German and Boer expansion into the area, which threatened British trade with the interior by cutting across the missionary trade to the north.¹⁶³ Although Bechuanaland was declared a protectorate in 1885, it was not until 1890 that the British took full control over Bechuanaland, an order in council of 1890 gave the British high commissioner to South Africa the authority to govern Bechuanaland and to exercise British jurisdiction over the territory.¹⁶⁴ Prior to taking full control, the British saw little purpose in spending money to establish a full colonial administration. It was not until 1890 that the British considered a military strategic move on their part, thus declaring Bechuanaland a protectorate.¹⁶⁵

¹⁵⁹ P. Richens *The economic legacies of the thin white line: Indirect rule and the comparative development of sub-Saharan Africa*, p 5.

¹⁶⁰ Ibid.

¹⁶¹ P. Smit, *Resources and Development Botswana; Africa Institute of Africa*, p 3.

¹⁶² A. Sillery, *The Bechuanaland Protectorate*, p 96.

¹⁶³ T. Tlou, *A political history of North western Botswana to 1906*, p 114.

¹⁶⁴ M. Mogalakwe, How Britain underdeveloped Bechuanaland Protectorate: A brief critique of the political economy of colonial Botswana, *Africa Development* 31(1), 2006, p 72.

¹⁶⁵ Ibid.

In 1895 the British Government was prepared to transfer the protectorate to the British South Africa Company, founded by Cecil John Rhodes.¹⁶⁶ Rhodes called Bechuanaland, “the neck of the bottle”, “the suez canal to the north”, and it was vital to his schemes of expansion northwards that it should be in his hands.¹⁶⁷ Three Paramount Chiefs protested against this move and therefore travelled to London to stop it. These chiefs were Kgosi Bathoeng of the Bangweketse tribe, Kgosi Sechele of the Bakwena tribe and Kgosi Khama of the Bangwato tribe.

Although some scholars propose that tourism was non-existent during colonial rule, it must however be noted that although not as developed and flourishing as neighbouring countries, the British did have a vision of developing tourism in the Protectorate. Evidence of such can be already traced back to the 1930s. In 1933 a letter sent to the Resident commissioner Lieut. Colonel C.F. Rey dated 1st May 1933 suggested that a hotel be built in Kasane for tourists. Extracts from the letter read as follows:

- I understand that your government, as well as the Rhodesian Government and Victoria Falls Hotel Management, would include the Kasane Hotel in their international advertising propaganda which would be a great help.
- Big game shooting to a limited extent would doubtless be a great attraction to Kasane as well as the Victoria Falls hotel.¹⁶⁸

In 1934 Mr J.H.L Burns suggested to the resident commissioner; Lieutenant- Col. C.F. Rey, that Livingstone’s Kolobeng memorial be developed into a tourist attraction. The scheme that he developed had both reasons for attracting tourists and other suggestions to implement this:

A. Reasons for seeking to attract tourists to Kolobeng

1. The great popularity of Livingstone’s birthplace at Blantyre, Scotland as a place of interest to tourists and other visitors.

¹⁶⁶ P.Smit, *Resources and Development Botswana; Africa Institute of Africa*, p 3.

¹⁶⁷ L. Marquard, *The people and policies of South Africa*, p 248.

¹⁶⁸ Botswana National Archives; file number S.254/11, 1933

2. The interests aroused in South Africa, this year over the unveiling, in August, of the statue of Dr. Livingstone at the Victoria Falls
3. The financial benefits to the protectorate to be derived from the attraction of tourists to the territory by rail or road.
4. The educational value of a visit to Kolobeng.
5. The creation of interest in the Bechuanaland Protectorate

B. Suggestions

1. The making of a road from Khale siding to Kolobeng
2. The making of a road from Gaberones station to Kolobeng.
3. Erection of neatly made sign posts with mileages along the roads.
4. Foot bridges over the Kolobeng stream for use when stream is flowing.
5. Enclosure of Kolobeng and the making of a charge of say 6p. Per adult for admission to enclosure.
6. Erection of a notice board giving some detail concerning the house.¹⁶⁹

In October 1947, one P.W. Sheppard also made suggestions on the development of Livingstone's Kolobeng memorial. His suggestion read as follows:

I think if plaques could be placed at the site of the house and school, and perhaps, at the cemetery, and these all fences and kept in good repair that's about all that can be done. Perhaps one plaque at the house would do if it indicated where the cemetery and the site of the old school are, and all were kept cleared and well fenced.¹⁷⁰

In 1958 the Commonwealth Relations Office described the North-western region as follows initially at tourism appeal:

Swamps occur in the great delta of the Okavango River. Here dug-out canoes are still used by Africans as means of transport. To the north is the area of the Chobe River, notable for its scenic beauties and also for its tiger fish,

¹⁶⁹ Botswana National Archives; File number S.175/3, 1934

¹⁷⁰ Botswana National Archives; File number S.406/3, 1935

which joins the Zambezi some sixty miles west of the Victoria Falls. Big game of all kinds abound in these parts and around Maun, the District Headquarters of Ngamiland, has some of the best duck shootings in Southern Africa.¹⁷¹

In 1961 the Chobe game reserve was established by the colonial government, not only to provide an area in which game animals were to be preserved but also as a tourist attraction.¹⁷² Plans for the establishment of the game reserve however go back to 8 March 1932 when a speech by the resident commissioner C.F Ray read as follows:

Another scheme of development which I have for some time felt would be of benefit to the territory in various ways, and which could be carried out at trifling expenses to the protectorate, would be the establishment of a Game reserve in Ngamiland. We have there a very wonderful collection of game. It is within striking distance to the Victoria Falls, so that we should have our tourist traffic already made for us.¹⁷³

The news of a proposed game reserve sent waves even in to South Africa. *The Star* newspaper of 21 May 1933 published an article with the heading Game Reserve by Victoria Falls; some parts of the article read as follows:

A natural game reserve two hours by road from the Victoria Falls, containing practically every species of African animal in an area of 6,000 square miles, with hotel and rest hut facilities, hot springs with medicinal properties, and a neighbouring territory for big game shooters, is part of an ambitious scheme being undertaken by Bechuanaland Protectorate.

¹⁷¹ Commonwealth Relations Office, *Lands of Opportunity: Basutoland, Bechuanaland Protectorate and Swaziland*, pp 23-24.

¹⁷² Note for the I.U.C.N consultants visits: 29/10.1962- 16/11/ 1962

¹⁷³ Botswana National Archives; National Park- Proposed establishment of in the Northern Bechuanaland Protectorate file number S. 238/14, 1931

The fact that it lies within such easy reach of the Victoria Falls, a mecca for tourists from every part of the world, suggests that very soon a new traffic stream will be diverted through a portion of highly interesting country in the north of the Bechuanaland Protectorate.¹⁷⁴

In a book written by B.A Young in 1966 he describes Bechuanaland as a “dull country” with nothing compared with the Victoria Falls¹⁷⁵. Young however notes that the Chobe Game Reserve, which according to him was recently developed at a cost of R80 000, is one of the greatest attractions.¹⁷⁶In the 1930s, the resident commissioner of Bechuanaland, Sir Charles Rey, visited the Chobe River and, upon returning to his residence, proposed that the whole region be set aside as a wildlife reserve.¹⁷⁷

In 1953, the government again turned its attention to the idea of a game reserve in Chobe, and, as a result, 21 000 square kilometres were set aside for the reserve. In 1960, the Chobe Game Reserve was born, but was not until 1967 that the reserve was officially declared a national park.¹⁷⁸ A few advertisements in regional newspapers enticed a trickle of white tourists from Rhodesia and South Africa to the Chobe Game Reserve between 1960 and 1967.¹⁷⁹

During colonial rule, the Bechuanaland Protectorate comprised of the following departments: The Secretariat, Education Department, Public Works Department, Medical Department, Department of Agriculture, Veterinary Department, Controller of Stores, Post, Telegraph and Telephone, Police Department and Prisons.¹⁸⁰ There was thus no established department for tourism indicating its relative insignificance.

However on the 25th of November 1963, three years before independence a recommendation was made to establish a committee to deal with game and tourism matters.

¹⁷⁴ Botswana National archives; Box no 238/file no S.238/15, 1932

¹⁷⁵ B.A. Young, *Bechuanaland*, p 97.

¹⁷⁶ Ibid

¹⁷⁷ <http://www.africansky.com/botswana/chobenationalpark-history.html> , accessed: 4-12-2014

¹⁷⁸ Ibid.

¹⁷⁹ B.G Gumbo, Southern African Liberation Wars: The Halting Development of Tourism in Botswana, 1960s–1990s, *South African Historical Journal*, 66(3), 2014, p 5.

¹⁸⁰ M.Gabatswane, *Introduction to the Bechuanaland Protectorate history and administration*, pp 87-88.

It would advise the member for natural resources and industries on all aspects of game and tourism. This recommendation was made by the development secretary.¹⁸¹

3.3 Liberation struggles

It must however be noted that the tourism industry was only taken seriously after the 1990s. This was due to the liberation struggles that took place in the region before the 1990s which had a serious negative factor within the whole region. According to Richter:

One of the most common problems of political instability and tourism is that episodic violence or conflict far removed from tourist areas receive so much media attention that it appears the entire nation is engulfed in violence. Geographical ignorance especially from the west with regards to developing countries then compounds the problem, because few viewers or potential travellers cannot distinguish conflict areas from non-conflict areas.¹⁸²

Liberation wars that were fought by South Africans, Zimbabweans and Namibians in proximity of the country's tourist destinations of Chobe and Ngamiland, put the country in a state of panic. Therefore for an extended period the country's main focus lay on its security and as Gumbo points out, tourism was halted.¹⁸³

At independence in 1966 the new Republic of Botswana found itself surrounded by Southern Rhodesia, South Africa and Namibia, all of which were under white minority rule. Botswana which depended heavily on South Africa had to be careful not to offend her racist neighbours,¹⁸⁴ but at the same time wanted to assist the oppressed people in these countries. This dilemma has been described as follows:

¹⁸¹ Botswana National archives; file number S.199/4

¹⁸² L.K. Richter, Political Instability and Tourism in the Third World, in D. Harrison (ed), *Tourism and the Less Developed Countries*, p 41.

¹⁸³ B.G Gumbo, Southern African Liberation Wars: The Halting Development of Tourism in Botswana, 1960s–1990s, *South African Historical Journal*, 66(3), 2014, p 3.

¹⁸⁴ T. Tlou and A. Campbell, *A history of Botswana*, p 256.

The new Republic of Botswana was faced with foreign policy crisis, a blatant affront to its sovereignty, in its first hours of life. The African National Congress (ANC) and the Zimbabwean African Peoples Union (ZAPU) who were both based in Zambia, had decided to test the mettle of the newly independent country. They slipped a handful of armed guerrillas from their liberation armies across the Zambezi River at Kazungula to proceed southwards into Rhodesia and South Africa.¹⁸⁵

Osei-Hwedie states that Botswana's geopolitical location in the heart of Southern Africa made it imperative for it to be involved in the liberation struggle in one way or another.¹⁸⁶ Botswana's weakness can also be traced to its landlocked position and its lack of water. The country depended on South Africa for its harbours as outlets to the world market for exports and imports.¹⁸⁷ The country also depended on the railway line that passed through Botswana, but was owned and operated by Rhodesia. The railway served the internal and external transportation needs of Botswana, and if the railway link had been cut, Botswana's economy would have collapsed as this was the conduit for goods between Botswana and the seaports of South Africa.¹⁸⁸ Britain had spent very little on Botswana during its 80 years of protection: Botswana at independence was hardly a promising place. There were few roads; few graduates and no resources.¹⁸⁹ Botswana also depended on the gold mines in South Africa to provide employment for its citizens. Botswana had been working in South African mines since 1870; they were recruited by the Witwatersrand Native Labour Association (WNLA) and the Native Recruiting Corporation (NRC).¹⁹⁰ The colonial administration encouraged migrant labour in order to get tax revenues. Authors Tlou and Campbell further suggest that due to the fact that these mines were owned by British capitalists they felt it necessary to provide them with labour.¹⁹¹

¹⁸⁵ Parsons et al, *Seretse Khama: 1921-1980*, p 251.

¹⁸⁶ B.Z Osei-Hwedie, *The Role of Botswana in the Liberation of Southern Africa since 1966*, in W. Edge and M. Lekorwe (eds), *Botswana : politics and society* p 425.

¹⁸⁷ B.Z Osei-Hwedie, *The Role of Botswana in the Liberation of Southern Africa since 1966*, in W. Edge and M. Lekorwe (eds.), *Botswana : politics and society* p 425.

¹⁸⁸ W.G. Morapedi, The Dilemmas of Liberation in Southern Africa: The Case of Zimbabwean Liberation Movements and Botswana: 1960–1979, *Journal of Southern African Studies* 38(1), 2012, p 75.

¹⁸⁹ L. Alfaro et al, *Botswana: A Diamond in the Rough*, p 4.

¹⁹⁰ B.A. Young, *Bechuanaland*, p 102.

¹⁹¹ T. Tlou and A. Campbell, *A history of Botswana*, p 197.

Although Botswana maintained economic and transport links with South Africa to ensure its economic survival, it still criticized apartheid in South Africa and the rebel regime of Ian Smith in Rhodesia.¹⁹² While Botswana tried to maintain the delicate diplomatic balance which was forced upon her due to its history, geography and economics, the first president of independent Botswana Sir Seretse Khama nevertheless gave support to nationalist movements in the neighbouring countries.¹⁹³ Botswana did not offer the use of its territory to liberation movements; it opted to support the liberation struggle through granting political asylum to refugees who were running away from the racist regimes. This Osei-Hwedie describes a “open door policy” which won international credibility as President Khama was awarded the Nansen Medal by the UN High Commissioner for refugees in 1978.¹⁹⁴ Botswana denied the nationalist guerrillas the use of military bases, sanctuary was given to guerrilla fighters seeking refuge and to those passing to and from training camps in Zambia. This prompted the government to expand the police force and to expand the border patrols due to the tensions with the Rhodesian regime.¹⁹⁵

It must be noted however as Gumbo does that Botswana suffered consequences due to its role in the liberation struggles.¹⁹⁶ The unofficial use of Botswana by freedom fighters as well as its public criticism of apartheid and Rhodesian rule had severe consequences on Botswana. One such example is of an attack launched on Botswana to retaliate against nationalist movements which used Botswana as a transit and escape route. In 1976 there were a total of 33 border incidents which included kidnappings, intimidation and killings on the Ramokgwebane River which were carried out by the Rhodesian soldiers who were looking for ZAPU guerrillas that were escaping to Botswana.¹⁹⁷ Attacks did not only come from Zimbabwe, but Botswana also suffered frequent attacks by the South African Defence

¹⁹² B.Z Osei-Hwedie, The Role of Botswana in the Liberation of Southern Africa since 1966, in W. Edge and M. Lekorwe (eds), *Botswana: politics and society* p 430.

¹⁹³ T.A Maraga, The economic development of Botswana since 1980 with special reference to the role of foreign aid, M.A dissertation, U.P, 1993, p. 135.

¹⁹⁴ B.Z Osei-Hwedie, The Role of Botswana in the Liberation of Southern Africa since 1966, in W. Edge and M. Lekorwe (Eds), *Botswana : politics and society* p 429.

¹⁹⁵ T.A Maraga, The economic development of Botswana since 1980 with special reference to the role of foreign aid, M.A dissertation, U.P, 1993, p. 136.

¹⁹⁶ B.G Gumbo, Southern African Liberation Wars: The Halting Development of Tourism in Botswana, 1960s–1990s, *South African Historical Journal*, 66(3), 2014

¹⁹⁷ W.G. Morapedi, The Dilemmas of Liberation in Southern Africa: The Case of Zimbabwean Liberation Movements and Botswana: 1960–1979, *Journal of Southern African Studies* 38(1), 2012, p 81.

Force (SADF). Attacks from South Africa started in the 1970's in line with South Africa's policy of destabilisation of neighbours suspected of supporting liberation movements.¹⁹⁸ Between 1981 and 1983 the SADF carried out a number of border attacks, while in 1985 the SADF invaded Gaborone and attacked ten houses and offices that were believed to be ANC operational bases. In 1986 the SADF once again raided five houses in Mogoditshane a village near Gaborone. The consequences were dire and the political climate tense, neither of which were favourable for the development of tourism.¹⁹⁹

3.4 Independent Botswana

Botswana found itself vulnerable as the country had neither an army nor defensive alliance with the British when it became independent in 1966.²⁰⁰ The new leaders however deliberately rejected the opportunity to establish a national army, opting instead for a small military wing in the police force known as the Police Mobile Unit (PMU). The choice was however challenged when the liberation struggles in the region proved violent.²⁰¹ The Botswana Defence Force (BDF) was established in 1977, but the BDF could not be compared to the armed forces of the neighbouring countries. South Africa had by far the most formidable military force in Africa, while Southern Rhodesian military was small, but fairly impressive by African standards.²⁰² The BDF lacked training and experience to confront these Special Forces.²⁰³ BDF faced its first major battle with the Rhodesians in 1978, a hot pursuit took place near Kazungula, the Rhodesians killed fifteen and wounded eight BDF soldiers one kilometre inside Botswana territory, a year later the Rhodesian soldiers sank a Zambia-Botswana ferry and kidnapped fourteen ZAPU activists.²⁰⁴

In 1974 Sillery wrote a book entitled *Botswana: A short political history*.²⁰⁵ In the last chapter he touches on the state of tourism at that time. It highlights that ten years before the book

¹⁹⁸ B.Z Osei-Hwodie, The Role of Botswana in the Liberation of Southern Africa since 1966, in W. Edge and M. Lekorwe (eds), *Botswana: politics and society* p 434.

¹⁹⁹ Ibid.

²⁰⁰ R. Dale, Botswana and Rhodesian regime, 1965-1980, *Journal of Contemporary African Studies* 2, 1993, p 173.

²⁰¹ D.Henk, The Botswana Defence Force, *African Security Review* 13(4), 2004, p 86.

²⁰² Dale, Botswana and Rhodesian regime, 1965-1980, *Journal of Contemporary African Studies* 2, 1993, p 173.

²⁰³ D.Henk, The Botswana Defence Force, *African Security Review* 13(4), 2004, p 87.

²⁰⁴ R.Dale, *Botswana's search for autonomy in Southern Africa*, p 54.

²⁰⁵ A. Sillery, *Botswana: a short political history*

was published the territory was unknown to tourists although it possessed the basic requirements such as game, fishing in the Okavango and Chobe rivers, bird life and African towns that are planned and managed in the traditional ways.²⁰⁶ According to the author, tourism took Botswana by surprise. One of the main attractions was a gambling casino which was started in Gaborone. At that time it attracted many visitors from South Africa where the practice was frowned upon.²⁰⁷ He states that South Africans were attracted by the “forbidden fruits” of gambling and prostitution, which were illegal in South Africa. He further notes that South African tourists spent P33 million in Botswana in 1984 with the total income from tourism being reported to be P45 million in.²⁰⁸

It must however be noted that history of tourism in Botswana according to Dale (1995:105) started when:

A team co-sponsored by the United Nations Food and Agricultural Organisation (FAO) and the International Union for Conservation of Nature and Natural Resources visited Botswana in 1962 and applauded the quality and quantity of its wildlife resources, tourism in the Bechuanaland Protectorate that received international recognition.

In effect this was believed to introduce Botswana tourism to an international audience.

Zimbabwe gained its independence in 1980 and this changed the atmosphere in Botswana. The cessation of hostilities in Zimbabwe translated into peace on Botswana’s eastern frontier, providing an environment for investment and re-investment in business enterprises including tourism.²⁰⁹ Mbaiwa suggests that in the 1980, tourism in Botswana took a new approach. This new approach sought to include the management of tourism at the rural development level, which led to the establishment of Community-Based Natural Resource

²⁰⁶ Ibid, p 175.

²⁰⁷ Ibid., p 176.

²⁰⁸ R.Dale, *Botswana’s search for autonomy in Southern Africa*, p 107.

²⁰⁹ B.G Gumbo, *Southern African Liberation Wars: The Halting Development of Tourism in Botswana, 1960s–1990s*, *South African Historical Journal*, 66(3), 2014, p 11.

Management (CBNRM).²¹⁰ The project was funded by the United States Agency for International Development (USAID). The main objective of CBNRM was firstly a natural conservation tool and secondly it was used to enhance opportunities for communities to reap economic benefits from natural resources in order to initiate rural development.²¹¹ Molokomme and her fellow authors note that the rationale of CBNRM is that the government could not successfully and efficiently protect areas outside the protected areas and that community resource management would be a better development and conservation option. The authors also indicate that the Botswana CBNRM landscape consists mostly of wildlife based projects.²¹² The policy was taken up as the realisation that conservation of wildlife in the country was not possible without the active involvement of rural communities that reside in or adjacent to conservation designated areas such as Wildlife Management Areas (WMA) and Controlled Hunting Areas (CHA).²¹³ The projects were mostly based on the use of wildlife resources (tourism and hunting) and veld products.²¹⁴ Each district in Botswana has a land board that allocates resource leases to communities for tourism and wildlife utilisation.²¹⁵ The custodian communities were entitled to derive benefits from the resources through harvesting and ecotourism activities.²¹⁶

A study by Arntzen in 1996 notes that livelihood benefits from CBNRM lie, among other things, in the sphere of “empowerment” and the contributions of drought vulnerability due to livelihood diversification. This he affirms comes from revenues from tourism and hunting which are less vulnerable to drought than agriculture. Relative decrease in poaching has also been seen in CBO (Community Based Organisations) areas as compared to non- CBO areas. Arntzen adds that within these wildlife areas there are better and diverse vegetation. Many CBOs have invested in productive assets such as camp sites and restaurants which have

²¹⁰ J. E Mbaiwa, Community-based tourism and the marginalized communities in Botswana: The case of the Basarwa in the Okavango Delta, *Indigenous Tourism* 2010

²¹¹ N. Rozemejer, CBNRM in Botswana 1989 – 2002 A Select and Annotated Bibliography and other stories, *CBNRM Support Programme Occasional Paper 11*, 2003, p 4.

²¹² K. Molokomme et al, *Review of CBNRM in Botswana*, Gaborone Applied Research Unit, 2003

²¹³ Report prepared by the Centre for Applied CBNRM forum 2005, p 5.

²¹⁴ J.W Artzen, Case Studies on Successful Southern Africa NRM Initiative and their Impacts on Poverty and Governance: Country Case Study Botswana, *Washington DC: IRG and USAID* 2006, p 2.

²¹⁵ J.W Artzen, Case Studies on Successful Southern Africa NRM Initiative and their Impacts on Poverty and Governance: Country Case Study Botswana, *Washington DC: IRG and USAID* 2006, p 5.

²¹⁶ Report prepared by the Centre for Applied CBNRM Forum 2005, p 6.

contributed significantly to the creation of employment.²¹⁷ Sankuyo was established to manage wildlife and tourism on behalf of 350 villagers in 1995. The trust was a joint venture partnership with the private sector for photographic and hunting safaris.²¹⁸ In 1996 the community earned P285 000. These trusts are involved in sub-leasing community tourism areas: selling wildlife quotas to safari companies; managing cultural tourism; and the marketing of; baskets, crafts, photographic tourism, reeds as well as grass. It goes without saying that the involvement of local communities has had its advantages: the participation of local communities in ecotourism has increased social capital in many villages in Botswana. This is demonstrated through the establishment of ecotourism institutions known as Trusts or Community Based Organisations (CBOs).²¹⁹ Mbaiwa further explains the advantages such as that of financial benefits. He says a total of P16.3 million in revenues was generated through ecotourism activities. Another advantage according to Mbaiwa includes access to land for ecotourism development and reinvestment of revenue generated from ecotourism. One of the successful trusts is the Sankuyo Tshwaragano Management Trust which is in the Okavango Delta.²²⁰ Employment creation is another advantage that has been identified by Mbaiwa who claims that there were more than 8000 local people employed in a wide range of eco-tourism projects.²²¹

3.5 Tourism policy and Acts

It was however in the last decade of the twentieth century that the official birth of Botswana tourism occurred with the drafting of the Tourism Policy, Government paper no 2 of 1990. The policy describes tourism as the new “engine of growth”, with the aim of reducing the economies reliance on diamond mining.²²² The policy was issued based on three main issues: the first reason was because the industry was not fully recognised and appreciated; secondly to capitalize on the growth potential; and lastly because it was

²¹⁷J.W Artzen, *Case Studies on Successful Southern Africa NRM Initiative and their Impacts on Poverty and Governance: Country Case Study Botswana*, Washington DC: IRG and USAID 2006, p 15

²¹⁸B.T.B Jones, *Community-based Natural Resource Management in Botswana and Namibia: an inventory and preliminary analysis of progress*, *Evaluating Eden Series Discussion Paper No.6*, 1999, p 34.

²¹⁹J.E Mbaiwa, *The Problems and Prospects of Sustainable Tourism Development in the Okavango Delta, Botswana*, *Journal of Sustainable Tourism* 13(3), 2005, p 208.

²²⁰J.E Mbaiwa, *The socio-cultural impacts of tourism development in the Okavango Delta, Botswana* *Journal of Tourism and Cultural Change* 2(3), 2005

²²¹Ibid

²²²J.E Mbaiwa, *Enclave tourism and its socio-economic impacts in the Okavango Delta, Botswana*, *Tourism Management* 26, 2005, p 167.

realized that without a policy Batswana were not likely to benefit from the industry. It therefore encourages communities to appreciate the opportunities available for them in the wildlife-based industries.²²³The Botswana Tourism Master Plan (2000) further highlights the reason for developing the policy as:

The policy was based on an assessment that the country's unique wildlife and natural resources were being exploited in an unprofitable manner through the development of the lower end of the tourism market (campers, backpackers etc.) and that unless a number of important policy changes were made, substantial growth in the number of tourists coming to Botswana would probably offer few if any benefits to the nation and its people and indeed, could cause substantial degradation of the fragile ecology on both the wildlife resource and the potential of tourism depend.

The general objective of the tourism policy is to obtain, on a sustainable basis and within the carrying capacity limits, the greatest possible net social and economic benefits for Batswana from their tourism resources, scenic beauty, wildlife and unique ecological, geological and cultural characteristics. Specifically, the objectives are to:

- increase foreign exchange earnings and government revenues;
- generate employment, mainly in rural areas; thus
- raise incomes in rural areas in order to reduce urban drift;
- generally promote rural development and to stimulate the provision of other services in remote areas of the country;
- improve quality of national life by providing educational and recreational opportunities;
- project a favourable national image to the outside world.²²⁴

²²³ J. Saarinen et al, *Sustainable tourism in Southern Africa: Local communities and natural resources in transition*, p 44.

²²⁴Project no7 ACP.BT.4/no6 ACP BT 44, Botswana Tourism Master Plan 2000, p 27.

The policy also accentuates promotion of high-cost, low-volume tourism, an approach that was adopted as it was presumed that low volume tourism is consistent with the need to protect the environment.²²⁵ Mbaiwa suggests that the strategy was adopted to raise the needed revenue that the industry required to sustain itself and that low volumes of tourists are more consistent with protecting the environment. High spending tourists have thus been encouraged to visit Botswana, with the low paying discouraged by the high fees charged. However Mbaiwa testifies that the problem with this policy is that the local Botswana citizens are prevented by the high fees to visit the Okavango Delta. According to his study an average of US\$400 per night is charged in the lodging facilities of the Okavango Delta. The prices are said to be paid in US dollars and in some instances bookings are made outside the country. The policy according to Mbaiwa has also discouraged local Botswana to do business in the Okavango Delta as high-quality facilities are needed to cater for the high paying tourists. He therefore encourages the tourism policy to be reviewed with the aim of promoting small scale tourism facilities in order to promote domestic tourism.

Numerous relevant pieces of legislations were passed after the tourism policy of 1990. These include the three key acts as listed in the BNTMP (2000):

- **The Tourism Act 1992:** This Act was passed in order to make provisions for regulating the tourism industry. A description of this act on the official Botswana information system website describes it as an act that regulates the tourism industry and allows for the establishment of a tourist industry Licensing Board. BNTMP (2000:28) further explains that the act makes provision for the licences for tourist enterprises, it gives guidelines of how to apply for licenses, power of inspection and appeals; it also defines categories of tourist enterprises; as well as giving an introduction of a grading system for tourist enterprises.²²⁶
- **Tourism Regulation 1996:** The Act established the National Advisory Council on Tourism and a training levy. The main body of regulations concerns the hotel sector. The regulations set out the minimum standards with which the operations of any

²²⁵ E. Kaynak and E.E Marandu, Tourism Market Potential Analysis in Botswana: A Delphi Study, *Journal of Travel Research* 45 (227), 2006, p 228.

²²⁶ Project no7 ACP.BT.4/no6 ACP BT 44, Botswana National Tourism Master Plan 2000, p 28.

hotel must comply. It also gives a guideline to how hotels are graded from one to five stars.²²⁷

- **Botswana Tourism Organisation Act no 14 of 2009:** The Botswana Tourism Organisation (BTO) took over some functions that were previously on the Tourism Act. It provides for the establishment and functions of Botswana Tourism Organisation or to be referred to as 'Botswana Tourism' as a body corporate capable of suing and being sued in its own name and performing all such things as bodies corporate may do or perform. The Act further provides for the establishment of the Board of Directors for Botswana Tourism as a governing body of Botswana Tourism with powers and functions different from that of Botswana Tourism amongst which are to advise the Minister to change, review or formulate tourism related policies and strategies where necessary.²²⁸

The Department of Tourism falls under the Ministry of Environment, Wildlife and Tourism. An unpublished paper received from the Ministry describes it as follows:

The Ministry of Environment, Wildlife and Tourism (MEWT) was established in September 2002 in recognition of the need to bring environmental issues under one roof for better coordination of policies, strategies and programs. The country's key environmental issues include: the depletion of water resources; land degradation and desertification; overuse of woodland resources and veldt products, declining numbers of some species, sanitation and waste management (especially pollution of air, water, and land).²²⁹ Furthermore, climate change projections and impact studies suggest that Botswana is highly vulnerable to climate change. To sustainably manage the environment, it is necessary for two strategies to be employed: conservation and protection of the environment. The overall mandate of MEWT is to:

²²⁷ Project no7 ACP.BT.4/no6 ACP BT 44, Botswana National Tourism Master Plan 2000

²²⁸ Department of Tourism, *Botswana Tourism Annual Report; 2011/2012* p 12.

²²⁹ Personal information: Unpublished document received from MEWT staff member

- Provide a policy and regulatory framework for technical advice and information on matters pertaining to the environment, natural resources management and tourism development.
- Provide leadership on the management, protection and conservation of the country's natural resources for sustainable development.
- Ensure that the country's natural resources benefit society and contribute to poverty alleviation through tourism and other commercial uses.
- Provide quality weather and climate information²³⁰

The Ministry's strategic agenda is driven by the same objectives which guided its establishment. These are: to protect and conserve the environment and promote investment opportunities and to derive maximum socio-economic benefits from natural resources. In essence, MEWT's key deliverables are:

- Maintenance of ecosystem integrity and biodiversity conservation;
- Promotion of Sustainable environment;
- Increased socio-economic benefits derived from the environment, natural resources base, and tourism;
- An environment conscious and informed nation;
- A clean and safe environment; and
- Customer satisfaction through effective and efficient service delivery²³¹

Thus within the short space of a few decades the Botswana tourism industry was recognised and formalised at government level. Various leaders highlighted its significance and legislation was put into place to establish and maintain its development.²³²

²³⁰ Personal information: Unpublished document received from MWET staff member

²³¹ Ibid.

²³² Ibid

Chapter 4 - Methodology and Analytical framework

As mentioned in the introduction, to achieve the main objective of the study sites in and around the capital city of Gaborone will be identified and evaluated to see if indeed they have the potential to become tourist attractions. Two models have been adapted and integrated to form a new composite model to apply to the specific study, namely the “market appeal/robusticity model” by Du Cros²³³ and “the challenges of heritage and cultural tourism” by Walter Jameison.²³⁴ Each of the models will be discussed in detail below. In addition, the tried and tested model devised by Butler will be used for sites that are already developed.

4.1 Market appeal/robusticity model

In 2001 Du Cros first created a model called the market appeal/robusticity. This model identifies a two-way relationship that exists between the key elements of a cultural heritage place and its tourism potential.²³⁵ On one hand is its cultural integrity/robusticity which assesses if tourists should be allowed to visit a site, and if so, what levels are permitted without ruining the site’s authentic value. On the other hand, the commercial factors (i.e. market appeal) associated with transforming a heritage place into a cultural heritage tourism attraction. This is usually done by the government, or the local community. It assesses the features that make it appealing to tourists and how to successfully convert the site into a consumable product.²³⁶ Failure to protect sites, monitor impacts and prevent natural destructions may compromise the authenticity of the site.²³⁷ While the revenues generated from tourism activities may help fund conservation, tourism on the other hand may be the source of unacceptable social and environmental change. These effects of tourism development and activity have the capacity to threaten the values for which

²³³H. du Cros, A new model to assist in planning for sustainable cultural heritage tourism, *International journal of tourism research* 3, 2001

²³⁴W. Jamieson, Cultural heritage tourism planning and development: Defining the fields and its challenges, *APT bulletin* 29 (3/4), 1998

²³⁵H. du Cros, A new model to assist in planning for sustainable cultural heritage tourism, *International journal of tourism research* 3, p 167.

²³⁶Ibid, 2001.

²³⁷S. Wurz and J.H Van de Merwe, Gauging Site Sensitivity for Sustainable Archaeotourism in the Western Cape Province of South Africa, *The South African Archaeological Bulletin* 60(88), 2005, p 14.

protected areas are established.²³⁸ It must however be noted that tourism in and around protected areas/heritage sites must be a tool for conservation, building support and raising awareness of many important values including ecological, cultural, sacred, spiritual, aesthetic and economic values.²³⁹

Planning and developing cultural heritage places as tourism attractions, successful integration of cultural heritage management and tourism (market) concerns should recognise that there will be different priorities for each.²⁴⁰ A process is therefore needed to make clear guidelines for conservation and visitor management policies which will assist in developing these attractions. Careful and strategic implementation of policy together with proactive and effective management of tourism is also very essential.²⁴¹ The framework therefore classifies attractions according to their appeal to attract tourists and also on how many visitors they can take and still be sustained.

Together with B. Mckercher, Du Cros further developed an audit procedure. It is first used to focus on the most significant elements that must be evaluated. The grading system of sub-indicators suggests the elements for assessing the two major indicators: a heritage assets market appeal and robusticity.²⁴² The variables for the sub-indicators are qualitative in nature, therefore the assessment is subjective.²⁴³ The authors further suggest that the efficacy of the audit depends on the ability of the auditor to evaluate the tourism elements from the perspective of a tourist who may not know much about the asset or its local history.

The sub- indicators which were compiled by McKercher and Du Cros (2002) are listed on table 2 below.

²³⁸ R. Bushell and P.F.J Eagles, *Tourism and protected areas: Benefits beyond boundaries*, p 16.

²³⁹ Ibid., p 12.

²⁴⁰ H.du Cros, A new model to assist in planning for sustainable cultural heritage tourism, *International journal of tourism research* 3, 2001, p 167.

²⁴¹ R. Bushell and P.F.J Eagles, *Tourism and protected areas: Benefits beyond boundaries*, p 13.

²⁴² Mckercher and du Cros, *Cultural Tourism: The Partnership Between Tourism and Cultural Heritage Management*, p 190.

²⁴³ Ibid.

Table 2: Cultural and heritage sub indicators on a scale of 1 (low rate) to 5 (high rate)

Tourism	1	2	3	4	5
<i>Market Appeal</i>					
Well known outside local areas					
National icon/symbol					
Can tell a good story					
Has some aspects to distinguish it from nearby areas					
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)					
Complements other tourism products in the area/region/destination					
Tourism activity in the region					
Destination associated with culture or heritage					
<i>Product Design needs</i>	1	2	3	4	5
Access to assets features					
Good transport/access to asset from population centres					
Proximity to other heritage attractions					
Amenity (toilets, parking, pathways, refreshments and availability of information)					
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)					
Cultural Heritage Management					
<i>Cultural Significance (Integrity)</i>	1	2	3	4	5
Aesthetic value (including architectural value)					
Historical Value					
Scientific Value					
Rare or common (Locally, regionally, nationally)					
Representativeness (Locally, regionally, nationally)					
<i>Robusticity</i>	1	2	3	4	5
Fragility of the asset					
State of repair					
Management plan or policy in place					
Regular monitoring and maintenance					
Potential for going involvement/ consultation of key stakeholders					
Potential: negative impacts of high visitation on: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities					
Possibility of modification to have negative impacts of: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities					
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)					

Each sub- sector is given 60 as the maximum possible score, once all the grades have been calculated the results are plotted on the matrix.²⁴⁴ Heritage places with squares A1 and A2 are suited for tourism activity as they have high to moderate robusticity and high market appeal.²⁴⁵ They would therefore require minimal to moderate conservation measures to protect the cultural values from the impact of heavy visitation. These places could be considered to be peak options for tourism development as key attractions in a region.²⁴⁶

Heritage places falling into squares B1 and B2 have high to moderate market appeal but low robusticity. There is a chance that tourism might damage the site, therefore the management challenge is to ensure that visitation does not damage the place. Such places usually have visitation restricted or discouraged, however it is possible to put conservation and visitor management measures that will make tourism sustainable at these heritage places.²⁴⁷

The heritage places in squares C1 and C2 would have high to moderate robusticity, but only moderate market appeal. The issue here would therefore be to optimise market appeal while maintaining or improving visitor management and conservation programmes. Such places could become secondary attractions or more investment could be put into improving their market appeal and they can therefore become primary attractions if the tourism potential is there.²⁴⁸ Mostly heritage places that fall under D1-D3 are not likely to attract any visitors no matter how much they are valued by the local community.²⁴⁹

²⁴⁴ Y. Li, Y and R.L.B. Lo, Applicability of the market appeal—robusticity matrix: a case study of heritage tourism, *Tourism Management*, 25(6), 2004, p 792.

²⁴⁵ B.K McKercher and P.S Ho, .Assessing the tourism potential of smaller cultural and heritage attractions. *Journal of Sustainable Tourism*, 14(5), 2006; Y. Li, Y and R.L.B. Lo, Applicability of the market appeal—robusticity matrix: a case study of heritage tourism, *Tourism Management*, 25(6), 2004

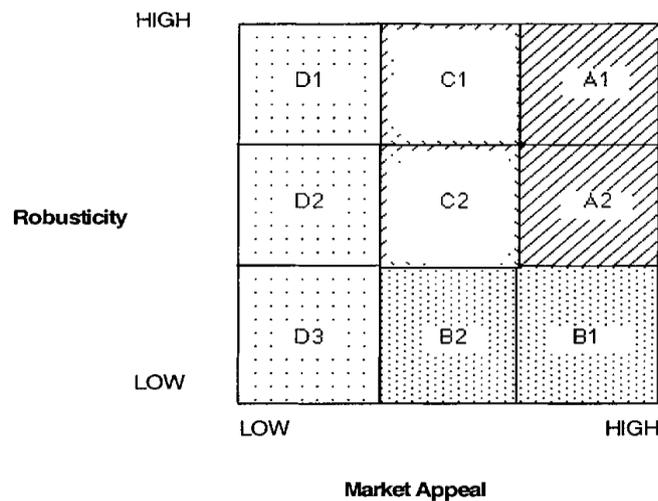
²⁴⁶ H.du Cros, A new model to assist in planning for sustainable cultural heritage tourism, *International journal of tourism research* 3, 2001, p 168.

²⁴⁷ Ibid

²⁴⁸ H.du Cros, A new model to assist in planning for sustainable cultural heritage tourism, *International journal of tourism research* 3, 2001, p 168.

²⁴⁹ Ibid.

Figure 2: Market Appeal/Robusticity Matrix



Source: Du Cros (2001:168)

Once it has been discovered which heritage sites have the potential to become tourist attractions, a criteria developed by Walter Jamieson will be used to try and find the answers to the barriers in cultural and heritage tourism which may contribute to the lack of development.

4.2 Jamieson’s factors that enhance heritage and cultural tourism

While Jamieson developed a range of factors that enhance heritage and cultural tourism he also identified factors that are barriers to heritage and cultural tourism. Instead of focusing on the 10 enhancing factors, this study has rather taken the 10 barriers and considered them while also proposing solutions. This adapted analysis provides a stronger case for resolving and developing the heritage and cultural sites. These are the 10 barriers identified:

1. Mutual Lack of Knowledge: The cultural and heritage sector and the tourism sector do not know enough about each other.
2. Lack of formal linkages: There are a few formal links between the tourism industry and the cultural and heritage sector as the two might fall in different departments. Such a problem also exists in the heritage sector alone as at times performing arts/festivals and visual arts/museums are usually not connected.

3. Culture and Heritage ambivalence towards tourism: There is usually a fear by heritage managers that tourism may destroy the product.
4. Lack of knowledge of economic impact/profit sharing: Decision makers often feel that cultural and heritage tourism relies heavily on subsidies and therefore causes a strain on the economy.
5. Lack of Resources: Lack of human and financial resources make it difficult for the product to be improved.
6. Lack of Expertise: Staff in the cultural and heritage sector often lack business development, marketing and customer service skills.
7. Usually Access to these areas is usually difficult, far from the city and far apart from each other.
8. Lack of ready product: Most sites usually need to be developed to meet visitor demand. The sites need to be more innovative and infrastructures such as rest rooms, restaurants as well as lodging.
9. Minimal Marketing: Marketing is not very effective and is not presented in the tourism market place and packages.
10. Absence of national leadership, strategy and coordination: No long term plan or strategy on cultural and heritage tourism.

4.3 Butlers Tourism Area Life Cycle (TALC)

For those sites that have already been developed, the Butler's tourism area life cycle will be used also to see at which stage the sites are, these sites have been identified as: The Three Chiefs Monument and Mogonye Gorges (Mamotshwane Gorge).

Butler's concept of a "tourism area lifecycle" is perhaps the most widely cited approach in the analysis of local tourism development.²⁵⁰ It is mainly cited to understand the dynamics of tourist destinations.²⁵¹ Butler's model or Tourism Area Life Cycle model proposes, as shown

²⁵⁰ D.Harrison, Development of tourism in Swaziland, *Annals of Tourism Research* 5 (1), 1995, p 137.

²⁵¹ S. Cole, Beyond the Resort Life Cycle: The Micro-Dynamics of Destination Tourism, *The journal of regional analysis and policy* 37(3), 2007, p 266.

in Figure 1 below, that destinations follow an S-shaped growth path from exploration, involvement, development, consolidation, stagnation and then rejuvenation or decline.²⁵²

The Butler lifecycle indicates some six different stages. At the initial stage, the exploration stage, the tourism area is isolated with a “sleepy” appearance with little or no development.²⁵³ Only a settlement or perhaps a village is present. A limited number of businesses exist and there are no specific facilities provided for visitors. The facilities that are used are owned by locals. The place is characterised by a small number of tourists as they are restricted by lack of access, facilities or local knowledge.²⁵⁴ Tourists who visit sites at this stage are usually adventurous by nature and avoid commercialized destinations. As a result, the physical fabric and social milieu of the area would remain unchanged by tourism, and the arrival and the departure of tourists would be of relatively little significance to the economic and social life of the permanent residents.²⁵⁵

The next stage, known as the involvement stage, the numbers of visitors increase and assume some regularity. As a result some local residents will enter the involvement stage and begin to provide facilities primarily or even exclusively for tourists. As this stage progresses, some advertising specifically to attract tourists can be anticipated, and a basic initial market area for visitors can be defined. Some level of organization in tourist travel arrangements can be expected and the first pressure put on government and public agencies to provide or improve transport and other facilities for visitors.²⁵⁶ Generally, visitors from the overcrowded urban centres are attracted by the relaxing and unspoiled landscape of the sites. Local entrepreneurs realise the economic significance and potential of tourism and begin to provide facilities and services to tourists.

The involvement stage is the time to incorporate training programmes for those employed in the hospitality industry. The general attitude of the local population is very favourable

²⁵² Ibid.

²⁵³ K. Androit, *The Tourism Life Cycle: An Overview of the Cretan Case*, p 3.

²⁵⁴ R.W Butler, *The Tourism Area Lifecycle: Applications and Modifications*, p 6.

²⁵⁵ A.D Benedetto and D. Bojanic, Tourism Area Life Cycles extensions, *Annals of Tourism Research* 20(3) 1993, p 558.

²⁵⁶ R.W Butler, *The Tourism Area Lifecycle: Applications and Modifications*, p 6.

toward tourism expansion and workers will be receptive to hospitality training. In this stage local government will often be called upon to make improvements to the infrastructure.

The third stage, known as the development stage, marks a well-defined tourist market area, shaped in part by heavy advertising in the area. Local involvement and control of development will decline rapidly, and some locally provided facilities will have disappeared. They will be superseded by larger, more elaborate and more up-to-date facilities provided by external organisations, particularly those providing accommodation.

The consolidation stage is next. The rate of increase in numbers of visitors will decline, although total numbers will still increase, and total visitor numbers exceed the number of permanent residents. A major part of the area's economy will be tied to tourism. Marketing and advertising will be wide-reaching and efforts made to extend the visitor season and market area. Major franchises and chains in the tourist industry will be represented but few, if any, additions will be made.

As the tourist area enters the next phase, the stagnation stage, the peak numbers of visitors will have been reached. Capacity levels for many variables will have been reached or been exceeded, with attendant environment, social, and economic problems. The area will have a well-established image but it will no longer be in fashion. There will be a huge reliance on repeat visitation and on conventions and similar forms of traffic. Natural and cultural attractions will probably have been superseded by artificial facilities.²⁵⁷

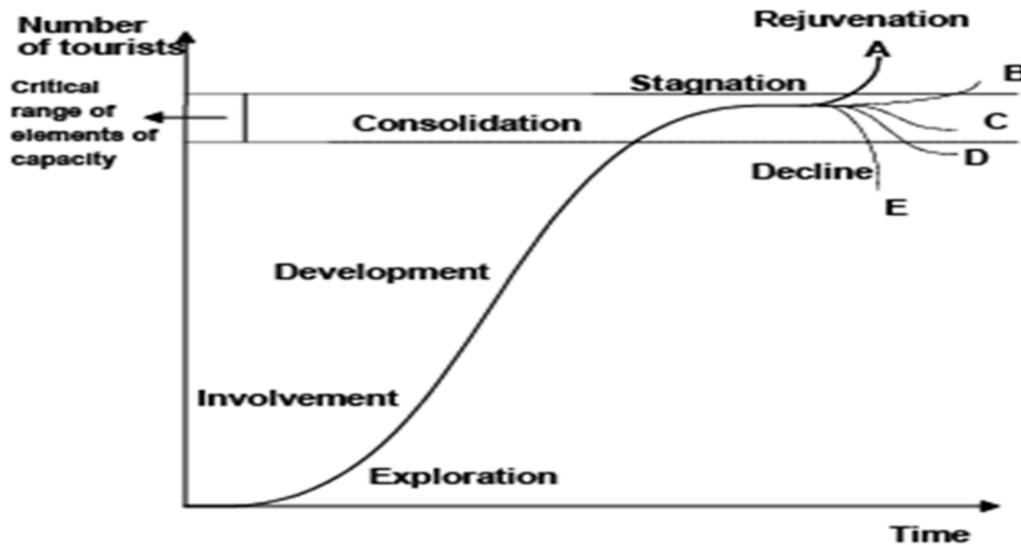
The final stage, called the decline stage is when tourists are drawn away by newer destinations and those visitors remaining are mostly weekend or day visitors. Tourism facilities will therefore be replaced by non-tourism establishments as the area disengages from the tourism industry. Local involvement increases again as the price of facilities drops. The area becomes a "tourism slum" or loses its tourism function altogether.²⁵⁸ This stage can however also go into a phase of rejuvenation. For this stage to be reached, the site

²⁵⁷ R.W Butler, *The Tourism Area Lifecycle: Applications and Modifications*, p 7.

²⁵⁸ L.A Tooman, Application of the life-cycle model in tourism, *Annals of Tourism Research* 24(1),1997, p 217.

might have to undergo a complete change. A set of artificial attractions may have to be created or previously unexploited natural resources utilized.²⁵⁹

Figure 3: Butlers (1980) Tourism Area Life Cycle



Source: Butler; 2006:1

While the range of the Butler Tourism Area Life Cycle would not be applicable to most of the heritage and cultural sites that form part of this study, it will be significant to indicate at what level they are. It will give an indication of their current status and possible potential.

Besides an analysis of the available literature, this study adopted a primarily qualitative research approach. Qualitative research methods are employed to collect data about activities, events, occurrences and behaviours and seek an understanding of actions, problems and processes in their social context.²⁶⁰ Qualitative research gave the researcher an opportunity to understand the relevance of the heritage sites for tourism purposes and also to listen to and understand the various situations with the relevant stake-holders.

Interviews are one of the main methods of data collection used in qualitative research. This is important as the research engages in conversations with respondents and is able to grasp

²⁵⁹ L.A Tooman, Application of the life-cycle model in tourism, *Annals of Tourism Research* 24(1),1997, p 217.

²⁶⁰ J. Philimore and L. Goodson, Progress in qualitative research in tourism in J. Philimore and L. Goodson (eds), *Qualitative research in tourism: Ontologies, epistemologies and methodologies*, p 3.

their point of view.²⁶¹ Open-ended Interviews were held with two sets of professionals. First the custodians/staff of five heritage sites located within 80 kilometres of Gaborone in each of the three districts that surround the capital, namely, Kgatleng, Kweneng, and South East districts. The purpose of the interviews were to understand the history and cultural relevance of the selected sites; further establish the number and characteristics of tourists to the selected sites on a yearly, monthly and weekly basis; explore the reasons underlying these tourist numbers; the challenges the sites may be going through; and to also solicit suggestions for improving the sites for tourism purposes. It must however be noted that not all the sites had custodians stationed at the site, therefore the researcher had to explore the site alone.

The second set of professionals was the Management of Botswana National Museum and Monuments and Botswana Tourism Organisation. It is however unfortunate that the staff at Botswana Tourism Organisation were not available to assist with the research. A random survey was also carried out to see how knowledgeable people were about these sites.

The study was undertaken in line with principles of ethical research according to University of Pretoria for its research and ethics committee involving human subjects. These principles include special attention to communicating the aims of the study, and respecting the rights of people participating in the research by emphasising that their participation is voluntary, by obtaining their written informed consent and by assuring them that their identity and feedback will be anonymous.

²⁶¹A. Yeo et al, In-depth interviews in J. Ritchie and J. Lewis (eds) *Qualitative research practice: A guide for social science students and researchers*, p 173.

Chapter 5: Profile of Sites around Gaborone

5.1 Introduction

As indicated, one of the main objectives of this study was to develop a detailed profile of cultural and heritage sites that are located within an 80 kilometres radius of the capital Gaborone. The reason for using an 80km radius around Gaborone was to make day tripping viable. According to Swarbrooke and Horner (2007), a day tripper or excursionist does not wish to travel very far, given that they only have one day or less given for their leisure activities. This often results in the day-trip market for an attraction being limited to those who live within one and a half hours driving time.²⁶²

The other objective was to explore the history and/or cultural relevance of the sites. These objectives will be discussed in detail in this section. Each of the selected eleven (11) sites are assessed using four criteria devised in an open ended questionnaire. These are:

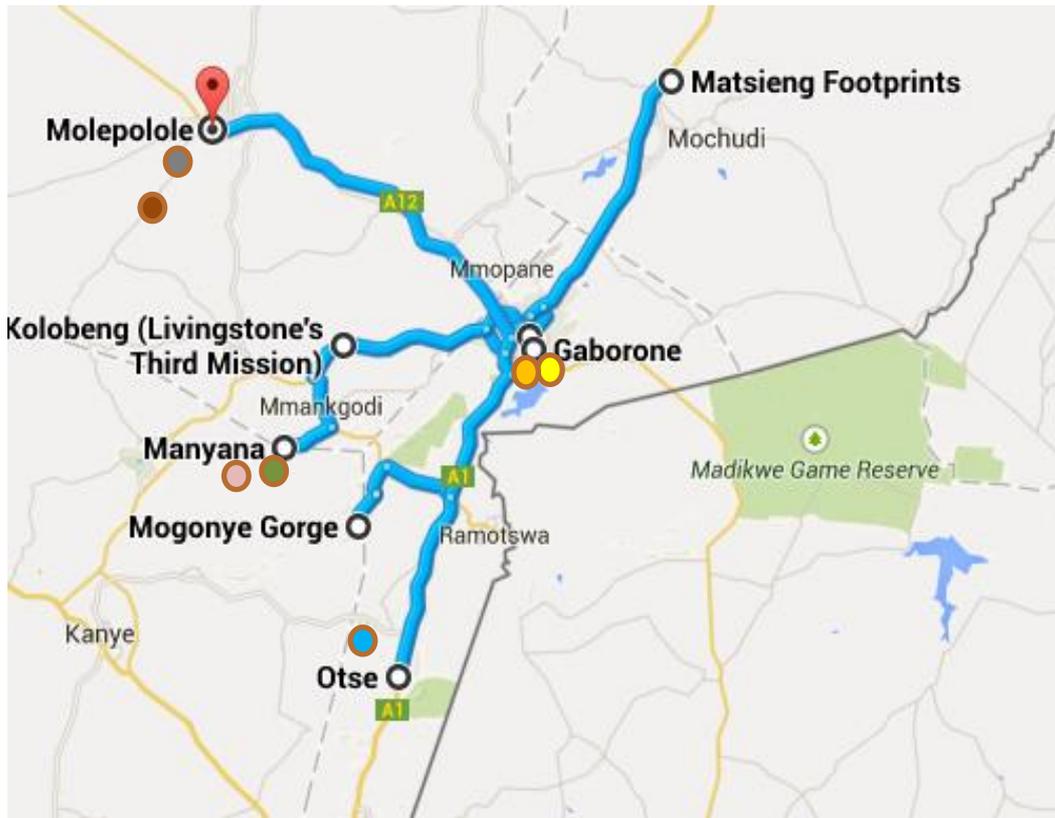
1. History of the site
2. Relevance and importance
3. Number and characteristics of tourists
4. Challenges faced at the site.

These will be in used to assess what cultural heritage sites and attractions are available and viable for the development of cultural and heritage tourism in the greater Gaborone region.

In selecting the sites it was decided to choose between 1 and 3 sites from Gaborone and its surrounding areas as core studies. Although more exist, it was decided to rather select a representation from across the regions surrounding Gaborone.

²⁶² J. Swarbrooke and S. Horner, *Consumer behaviour in tourism*, p 133.

Illustration 2: Map of Greater Gaborone



Source: Map adapted from Google maps

Key

- Three Dikgosi (Chiefs) Monument
- Bonnington Farm Silos Monument
- Manyana rock paintings and Mmasechele cave
- Livingstones tree
- Lentswe la baratani/ Baratani hill
- Kobokwe cave
- Ntsweng

5.2. Profile of sites

5.2.1 Three Dikgosi (Chiefs) Monument



Illustration 3: Entrance to the three Dikgosi (Chiefs) Monument, Gaborone, Botswana

The three Dikgosi Monument is located in the central business district in Gaborone. The site is about the three earlier mentioned chiefs; Kgosi Sechele, Kgosi Bathoeng and Kgosi Khama who went to Britain in 1895 to protest against the incorporation of the country into the British South Africa Company (BSAC) which was owned by Cecil John Rhodes. The whole course of the Protectorate's history was almost altered with the formation of the BSAC.²⁶³ The charter of BSAC clearly and purposefully envisaged that powers of administration in countries within its field of operation would be assumed by the company.²⁶⁴ The British government favoured such commercial developments because they found it easy to deal with large powerful entities while keeping the cost of colonisation to the lowest possible level.²⁶⁵

The Batswana rejected this move and were supported by the High Commissioner then, Sir Henry Loch. The chiefs felt the company would take their land and sell it to others and

²⁶³ R.P Stevens, *Lesotho, Botswana, & Swaziland; the former High Commission territories in Southern Africa*, p 122.

²⁶⁴ A. Sillery, *The Bechuanaland Protectorate*, p 96.

²⁶⁵ A. Campbell and M. Main, *Guide to Greater Gaborone*; p 71.

would also introduce negative social ills such as liquor stores as had occurred in neighbouring Bulawayo.²⁶⁶ Stevens described this event as follows:

The three chiefs; Khama, Sebele and Bathoeng journeyed to London in 1895 to press their case. At last it was agreed that the chiefs would assist in the plans of the company for the extension of the railroad under construction, by ceding to it a strip running along the northern road. The chiefs had gained their point and were not to come under the administration of the company.²⁶⁷

The Batswana chiefs were cognisant of how they too would suffer if the company took over the country. They had seen what the Shona and Ndebele were experiencing in Rhodesia. Horrified by the belief that they too were about to suffer, they took a journey to London. While they were in London, they campaigned for continued protection from Britain. Between September and November 1895 the three travelled throughout Britain, speaking out against the BSAC in forty different towns and cities.²⁶⁸

At the end of 1895, the Jameson Raid which occurred in the Boer republic of South Africa changed the whole situation. Dr Learnder Starr Jameson was the BSAC Administrator General for Matebeleland and Rhode's right hand man.²⁶⁹ Jameson assembled a mixed military force at Pitsane, north of Mafikeng within the borders of the new British Bechuanaland protectorate. The intention being that an attack on Johannesburg would coincide with an uprising which would overthrow Paul Kruger's Boer Government and give Rhodes an opportunity to gain control of the gold fields.²⁷⁰

The Jameson Raid was not planned properly and resulted in a complete failure, and had far reaching consequences. Rhodes had to resign as Prime Minister of the Cape Colony, a position in which he had great influence with the Cape Afrikaner. They and the rest of the

²⁶⁶ B.A Young, *Bechuanaland*, p 3.

²⁶⁷ R.P Stevens, *Lesotho, Botswana, & Swaziland; the former High Commission territories in Southern Africa*, p122.

²⁶⁸ J. Ramsay et al, *Building a nation: a history of Botswana from 1800 to 1910*, p 171.

²⁶⁹ S .Grant, *Botswana: An Historical Anthology*, p 5.

²⁷⁰ Ibid.

Afrikaners now repudiated him as the “archetype of finance- imperialism”.²⁷¹The British previously committed to handing over the northern Tswana tribal states to him, were left exposed and with no alternative policy. Almost by default, therefore, the British had to keep to their commitment to those chiefs, that they should continue to rule much as before.²⁷²

This site has great relevance in that it helps people understand the history of Botswana from the 1800s until independence. It informs the public of how the three chiefs helped prevent Botswana from becoming part of the BSAC.

As to the number and characteristics of the sites, the custodian claims it is one of the more popular sites in the region. The site records about 12000 tourists per year; about 1000 a month and weekly they record about 200 tourists. High numbers are usually recorded during school holidays and during the festive season. According to records visitors to the site are mostly local Batswana although the difference between the locals and foreigners is not that much. Most of these tourists come alone and not without guides or tour operators.²⁷³ The custodian added that tourists to this site are usually impressed and give good feedback. The tourists usually learn something new and seem to take a new interest in the history of Botswana. After exploring other sites she claims that tourists tend to appreciate this site even more and see Botswana in a whole different light.²⁷⁴

The challenges faced at this site relate to the fact that people are not allowed to drink alcohol and smoke at the site. This usually causes conflict between them; custodians and the tourists. However the custodian suggests that this challenge can be overcome by putting up notice boards that clearly indicate the rules and regulations required by tourists on the premises.²⁷⁵

According to Butler’s TALC this site is in the involvement stage. In terms of visitation it attracts the highest numbers in the region. The site is located in the heart of the Central

²⁷¹L. Marquard, *The peoples and policies of South Africa*, p 16.

²⁷² S.Grant, *Botswana: An Historical Anthology*, p 5.

²⁷³ Personal information, custodian of three dikgosi monument, 7-01-2014

²⁷⁴ Ibid.

²⁷⁵ Ibid

Business District (CBD), it is surrounded by malls, offices, hotels and accessibility to the site very easy. The statue of the three chiefs is usually used as a symbol of pride for Botswana and the site has got its own brochures and can be found in most of the local travel brochures and tour guide book. Visitors from the overcrowded urban centres are attracted by the relaxing and unspoiled landscape of the sites.



Illustration 4: The three Dikgosi (Chiefs) Monument Statues, Gaborone, Botswana



Illustration 5: Facilities at the three Dikgosi (Chiefs) Monument, Gaborone, Botswana

Table 3: Cultural and heritage sub indicators on a scale of 1 (low rate) to 5 (high rate) for three dikgosi (Chiefs) monument

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas				X	
National icon/symbol					X
Can tell a good story					X
Has some aspects to distinguish it from nearby areas					X
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)					X
Complements other tourism products in the area/region/destination					X
Tourism activity in the region				X	
Destination associated with culture or heritage					X
Product Design needs	1	2	3	4	5
Access to assets features					X
Good transport/access to asset from population centres					X
Proximity to other heritage attractions					X
Amenity (toilets, parking, pathways, refreshments and availability of information)					X
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	58				
Cultural Heritage Management					
Cultural Significance (Integrity)	1	2	3	4	5
Aesthetic value (including architectural value)					X
Historical Value					X
Scientific Value	X				
Rare (Locally, regionally, nationally)					X
Representativeness (Locally, regionally, nationally)					X
Robusticity	1	2	3	4	5
Fragility of the asset		X			
State of repair					X
Management plan or policy in place					X
Regular monitoring and maintainance					X
Potential for ongoing involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities		X			
Possibility of modification to have negative impacts of: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities	X				
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	49				

5.2.2 Bonnington silos



Illustration 6: Bonnington silos, Gaborone, Botswana

According to the interview with the custodian at the site as well as the information boards, Bonnington farm was originally a farm owned by British farmers from the Cape. It is a remnant of what used to be the Broadhurst farms that were situated in the area in the 1800s. The farm was given to these farmers by Kgosi Sechele I. The chief strategically settled the British farmers in the area as a buffer against the encroaching Boers from the south. In 1895 a stretch of land adjacent to these farms was handed to the BSAC for the construction of a railway line. The livestock from the farm was sold in South Africa. The farm stretched from Broadhurst to Kgale and has unique silos which were built in 1952 and were used by the farmers to store animal feeds such as lucerne. The farm was used for growing crops such as maize, sorghum, groundnuts, beans and cotton. Many residents of the neighbouring village, Mogoditshane, worked on Bonnington farm as labourers as well as in the Bonnington store. People from neighbouring villages would travel to the farm to collect

water from the wells. The farm was expropriated by the government of Botswana in 1980 for the expansion of Gaborone. The farm was gazetted as a national monument in 2006.²⁷⁶ This site is relevant as the silos are preserved, they are rare in Botswana and therefore this site is important as it reflects the lifestyle that farmers use to live during colonial times in Botswana.²⁷⁷

According to the custodian who has been working at the site for less than a year and only does monthly reports, the site records between 20-300 tourists depending on the month, with December being the month that recorded the most tourists.²⁷⁸ Tourists who come to this site usually come for photography and are mostly Batswana. Ever since the silos have been painted with pictures of farm animals and tools, people usually come in and enquire about them as compared to when they were not painted. The tourists usually come alone and not with tourist guides or operators. According to the custodian, the feedback they receive from tourists is positive however they feel that the site should be developed further.²⁷⁹

As the site is not fenced it is hard to control access. There is no water and electricity as yet at the site; however the custodian did highlight that there is a plan by the national museum to develop it into an open air museum. As this site is of low impact in terms of tourism and still needs to be developed it does not yet feature on the TALC. It could be termed as pre exploration on Butler's cycle.

Table 4: Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas	X				
National icon/symbol	X				
Can tell a good story					X
Has some aspects to distinguish it from nearby areas					X
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)		X			

²⁷⁶Information from the sign boards at the site

²⁷⁷Personal information: Custodian of Bonnington silos

²⁷⁸Ibid.

²⁷⁹Ibid.

Complements other tourism products in the area/region/destination			X		
Tourism activity in the region			X		
Destination associated with culture or heritage				X	
Product Design needs	1	2	3	4	5
Access to assets features					X
Good transport/access to asset from population centres					X
Proximity to other heritage attractions					X
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	40				
Cultural Heritage Management					
Cultural Significance (Integrity)	1	2	3	4	5
Aesthetic value (including architectural value)					X
Historical Value					X
Scientific Value			X		
Rare (Locally, regionally, nationally)					X
Representativeness (Locally, regionally, nationally)					X
Robusticity	1	2	3	4	5
Fragility of the asset					X
State of repair				X	
Management plan or policy in place					X
Regular monitoring and maintains			X		
Potential for ongoing involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on:	X				
(a)fabric of the asset					
(b)Lifestyle and cultural traditions of local communities	X				
Possibility of modification to have negative impacts of:	X				
(a)fabric of the asset					
(b)Lifestyle and cultural traditions of local communities	X				
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	49				

5.2.3 Livingstone Memorial



Illustration 7: Livingstone Memorial, Kolobeng, Southern district, Botswana

The Livingstone memorial is an important part of the trail of the legendary Scottish missionary, traveller, explorer and medical doctor, Dr David Livingstone in Botswana. The site is located 20 km west of Gaborone. Dr Livingstone got excited about pursuing missionary work in Africa after he attended a talk by Dr Robert Moffat who had been doing missionary work in Africa for over twenty years. Dr Moffat described the vast land of thousands of people, many of whom had never heard the name of Jesus Christ.²⁸⁰ On 17th March 1841 Livingstone arrived at the Cape where he was accommodated by Rev. Dr. John Philip, 20th May he departed by ox waggon for Kuruman to the London Missionary Society (LMS) headquarters where he arrived on the 31st July 1841.²⁸¹ After a few days rest Dr Livingstone set off for Shokuane, a village of the Bakwena tribe some two hundred miles to the north of Kuruman.²⁸² According to Livingstone's diary:

²⁸⁰ R. W. Purton, *Historical characters: Doctor Livingstone*, p 1.

²⁸¹ M. Gelfand, *Livingstone the Doctor: His life and travels*, p 27.

²⁸² R. W. Purton, *Historical characters: Doctor Livingstone*, p 6.

Without waiting longer at Kuruman than was necessary to recruit the oxen, which were pretty well tired by the long journey from Algoa Bay, I proceeded, in company with another missionary, to the Bakuena or Bakwain country and found Sechele, with his tribe located at Shokuane.²⁸³

Livingstone then returned to Kuruman and after three months took a second journey to Molepolole, the home of the Bakwena. For six months Livingstone remained in Molepolole, with no one to speak to but the Bakwena. They could not speak English so he had to learn their language. After six months he travelled northwards to Mabotsa.²⁸⁴

Mabotsa is situated in a picturesque valley, with mountains and was a favourite resort for lions whose depredations caused much injury and loss to the Bakgatla people.²⁸⁵ One day a lion came upon a flock of sheep near the village and began to kill them. Livingstone then encouraged the natives to surround it in an effort to kill it. The lion however pulled away from its pursuers and suddenly sprang out of the bush towards Livingstone, it then pinned him down with a paw on his head and began to the crunch of his arm which was never to function properly for the rest of his life.²⁸⁶ After this incidence, Dr Livingstone returned to Kuruman in South Africa to recuperate.²⁸⁷ On his return from recuperating Livingstone together with his new bride Mary; (the daughter of Robert Moffat) decided to move to Tshonwane (Chonuane) where he found Sechele once again. Soon however a drought, famine and close proximity to the Boers compelled another move. So in early 1847 he persuaded the chief to take the whole tribe to Kolobeng River where he would set up a new station.²⁸⁸

Kolobeng, which means the “Place of Pigs” in Setswana, was Livingstone’s home from 1846 to 1849 and his most permanent home in Africa.²⁸⁹ His early years at Kolobeng were busy as

²⁸³ D, Livingstone, *Missionary travels and researches in South Africa*, p 18.

²⁸⁴ R. W. Purton, *Historical characters: Doctor Livingstone*, p 6.

²⁸⁵ J.A Sharp, *David Livingstone: Missionary and Explorer*, p 62.

²⁸⁶ V. Golding, *The story of David Livingstone*, pp 22-23.

²⁸⁷ Ibid.

²⁸⁸ A. Sillery, *Sechele: The story of an African chief*, pp 82-83.

²⁸⁹ G.A Winchester-Gould, *The guide to Botswana*, p 47.

he tended the sick, preached the gospel and cultivated his gardens.²⁹⁰ Mary Livingstone started schooling the Bakwena so that they could read the bible. Kolobong mission was home to the first church and convert in Botswana as well the first school. The first Botswana convert was Kgosi Sechele.²⁹¹ Kgosi Sechele became a staunch Christian and at that time he had five wives, but immediately after he was baptized, he sent four of them back to their homes.²⁹² After his conversion to Christianity, the Bakwena country suffered a long drought and this made the people believe that the country was afflicted with it on account of Sechele's defection from the religion of his forefathers.²⁹³ The tribe believed in rainmaking and that Sechele had a potent influence on the rain clouds and as he refused to perform the necessary rituals, the discontent of the people began to increase.²⁹⁴

At Kolobeng, Livingstone built a rectangular house, a church and a dam with irrigation trenches in the Kolobeng River. The Livingstone family stayed in a round house for a year. In 1848, the Bakwena built the Livingstone family a four cornered house, which was the first in Botswana. The house was built with stones at foundation level, sundried bricks, branches of tamboti trees and river reeds. The house was six metres by twenty metres.²⁹⁵ Its significance lives in the fact that it was the first house built in that manner. There is a small fenced graveyard in which graves of his daughter Elizabeth who died at six weeks; Alfred Dolman, artists and traveller who was murdered near Kopong in 1851; and Dolmans servant John Coleman were buried.²⁹⁶

When Livingstone arrived in Kolobeng in August 1847 he was full of optimism, the river was in full flow, spreading out onto a floodplain some 5.5 meters wide.²⁹⁷ In Kolobeng, Dr Livingstone made many medical experiments. In about 1847 or 1848 Livingstone wrote about an experiment that he had tried at Kolobeng: he administered arsenic in an attempt

²⁹⁰ G.A Winchester-Gould, *The guide to Botswana*, p 49.

²⁹¹ Personal information: Custodian of Kolobeng mission

²⁹² R.Gardner, *A primary history of Botswana*, p 13.

²⁹³ J.S Roberts, *Africa and the African travel and adventure including the life and travels of Dr. Livingstone*, p 752.

²⁹⁴ Ibid.

²⁹⁵ Personal information: Custodian at Livingstone Kolobeng mission

²⁹⁶ A. Campbell and M. Main, *Guide to greater Gaborone*, p 120.

²⁹⁷ D.J Nash, *The zebras voice* 3, 2013

to cure a mare that had been bitten by a tsetse fly.²⁹⁸ In 1849 Livingstone had learnt of Professor Simpson's successful work in Edinburgh with chloroform, which reduced the pains of childbirth, he became keen on preparing the chloroform himself.²⁹⁹ These bits of information add a degree of interest to the tourist.

Some other relevant information on Livingstone is that he did not only criticize racism, slavery and colonial crimes, but after witnessing the oppression of Batswana by Boers in the Transvaal, he provided Kgosi Sechele I with sophisticated weapons.³⁰⁰ The fact that he provided the Tswana with weapons made Livingstone very unpopular with the Boers and by upholding his Christian view towards the natives, he was bound to incur the hostility of the Boers.³⁰¹ A demand was made that he should be removed and sent back to the Cape Colony and that he should never be permitted to do the work of the Bechuana mission. A threat was made by the Boers that if the LMS committee did not comply with this demand they would carry it into force themselves.³⁰² As expected the LMS committee did not comply with the demands, and a few years later when he reached Dr Moffat's mission station at Kuruman with his family, Livingstone learned that the Boers had attacked the village of Kolobeng, destroyed Livingstone's house and his papers, taken his medicines and had killed many of Sechele's people.³⁰³ It was after this incidence that Livingstone decided to leave Kolobeng and travel north, across the Kalahari desert to the home of the Makololo.³⁰⁴

Significance of this site is that it marks the birthplace of Christianity in Botswana. The first western school and four cornered house was also constructed on this site. It is also at this site that tourists can learn and appreciate the work of Dr David Livingstone. The site attracts on a weekly basis between 20-30 tourists, monthly they record +/- 200 and yearly they record +/- 2000 tourists. The busiest months are between April and August.³⁰⁵ This site attracts international tourists mostly from South Africa, Europe and Asia, who are usually

²⁹⁸ M. Gelfand, *Livingstone the Doctor: His life and travels*, p 42.

²⁹⁹ *Ibid.*, p 43.

³⁰⁰ J.Ramsay, Livingstone on the righteousness of armed resistance, *the Zebras Voice* 1 (2013),p 18.

³⁰¹ J.A Sharp, *David Livingstone: Missionary and Explorer*, p 78.

³⁰² *Ibid.*, pp 82-83.

³⁰³ R.W Purton; *Historical Characters: Doctor Livingstone*, p 13.

³⁰⁴ *Ibid.*

³⁰⁵ Personal information: Custodian of Livingstone memorial site

brought there by tour operators.³⁰⁶ The tourists give positive feedback about the site, but complain about the lack of information boards and shelters.³⁰⁷

A number of challenges were identified by the custodian of the site. These include: lack of signage where the foundations of the buildings were as well as by the gravesides. Some people cannot comprehend clearly when the guide speaks so it would be easier if there were signage so that tourists can also read themselves. The tour of the site takes two hours but there are no shade or stools for tourists to rest even though temperatures are usually high; the site also does not have a toilet or water to cater for tourists. Snakes are very common at this particular site, putting the life of tourists at danger as first aid kits are not available.³⁰⁸

Again the preliminary nature of this site does not feature in Butlers TALC and can be seen as pre-exploration.

Table 5: Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate) Livingstone Memorial

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas					X
National icon/symbol					X
Can tell a good story					X
Has some aspects to distinguish it from nearby areas					X
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)					X
Complements other tourism products in the area/region/destination					X
Tourism activity in the region				X	
Destination associated with culture or heritage					X 3
Product Design needs					
Access to assets features		X			
Good transport/access to asset from population centres		X			
Proximity to other heritage attractions				X	
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				

³⁰⁶ Personal information: Custodian of Livingstone memorial site, 14-01- 2014

³⁰⁷ Ibid.

³⁰⁸ Ibid.

Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	48				
Cultural Heritage Management					
<i>Cultural Significance (Integrity)</i>	1	2	3	4	5
Aesthetic value (including architectural value)				X	
Historical Value					X
Scientific Value			X		
Rare (Locally, regionally, nationally)					X
Representativeness (Locally, regionally, nationally)			X		
<i>Robusticity</i>	1	2	3	4	5
Fragility of the asset			X		
State of repair		X			
Management plan or policy in place					X
Regular monitoring and maintains			X		
Potential for ongoing involvement/ consultation of key stakeholders				X	
Potential: negative impacts of high visitation on: (a) fabric of the asset	X				
(b) Lifestyle and cultural traditions of local communities	X				
Possibility of modification to have negative impacts of: (a) fabric of the asset	X				
(b) Lifestyle and cultural traditions of local communities	X				
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	41				

5.2.4 Livingstone's Tree



Illustration 8: Livingstone's tree, Manyana Village, Southern district, Botswana

The Livingstone tree a Wild fig tree, was used as a church, school and clinic in 1847 amongst the Bakwena people. When he arrived, Dr Livingstone found the tree already at the place,³⁰⁹ and is estimated to be more than 200 years old. In the late 1930's the initials "DL" could still be seen carved into the bark of the tree, but are no longer visible.³¹⁰ The site is located in Manyana village, which is about 15 kilometres away from Kolobeng, therefore Dr David Livingstone use to travel from his home in Kolobeng to preach, teach and heal under this tree.³¹¹ This site is important and relevant as it promotes and educates the public about the legacy and contributions of Dr David Livingstone. Church groups still come to this site to hold church services as it is believed to have certain sacred qualities.

This site is under the care and custody of the same custodian of the Manyana rock paintings (See site profile below 5.2.5). The tourists who visit Manyana rock paintings are taken to Livingstone's tree after touring the rock paintings. The rock paintings are situated about 3 km away from this tree.³¹²

The site has no water and no lavatories for tourists and the sign board is out dated.

This is also a site that can be categorized as pre-exploration as it has very little development.

Table 6: Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate) Livingstone tree

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas	X				
National icon/symbol	X				
Can tell a good story				X	
Has some aspects to distinguish it from nearby areas					X
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)				X	
Complements other tourism products in the area/region/destination					X
Tourism activity in the region		X			
Destination associated with culture or heritage					X
Product Design needs	1	2	3	4	5
Access to assets features	X				
Good transport/access to asset from population centres	X				

³⁰⁹ Personal information: Custodian of Livingston tree site, 14-01-2014

³¹⁰ A. Campbell and M. Main, *Guide to greater Gaborone*, p 164.

³¹¹ Personal information: Custodian of Livingston tree site, 14-10-2014

³¹² Personal information: Custodian of Livingston tree site, 14-10-2014

Proximity to other heritage attractions			X		
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	33				
Cultural Heritage Management					
<i>Cultural Significance (Integrity)</i>	1	2	3	4	5
Aesthetic value (including architectural value)					X
Historical Value					X
Scientific Value					X
Rare (Locally, regionally, nationally)				X	
Representativeness (Locally, regionally, nationally)	X				
<i>Robusticity</i>	1	2	3	4	5
Fragility of the asset			X		
State of repair		X			
Management plan or policy in place	X				
Regular monitoring and maintains	X				
Potential for ongoing involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a) fabric of the asset (b) Lifestyle and cultural traditions of local communities			X		
Possibility of modification to have negative impacts of: (a) fabric of the asset (b) Lifestyle and cultural traditions of local communities		X			
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	45				

5.2.5 Manyana rock paintings



Illustration 9: Manyana Rock paintings, Manyana Village, Southern District, Botswana

The Manyana rock paintings are of special interest because they are one of the rare rock art sites in south eastern Botswana and the only one that has been excavated in the area.³¹³

The initial occupation of the site seems to have been Late Stone (AD 800) Age hunter forages that were in the area prior to the advent of the Iron Age.³¹⁴ The paintings are fading, but if looked at closely one can see rhinos, antelopes, giraffe and three legged men can be identified. The site is important as it indicates the presence of the San in the area, it therefore shows that the area which is now home to the Bahurutshe tribe had been occupied long before the Bahurutshe came to settle in Botswana.³¹⁵

The site gets roughly about 10-20 visitors per week, between 50 and 100 per month and records indicate that per year the visitors can reach between 700 and 800. The busiest months are between April and August.³¹⁶ Tourists to this site are usually foreigners from overseas, mostly from USA, Europe and Asia, who found out about the site from the internet. The tourists usually give very good feedback, but are highly concerned about the fact that the rock paintings are fading and not conserved.³¹⁷

There is no signage from the main road showing where the site is located and no pamphlets or other information about the site. At the site there is no water and no toilet and the rocks are also home to many snakes. The rock paintings are indeed fading and in need of urgent intervention if they are to be preserved for future generations. This too unfortunately remains a pre-exploration stage site.

Table 7: Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate) Manyana rock paintings

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas			X		
National icon/symbol			X		
Can tell a good story					X
Has some aspects to distinguish it from nearby areas					X

³¹³ L.H Robbins, The Manyana Rock Painting Site, *Botswana notes and records* 17, 1985, p 1.

³¹⁴ Ibid, p 9.

³¹⁵ Personal information: Custodian of site at Manyana Rock paintings,, 14-01-2014

³¹⁶ Ibid.

³¹⁷ Ibid.

Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)			X		
Complements other tourism products in the area/region/destination		X			
Tourism activity in the region			X		
Destination associated with culture or heritage					X
Product Design needs	1	2	3	4	5
Access to assets features		X			
Good transport/access to asset from population centres	X				
Proximity to other heritage attractions				X	
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	37				
Cultural Heritage Management					
Cultural Significance (Integrity)	1	2	3	4	5
Aesthetic value (including architectural value)					X
Historical Value					X
Scientific Value					X
Rare (Locally, regionally, nationally)					X
Representativeness (Locally, regionally, nationally)			X		
Robusticity	1	2	3	4	5
Fragility of the asset				X	
State of repair				X	
Management plan or policy in place					X
Regular monitoring and maintains			X		
Potential for ongoing involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a)fabric of the asset			X		
(b)Lifestyle and cultural traditions of local communities			X		
Possibility of modification to have negative impacts of: (a)fabric of the asset				X	
(b)Lifestyle and cultural traditions of local communities			X		
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	57				

5.2.6 Mma Sechele cave



Illustration 10: Mma Sechele cave, Manyana Village, Southern district, Botswana

The Mma Sechele cave where Kgosi Sechele I's heavily pregnant wife was hid during the Battle of Dimawe also known as the Batswana- Boer war of 1852-1853. Dimawe was the first major Batswana defence against Boer attack and a seminal event in Botswana's history.³¹⁸ During the War, the Boers attacked Sechele's Bakwena and their allies the Bakaa, Bakgatla бага Mmanaana and Bangwaketse at Dimawe.³¹⁹ The army was made up of 430 horsemen and over 600 Africans and were commanded by Pieter Scholtz.³²⁰ Scholtz demanded the surrender of Mmanaana Kgosi Mosielele and entered into an agreement with the Zuid-Afrikaans Republic (ZAR), but Kgosi Sechele refused. For years the Boers had wanted to disarm Sechele and force his people to work for him. The Boers decided to take action after signing the Sand River Convention in 1852 which gave them their republican independence from the British. They therefore tried to force Kgosi Mosielele of the Bakgatla бага Mmanaana to supply the Boers with men to attack the Bakwena, but he refused. This resulted in his village of Maanwane being attacked, Kgosi Mosielele therefore fled with his people and cattle to Sechele.³²¹ In response to the Boers to let Mosielele surrender; Kgosi Sechele replied as follows:

³¹⁸F. Morton et al, *Historical dictionary of Botswana*, p 47.

³¹⁹T. Tlou and A. Campbell, *History of Botswana*, p 201.

³²⁰J. Ramsay et al, *Building a nation*, p 88.

³²¹T.Tlou and A. Campbell, *History of Botswana*, p 165.

Wait till Monday. I shall not deliver up Mosielele; he is my child. If I am to deliver him up, I shall have to rip open my belly; but I challenge you on Monday to show who the strongest man is. I am like yourself, provided with arms and ammunition and have more fighting people than you. I should not have allowed you thus to come in and would have assuredly fired on you; but I have looked into the book (Bible), upon which I reserved my fire. I am myself provided with canon. Keep yourself quite tomorrow and do not quarrel for water till Monday; then we shall see who the strongest man is. You are already in my pot; I shall only have to put the lid on it on Monday.³²²

On Monday, Sechele called upon Scholtz and asked him to justify why he should release Mosielele. In response Scholtz called on the Bakwena to disarm, to supply the Boers with unpaid labour and to obey Pretorius.³²³ Sechele yet again refused to the demands of the Boer Commander, therefore paving way for the start of the battle. The Boers stormed Dimawe's hillside entrenchments, shielding themselves with their African troops.³²⁴ On Friday 3rd September, Scholtz decided to withdraw from Botswana, taking with him 143 captive women and children as well as cattle while 36 Boers and 89 Batswana had died during the battle. Although Batswana suffered more losses, the Boers did not succeed in subjugating the local population and therefore Sechele felt victorious as he was able to preserve the independence of the Batswana from the Boers.

As indicated the Cave is significant as when the whole battle was taking place, the heavily pregnant wife of Kgosi Sechele was hidden inside with some of her servants. This cave is located on the same site as the San rock paintings, so the tourists who visit the rock paintings also get to see Mma Sechele cave, therefore the numbers and characteristics mentioned above are the same. The same challenges expressed for Manyana rock paintings also apply for Mma Sechele Cave as does its place in terms of the TALC.

³²²J. Ramsay et al, *Building a nation*, p 89.

³²³ *Ibid.*, p 90.

³²⁴F. Morton et al, *Historical dictionary of Botswana*, p 47.

Table 8: Mma Sechele cave

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas	X				
National icon/symbol					X
Can tell a good story					X
Has some aspects to distinguish it from nearby areas	X				
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)	X				
Complements other tourism products in the area/region/destination					X
Tourism activity in the region			X		
Destination associated with culture or heritage					X
Product Design needs					
Access to assets features		X			
Good transport/access to asset from population centres	X				
Proximity to other heritage attractions				X	
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	34				
Cultural Heritage Management					
Cultural Significance (Integrity)					
Aesthetic value (including architectural value)				X	
Historical Value					X
Scientific Value			X		
Rare (Locally, regionally, nationally)			X		
Representativeness (Locally, regionally, nationally)		X			
Robusticity					
Fragility of the asset		X			
State of repair	X				
Management plan or policy in place					X
Regular monitoring and maintains		X			
Potential for ongoing involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities					
Possibility of modification to have negative impacts of: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities	X		X		
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	36				

5.2.7 Matsieng footprints



Illustration 11: Matsieng footprints, Rasesa Village, southern district, Botswana

The Matsieng footprints site lies just north of the Bakgatla capital, Mochudi, 45 kilometres north east of Gaborone. This site consists of an uneven slab of sandstone, about 8000 square meters in extent and pierced by two deep holes which hold water. The engravings were almost certainly made by ancestors of modern Bushmen probably less than 2000 years ago. During the last few centuries the site was adopted as a sacred rainmaking place by Batswana whose oral history relates that their early giant, one-legged ancestor, Matsieng, emerged here from the world below the ground, and was followed by his people, domestic stock and by wild animals.³²⁵ The “Myth of Matsieng” suggests that in the beginning of time Matsieng was held as a prisoner in the underworld, below the earth’s surface, by a god figure known as Tintibane. Then a one legged being called Lowe showed Matsieng how to escape from the underworld.³²⁶ The rocks were still soft at the time and therefore he left his footprints in the rocks.³²⁷

³²⁵ A. Campbell and M. Main, *Guide to greater Gaborone*, p 139.

³²⁶ J. Ramsay et al, *Building a nation: A history of Botswana from 1800 to 1900*, p 13.

³²⁷ Personal information: Custodian of Matsieng footprints, 17-01-2014

Archaeologists refer to such prints as petroglyphic footprints and have been attributed to Bushmen, which suggests that they were either “title deeds” to waterholes, direction to waterholes or for teaching the young how to recognise antelope species from their tracks.³²⁸

Matsieng is believed to be the ancestor of all Batswana and therefore has important heritage relevance. The site is used as a sacred place; people usually use the site for ritual purpose and to collect water for domestic use. People come to the site to learn about the “Myth of Matsieng” and to pay homage to their forefathers and ancestors.

The number of tourists fluctuates as there are times when a week elapses with no tourists; but sometimes between 5 and 10 tourists come per week, and sometimes about 100 tourists are recorded in a month and +/- 1200 are recorded per year. The busiest month is August due to schools trips. It is near the main road (The A1) which is the busiest highway in Botswana and has signage which leads to occasional passers by visiting the site. All types of tourists have been recorded at this site, both local and foreign. Tourists are usually very impressed, but complain about the fading prints and lack of conservation.³²⁹

The major Challenge faced at this site is the fact that there is a water shortage and besides the footprint, there is nothing much else to see at the site. In terms of the TALC it could be argued that this site is at the exploration phase.

Table 9: Matsieng footprints

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas					X
National icon/symbol					X
Can tell a good story					X
Has some aspects to distinguish it from nearby areas					X
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)					X
Complements other tourism products in the area/region/destination		X			

³²⁸ P. Lane et al, *Ditswammung: The Archaeology of Botswana*, p 213.

³²⁹ Personal information: Custodian of Matsieng footprints, 17-01-2014

Tourism activity in the region			X		
Destination associated with culture or heritage					X
Product Design needs	1	2	3	4	5
Access to assets features			X		
Good transport/access to asset from population centres		X			
Proximity to other heritage attractions			X		
Amenity (toilets, parking, pathways, refreshments and availability of information)			X		
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)					
Cultural Heritage Management					
Cultural Significance (Integrity)	1	2	3	4	5
Aesthetic value (including architectural value)					X
Historical Value					X
Scientific Value					X
Rare (Locally, regionally, nationally)					X
Representativeness (Locally, regionally, nationally)					X
Robusticity	1	2	3	4	5
Fragility of the asset				X	
State of repair			X		
Management plan or policy in place					X
Regular monitoring and maintains				X	
Potential for ongoing involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities		X			
Possibility of modification to have negative impacts of: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities	X				
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	51				

5.2.8 Mogonye Gorges



Illustration 12: Mamotshwane gorge, Mogonye Village, southern district, Botswana

The Mogonye gorges are found in Mogonye village just 15km south of Gaborone. The village has several hills which have gorges. The Mogonye community has lived near the gorges for long periods utilizing water from the springs and waterfalls.³³⁰ Mmamotshwane gorge is the most prominent Gorge in the Mogonye area. This is where the majority of Bahurutshe of Mogonye settled before moving to the present Mogonye village.³³¹ The Bahurutshe decided to settle here as a hide away from both the Boers and the Ndebele and due to the fact that there was a permanent water supply. Remains such as pottery sherds, hut bases and iron implements can be found around the gorge. The gorge runs in a north-easterly direction for about 700 metres, creating several shallow pools and low water falls before turning into a stream.³³²

³³⁰ A.Mabuse et al, Mogonye Gorges, *Zebras voice* (1),2009, p 5.

³³¹ Personal information: Custodian of Mogonye gorges, 18-01-2014

³³² A. Mabuse et al, Mogonye Gorges, *Zebras voice* (1),2009, p 6.

The site is important due to its history of the place, the scenic beauty as well as the wildlife found in the area. The site is used for ritual purposes by churches and the local community as it is believed that the spirits of the ancestors (Badimo) reside in these gorges.³³³

Tourist's numbers to this site fluctuates. There are times when numbers are higher than other, weeks and months. But the average number per week ranges from 10 upwards and 200 upwards per month. People who frequently come to this site are usually churches and traditional healers, who like to come when the year begins so as to please the ancestors. Tourists come in large numbers during the rainy season. Batswana come to this large numbers and a very good number of foreigners come to the site as well due to its pristine natural beauty.³³⁴

From the gate house to Mamotshwane gorge, the distance is about 5.5 km and the road is not good for small cars and the site does not have a transport system to take tourists to the gorges. The gorges are not fenced therefore it is easy for people to just walk in and out even though entry to the site comes at a fee. In terms of Butler's TALC, the site falls under the second phase of the TALC involvement stage. Although more developed than other sites in the region the tourism area is still isolated with a "sleepy" appearance. Developments in the area include a gate house to the gorges, a camping site with toilets and showers for tourists. There are no shops or any other businesses close by that can cater for tourists needs in close proximity to the site. The camping site, gate house are all owned by a community trust with some financial help of the National Museum.³³⁵

The custodian did mention benefits that the community get from gate fees. These have been used to provide chairs for the elders at the kgotla (traditional court) and some of the local youth have been granted bursaries to further their studies from profits made from the site. Only a small settlement is present. A limited number of businesses exist and there are no specific facilities provided for tourists. The available facilities are used and owned by

³³³ Personal information: Custodian of Mogonye gorges, 18-01-2014

³³⁴ Ibid.

³³⁵ Personal information: Custodian of Mogonye gorges, 18-01-2014

locals. The place is characterised by a small number of tourists as they are restricted by lack of access and good advertising.³³⁶

Table 10: Mogonye Gorges

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
<i>Market Appeal</i>					
Well known outside local areas				X	
National icon/symbol				X	
Can tell a good story					X
Has some aspects to distinguish it from nearby areas					X
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)					X
Complements other tourism products in the area/region/destination				X	
Tourism activity in the region			X		
Destination associated with culture or heritage					X
<i>Product Design needs</i>	1	2	3	4	5
Access to assets features		X			
Good transport/access to asset from population centres	-X				
Proximity to other heritage attractions			X		
Amenity (toilets, parking, pathways, refreshments and availability of information)				X	
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	45				
Cultural Heritage Management					
<i>Cultural Significance (Integrity)</i>	1	2	3	4	5
Aesthetic value (including architectural value)					X
Historical Value					X
Scientific Value					X
Rare(Locally, regionally, nationally)					X
Representativeness (Locally, regionally, nationally)				X	
<i>Robusticity</i>	1	2	3	4	5
Fragility of the asset		X			
State of repair				X	
Management plan or policy in place					X
Regular monitoring and maintains					X
Potential for going involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities			X		
Possibility of modification to have negative impacts of: (a)fabric of the asset					X

³³⁶ Ibid.

(b)Lifestyle and cultural traditions of local communities					X
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	60				

5.2.9 Ntsweng



Illustration 13: Ntsweng, Molepolole village, southern district, Botswana

Ntsweng is situated several kilometres south east of Molopelole in Kweneng district. The area was first occupied by Bakwena in 1864 while under Kgosi Sechele: It was abandoned in 1937 when Bakwena were to move to Molepolole.³³⁷ The Bakwena had, by the beginning of the 1860s and for many years, been looking for a spacious, auspicious, hilltop village site that was not yet claimed by another group in Kweneng. The Bakwena travelled extensively in Kweneng, whereupon they finally settled on Ntsweng hill as it was best suited for a planned, permanent, nucleated settlement pattern.³³⁸ The town was perched on the hilltop

³³⁷A. Ndobochani, A zooarchaeology study of Butchery practices at Ntsweng (Molepolole), BA research essay, University of Botswana, 1997, p 12.

³³⁸K.K. Scotch; The settlement nexus of the Southern Tswana on hilltops and valleys in present day south east Botswana in the 19th century; M.A dissertation, U.P, 2008, p 28.

overlooking Kobokwe Gorge. During the 1930s Ntsweng was abandoned when the Protectorate administration moved the Bakwena to Molepolole.³³⁹

Sebele II's mother, Phetego, refused to move from Ntsweng. She remained in Sebele's administration office which is the only building still standing at Ntsweng and is referred to as "Mma Kgosi" by the Bakwena. The building is next to the royal cemetery which used to be a royal kraal. The building has been used in an analysis of the changing nature of Tswana architecture in Botswana which was influenced by European presence.³⁴⁰

As this and the next site have no tourism development or any form of custodianship, there is no data regarding visible or other aspects. These are then pre-exploration phase sites in terms of the TALC

Table 11: Ntsweng

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
<i>Market Appeal</i>					
Well known outside local areas	X				
National icon/symbol	X				
Can tell a good story					X
Has some aspects to distinguish it from nearby areas					X
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)	X				
Complements other tourism products in the area/region/destination			X		
Tourism activity in the region	X				
Destination associated with culture or heritage					X
<i>Product Design needs</i>	1	2	3	4	5
Access to assets features	X				
Good transport/access to asset from population centres	X				
Proximity to other heritage attractions	X				
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	26				
Cultural Heritage Management					
<i>Cultural Significance (Integrity)</i>	1	2	3	4	5
Aesthetic value (including architectural value)			X		

³³⁹ Ibid.

³⁴⁰ P. Lane et al, Ditswaamung: The Archaeology of Botswana, p 167.

Historical Value					X
Scientific Value		X			
Rare (Locally, regionally, nationally)			X		
Representativeness (Locally, regionally, nationally)		X			
Robusticity	1	2	3	4	5
Fragility of the asset					X
State of repair	X				
Management plan or policy in place					
Regular monitoring and maintains	X				
Potential for ongoing involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a) fabric of the asset (b) Lifestyle and cultural traditions of local communities		X			X
Possibility of modification to have negative impacts of: (a) fabric of the asset (b) Lifestyle and cultural traditions of local communities		X			
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	28				

5.2.10 Kobokwe Cave (Livingstone's Cave)

In the late 1840s when David Livingstone had established himself at Kolobeng, he set about his work as a missionary and realised the importance of converting the then Kwena Kgosi Sechele I. The powers of their respective belief system underlay the warning to Livingstone by Kwena tribal magicians that he would die if he entered this cave. It is believed that Livingstone's emergence out of the cave alive was one of the factors that prompted Sechele to become a Christian.³⁴¹ The cave was said to house some of the ancestors of the tribe and they believed that only the tribal doctor could enter without dying. Livingstone told the Bakwena that God would protect him and he indeed came out alive. This impressed the people so much that Kgosi Sechele was even more convinced to convert to Christianity.³⁴²

According to oral tradition as written on a signboard at the site the story of the cave reads as follows:

Oral tradition has it that they once lived a man amongst the Bakwena by the name of Kobokwe. The man was not a Mokwena; he committed a crime and was

³⁴¹P. Lane et al, *Ditswaamung: The Archaeology of Botswana*, pp 189-190.

³⁴²S.J. Mokone; Cultural tourism amongst Batswana: [Kolobeng, Manyana, Kobokwe & Tsodilo], B.A research essay, University of Botswana, 1998, p 30.

sentenced to death. Fortunately for him he escaped before his fate was decided and his footprints were tracked by age regiments only to vanish at the mouth of the cave. It is said he went in and never was he seen and that is how the cave came to be known after him. This made the cave to be feared from then until now. The cave was later used as a dumping site for wrong doers; especially those who were alleged to be witches.³⁴³

Table 12: Kobokwe Cave

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
<i>Market Appeal</i>					
Well known outside local areas	X				
National icon/symbol		X			
Can tell a good story			X		
Has some aspects to distinguish it from nearby areas		X			
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)	X				
Complements other tourism products in the area/region/destination					X
Tourism activity in the region	X				
Destination associated with culture or heritage					X
<i>Product Design needs</i>	1	2	3	4	5
Access to assets features	X				
Good transport/access to asset from population centres	X				
Proximity to other heritage attractions			X		
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	26				
Cultural Heritage Management					
<i>Cultural Significance (Integrity)</i>	1	2	3	4	5
Aesthetic value (including architectural value)	X				
Historical Value					X
Scientific Value			X		
Rare (Locally, regionally, nationally)			X		
Representativeness (Locally, regionally, nationally)					
<i>Robusticity</i>	1	2	3	4	5
Fragility of the asset	X				
State of repair	X				
Management plan or policy in place					X
Regular monitoring and maintains					X

³⁴³ Sign post on the foot of the hill prepared by the Botswana National Museum and Art Gallery.

Potential for going involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a) fabric of the asset (b) Lifestyle and cultural traditions of local communities	X	X			
Possibility of modification to have negative impacts of: (a) fabric of the asset (b) Lifestyle and cultural traditions of local communities	X				
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	34				

5.2.11 Lentswe la Baratani (Baratani Hill)

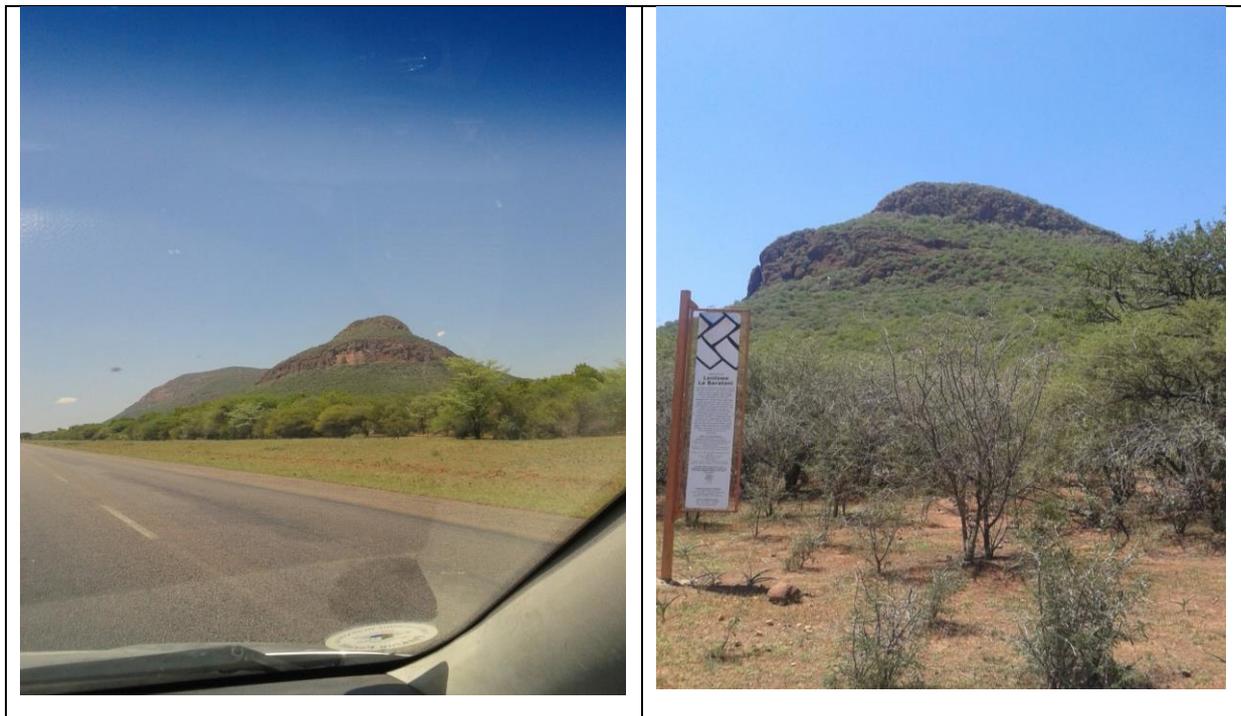


Illustration 14: Lentswe la Baratani, Otse village, southern district, Botswana

The legend of Lentswe la Baratani is a famous romantic epic of two young lovers set in the traditional village of Otse. This village is located about 50km north of Gaborone and it is well known for the famous Manyelanong hills where vultures usually breed.³⁴⁴ Lentswe la Baratani means “lovers rock” in Setswana and there is a myth of two lovers who were denied the opportunity to marry. One version of the myth is that the lovers decided to commit suicide by leaping off the cliff,³⁴⁵ while the other version states that the lovers

³⁴⁴ BOTSWANA TOURISM ORGANISATION. 2009. Travel companion: Southern Botswana. Botswana Tourism Board: Gaborone, p 6.

³⁴⁵ A. Campbell and M. Main, *Guide to greater Gaborone*, p 125.

climbed into a sacred part of the hill and have since vanished. The story of the two lovers as passed down from generation to generation reads as follows:

Long ago a boy and girl loved each other dearly and wanted to marry, but their parents refused; so they decided to run away from their homes. To be certain that they would not be followed they decided to climb Baratani and to hide until their parents anger had cooled, and then they would be married properly. Once on top they sat down and looked back towards their homes, thinking they had escaped. They did not know that the people of the village had seen them climb the hill and that their parents were very angry. After some time the girl's mother started to fear for her daughter, a search team was then sent up the hill to go look for the couple. They found no trace at all of the missing couple, the girl and boy never returned and was never heard of again.³⁴⁶

The hill is said to contain sacred qualities and is regarded as very dangerous. Batswana will neither point at the hill nor climb it for fear of unnatural death overtaking them.³⁴⁷ The climbing of the hill is forbidden and this is indicated on a sign posts put up by the National Museum. However the hill is an archaeological site with stone and fired clay, hut floors, trash pits, ceramic and bone refuse dated to the 5th century.³⁴⁸

While there is signage at this site, the plausible nature and cultural taboos related to the site make it underutilised. It therefore would rate as the exploration phase of the TALC

Table 13: Lentswe la Baratani

Cultural and heritage sub indicators On a scale of 1 (low rate) to 5 (high rate)					
Tourism	1	2	3	4	5
Market Appeal					
Well known outside local areas					X
National icon/symbol		X			
Can tell a good story					X

³⁴⁶ R.Gardner, *A primary history of Botswana*, p 21.

³⁴⁷ A.Campbell and M. Main, *Guide to greater Gaborone*, p 125.

³⁴⁸ Ibid.

Has some aspects to distinguish it from nearby areas			X		
Appeals to special needs or uses(e.g. pilgrimages, festivals, sports)		X			
Complements other tourism products in the area/region/destination	X				
Tourism activity in the region	X				
Destination associated with culture or heritage					X
Product Design needs	1	2	3	4	5
Access to assets features		X			
Good transport/access to asset from population centres		X			
Proximity to other heritage attractions		X			
Amenity (toilets, parking, pathways, refreshments and availability of information)	X				
Total (Market appeal axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	31				
Cultural Heritage Management					
Cultural Significance (Integrity)	1	2	3	4	5
Aesthetic value (including architectural value)		X			
Historical Value					X
Scientific Value		X			
Rare (Locally, regionally, nationally)	X				
Representativeness (Locally, regionally, nationally)		X			
Robusticity	1	2	3	4	5
Fragility of the asset	X				
State of repair	X				
Management plan or policy in place	X				
Regular monitoring and maintains	X				
Potential for going involvement/ consultation of key stakeholders					X
Potential: negative impacts of high visitation on: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities	X				X
Possibility of modification to have negative impacts of: (a)fabric of the asset (b)Lifestyle and cultural traditions of local communities	X				
Total (Robusticity axis) (0-20) low (21-40) Moderate appeal 41-60 (high)	29				

5.3 Market appeal of the sites

The methods developed and followed for this study comprise the following: After interviews were carried out, observations made and finally research literature available on the various sites, scores were given on every sub indicator based on characteristics and criteria of asset. The scores for tourism (Market appeal and Product design needs) which all fall under Market appeal and cultural heritage management (Cultural significance and Robusticity)

Robusticity sub sets are assigned separately. The scores range from one (1) for low rating to five (5) for high rating. Once each site has been graded for all indicators in each subset, the asset can be plotted on the matrix to determine its status. Heritage places with squares A1 and A2 are suited for tourism activity as they have high to moderate robusticity and high market appeal. Heritage places falling into squares B1 and B2 have high to moderate market appeal but low robusticity. The heritage places in squares C1 and C2 would have high to moderate robusticity, but only moderate market appeal. Mostly heritage places that fall under D1-D3 are not likely to attract any visitors no matter how much they are valued by the local community. The analysis is as follows;

Table 14: total results for market appeal and Robusticity

Name Of Site	Market Appeal	Robusticity
A. Three Dikgosi (Chiefs) Monument	58	49
B. Bonnington silos	40	49
C. Livingstone Memorial	48	41
D. Livingstone Tree	33	45
E. Manyana Rock Paintings	37	57
F. Mmasechele Cave	34	36
G. Matsieng footprints	46	51
H. Mogonye Gorges	45	60
I. Ntsweng	26	28
J. Kobokwe Cave	26	34
K. Lentswe la Baratani	31	29

Table 15: Market Appeal/ Robusticity matrix for sites in Gaborone and surroundings

Robusticity	High	D1	C1 e,d,b	A1 a, h, g, c
		D2	C2 j,k, f,l	A2
	Low	D3	B2	B1
		Low		High
	Market Appeal			

According to the data collected and analysed using the market appeal robusticity model, Manyana rock paintings, Livingstone tree and Bonnington Silos have a high robusticity and moderate market appeal. These sites have the potential to become tourist attractions;

however they need to be developed further and marketed, while conservation measures should be implemented.

Kobokwe Cave, Lentswe la Baratani, Mmasechele Cave and Ntsweng all have moderate robusticity and moderate market appeal. All these sites have very interesting stories to tell and therefore they have the potential to become tourist attractions if more effort is put into developing them. All the sites except Mmasechele cave do not have tourist guides.

The Three Dikgosi Monument, Mogonye Gorges, Matsieng footprints and Livingstone memorial have got high robusticity and high market appeal. These sites have huge potential of becoming tourist attractions. Mogonye Gorge and Three Dikgosi are already well developed.

This then concludes the analysis of the selected heritage sites in the vicinity of Gaborone. It plots the current tourism status and points to the heritage and cultural tourism potential.

Chapter 6: Enhancement of Heritage and Cultural tourism

This chapter takes Jamieson's 10 barriers facing Heritage and Cultural tourism and considers how they can be overcome. It explores the extent to which the studied sites can be enhanced for heritage and cultural tourism in and around Gaborone as well as in Botswana as a whole. These ten factors include: Mutual lack of knowledge; Lack of formal links; Culture and heritage ambivalence toward tourism; Lack of knowledge of economic impact; Lack of resources; Lack of expertise; Distance/Access; Lack of ready products and minimal marketing.

6.1 Mutual Lack of Knowledge: The cultural and heritage sector and the tourism sector do not know enough about each other.

This factor is concerned with the occurrence that there is no long term plan or strategy on cultural and heritage tourism.

Heritage can bring a number of benefits to different stakeholders, from individual spiritual values to economic prosperity through tourism. However, differences in values, interests, expectations and priorities among stakeholders may create conflict in heritage and consequently pose a threat to its preservation and management.³⁴⁹ According to Speno:

A community united can accomplish a great deal; a community divided is not ready for heritage tourism. Begin to organize by building a local consensus that supports heritage tourism.³⁵⁰

The preservation of heritage will thus only be possible through the collaborative efforts of federal governments which are responsible for legislation, local communities, and the citizenry, who have the capacity to identify their own heritage - a heritage that will remain coherent and relevant as long as it remains alive in the context where it

³⁴⁹ G. P. Nyaupane, Heritage complexity and tourism: the case of Lumbini, Nepal, *Journal of Heritage Tourism* 4 (2), 05- 2009, p 157.

³⁵⁰ L. Speno, *Heritage Tourism Handbook: A How-to-Guide for Georgia*, Historic Preservation Division Georgia Department of Natural Resources, 2010, p 42.

originated.³⁵¹ Cooperation and collaboration are major issues in the planning arena and this need to address issues of mutual lack of knowledge. They have been linked to the idea of sustainable tourism development. The basic objective is to involve all those affected by the proposed tourism development within the planning process³⁵² According to a study done on heritage in Botswana it has been concluded that:

Able communities in Botswana must be enlightened on the importance of taking over heritage sites and preserving them. There is the private sector, local communities with the means to lead the process of resuscitating heritage. The business community, historians who can do research and produce documentary on the historical significance of sites in each district can take the process to greater heights.³⁵³

In line with this a Policy on Cultural and Heritage Tourism which is said to be in the pipeline by the interviewee from the National Museum said that it is critical that this would include a constant review of the National Policy on Culture, the National Action Plan on Culture and relevant legislation to ensure that heritage is illuminated as a significant agenda item for development, nurturing, promotion and preservation for national identity, pride and unity.³⁵⁴

Consultants were hired by Botswana Institute of Development Policy Analysis (BIDPA) together with the World Bank to try and find ways of diversifying the tourism product. According to these consultants:

- It is recommended that the Government should embark on a cultural tourism development initiative that will research and identify cultural.

³⁵¹ C. Barrilet et al, *A Guide for African local governments: Cultural heritage and local development*, p 9.

³⁵² C. Aas et al, Stakeholder collaboration and heritage management, *Annals of Tourism Research* 32(1), 2005, p 30.

³⁵³ W. Raditloaneng and K. Molosi, An analysis of Heritage sites to promote lifelong learning in Botswana, *American Based Research Journal* 2(7), nd*, p 43.

³⁵⁴ W. Raditloaneng and K. Molosi, An analysis of Heritage sites to promote lifelong learning in Botswana, *American Based Research Journal* 2(7), nd*, p 38.

- The development of cultural attractions and experiences in proximity to major tourism zones such as Gaborone, Kasane and Maun.
- The development of the San cultural heritage. The ancient San culture and heritage is one of the most unique but sensitive cultural phenomena in the world.³⁵⁵

Gould argues that it is therefore important that community actors need to be empowered to act in their collective interest. They must be provided with the tools and support necessary to execute their plans, they will require assistance to design robust governance systems and they must be supported by vigilant external official and civil society forces.³⁵⁶ Conflicts between communities and conservation authorities have shown that relying solely on law enforcement is less practical and more costly than involving interest groups from the outset. Long experience in World Heritage Tourism Management has shown that projects with limited local input are less productive and ultimately more expensive.³⁵⁷

It is therefore very important that all the stakeholders are included in the Cultural and Heritage Tourism process. Tourism should bring benefits to host communities and provide an important means and motivation for them to care for and maintain their heritage and cultural practices. The involvement and co-operation of local and/or indigenous community representatives, conservationists, tourism operators, property owners, policy makers, those preparing national development plans and site managers is necessary to achieve a sustainable tourism industry and enhance the protection of heritage resources for future generations.³⁵⁸

Each of their duties may be seen as illustrated in the diagram below.

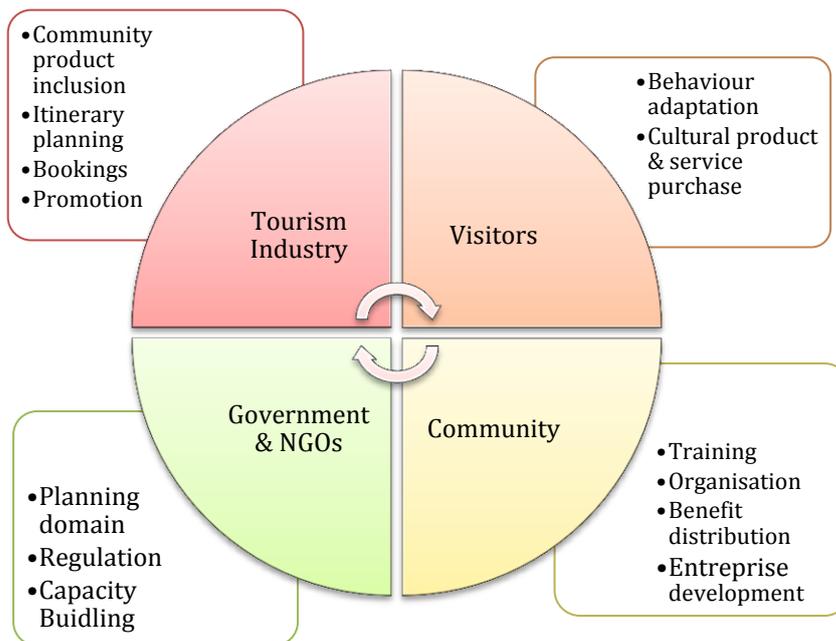
³⁵⁵ C. Leechor and M. Fabricius, World Bank-BIDPA Botswana Export Diversification Study; (nd), p 15.

³⁵⁶ P.G. Gould, *The role of communities in sustainable heritage preservation*, p 19.

³⁵⁷ A. Pedersen, *Managing Tourism at World Heritage Sites: A Practical Manual for World Heritage Site Managers*, UNESCO World Heritage Centre, p 38.

³⁵⁸ Heritage at Risk of Tourism, <http://www.international.icomos.org/risk/2001/tourism.htm>, accessed 8-10-2014

Figure 4: Duties of different stakeholders



The key to the success of partnership and packaging relationships is to bring potential cultural and other tourism partners together. In this regard, government and the academic community, in collaboration with Visitor and Convention Bureaus, Chambers of Commerce or Economic Development Offices, may play an important role. By bringing potential cultural and other tourism partners together, this becomes the first step along a path of communication, understanding of what culture and tourism operators need from each other, and implementation of mutually beneficial opportunities.³⁵⁹

A good cultural heritage strategy or policy should be made using the ICOMOS International Cultural Tourism Charter of 1999 as a guideline. This is illustrated below:

³⁵⁹ T. Silberberg, "CULTURAL TOURISM AND BUSINESS OPPORTUNITIES FOR MUSEUMS AND HERITAGE SITES", Presentation of Paper to Conference of School of Business, University of Victoria, "Quality Management in Urban Tourism: balancing Business and Environment", November 1994, p 10.

Table 16: PRINCIPLES OF THE CULTURAL TOURISM CHARTER

Principle 1

Since domestic and international tourism is among the foremost vehicles for cultural exchange, conservation should provide responsible and well managed opportunities for members of the host community and visitors to experience and understand that community's heritage and culture at first hand.

Principle 2

The relationship between Heritage Places and Tourism is dynamic and may involve conflicting values. It should be managed in a sustainable way for present and future generations.

Principle 3

Conservation and Tourism Planning for Heritage Places should ensure that the Visitor Experience will be worthwhile, satisfying and enjoyable.

Principle 4

Host communities and indigenous peoples should be involved in planning for Conservation and tourism.

Principle 5

Tourism and conservation activities should benefit the host community.

Principle 6

Tourism promotion programmes should protect and enhance Natural and Cultural Heritage characteristics.

Source: <http://www.international.icomos.org/charters/tourism>

For good leadership, strategy and coordination it is vital that different stakeholders sit down together at the drawing table to come up with a cultural heritage strategy that will benefit all parties and at the end of the day promote good sustainable tourism practices as these sites also need to be preserved for the future generations.

6.2 Lack of formal linkages

There are a few formal links between the tourism industry and the cultural and heritage sector as the two might fall in different departments. Such a problem also exists in the heritage sector alone as at time performing arts/festivals and visual arts/museums are usually not connected.

In Botswana the Department of Arts and Culture falls under the ministry of Youth, Sports and Culture; while the department of Tourism together with the Department of Museums and Monuments fall under the Ministry of Wildlife, Environment and Tourism. The Department of Museums and Monuments has been given the sole custodianship of heritage sites and their development for tourism; however Botswana Tourism Organisation, which is responsible for marketing the tourism sector, seems to put more focus on marketing attractions in the North Western region of the country. From the interviews with key informants, there was a concern of the minimal marketing given to heritage sites.

As Botswana's tourism product is overwhelmingly dependent on its abundant wildlife, the Department of Wildlife and National Parks (DWNP) plays a leading role in the development and management of tourism over the past decades³⁶⁰ which then leaves the Department of Museums and Monuments on its own. An interviewee from the National Museum suggests that a division that focuses mainly on issues relating to Cultural and Heritage Tourism should be established within the Department of National Museum and Monuments, Department of Arts and Culture as well as the Department of Tourism.³⁶¹

The solution lies in the establishment of strong alliances between government ministries, national institutions in charge of culture and heritage and the local governments. In addition there is a need for the creation of strong partnerships between the local governments and strong professional institutions or through instruments of cooperation.³⁶² Competencies and skills within the local governments should also be reinforced.

It is also critical that the local communities should be actively involved in such projects. The institutional design of tourism planning should facilitate the participation of diverse groups and interests within the community. This will not only discourage undemocratic, top-down decision-making, but will also provide opportunities for communities to use their own resources and creativity to find appropriate methods for tourism development.³⁶³ It must also be kept in mind that no heritage site is the same as the next. The specific needs of each

³⁶⁰Project no7 ACP.BT.4/no6 ACP BT 44, Botswana Tourism Master Plan 2000; p 4

³⁶¹Personal information: interviewee

³⁶²C. Barrile et al, A Guide for African local governments: Cultural heritage and local development, p 29.

³⁶³United Nations, Promoting Foreign Investment In Tourism, 2010, p 9.

place and community must be addressed on an individual basis. Open consultation and partnerships are the best way to seek positive engagement with local needs.³⁶⁴

6.3 Culture and heritage ambivalence towards tourism

There is usually a fear by heritage managers that tourism may destroy the product. Tourism and cultural heritage management view each other with suspicion due to the fact that they share very little in common except the resource base.³⁶⁵ A cultural heritage manager's core business is to conserve and to protect heritage samples for the future generation, while tourism is commercial in nature and usually driven by the need to achieve profit. However cultural and heritage tourism is not a new phenomenon, Tourism to sites of cultural and natural significance has existed at least since the time of Greek antiquity as reflected by the Hellenistic world's invention of the Seven Wonders of the World.³⁶⁶

Critiques suggest that most developing countries exist in conditions that make exploitation of their heritage assets one of their few available opportunities to advance development, attract capital and earn foreign exchange. Heritage also plays a critical nation-building role that will be exploited by governments in power, for better or for worse.³⁶⁷ There is a fear by heritage managers that if tourism begins to occupy a position of importance in the local community, the relationship ceases to be one of co-existence and becomes exploitative and the cultural heritage becomes the bases of generating a cash flow.³⁶⁸ As suggested during the Africa International Conference in 2000:

The goal of tourism development in developing countries has been generally devoted to the purpose of raising foreign capital in order to pay interest charges on debts held offshore. Whereas, for foreign owned tour companies, the motivation has been for increasing profit through expansion of

³⁶⁴ Australia Heritage Commission, Successful tourism at heritage places: A guide for tourism operators, heritage managers and communities, p 8.

³⁶⁵ Mckercher and du Cros, *Cultural Tourism: The partnership between Tourism and cultural heritage management*, p 13.

³⁶⁶ C. Aas et al, Stakeholder collaboration and heritage management, *Annals of Tourism Research* 32(1), 2005, p 32.

³⁶⁷ P.G. Gould, The role of communities in sustainable heritage preservation, p 7.

³⁶⁸ P.T Newby, Support or threat to heritage in G. Ashworth and P. Larkham (eds), *Building a new heritage: Culture and identity in the new Europe*, p 207.

exploitation resulting in a “new form of colonialism”, which sees much of the profits repatriated to outside sources. As a result, regional and local development has not been a high priority in these forms of tourism development. Many local communities and groups have been exploited for the, supposedly, “national good”. Consequently, local people have become more vocal in their opposition to tourism development, particularly, when they have not benefited from the fruits of that production.³⁶⁹

Related to the ambivalence between cultural and heritage tourism the list compiled by ICOMOS International Cultural Tourism Charter; listed below are some of the threats that may come from tourism at cultural and Heritage tourism sites;

Table 17: International Cultural Tourism Charter (ICOMOS) Threats that may come from tourism at cultural and Heritage tourism sites

- A lack of adequate or appropriate presentation and communication of the significance of a place to both the visitor and members of the local or host community can lead to a lack of understanding and appreciation of the culture and heritage of the place within the wider community. An improper or inequitable balance in programmes for the interpretation and presentation of the physical attributes of a place including its intangible aspects, contemporary cultural expression and the broader context of minority cultural or linguistic groups can lead to an unbalanced or narrow understanding of the cultural heritage in the mind of the wider community.
- Inadequate integration of cultural heritage protection and management laws and practices into social, economic, political, legislative, and cultural and tourism development policies at national and regional level can diminish the protection and conservation of cultural heritage over time.
- Conservation, interpretation and tourism development programmes can lead to a loss of authenticity and reduced appreciation of the place.
- Tourism development can have adverse impacts on a place if it does not take account of the aesthetic, social and cultural dimensions.
- Excessive, poorly planned or unmonitored tourism activities and development projects can impose unacceptable levels of change on the physical characteristics.
- Visitors who show little respect for the sanctity of spiritual places, practices and traditions by

³⁶⁹ J. Akama and P. Sterry, Cultural tourism in Africa: Strategies for the new millennium; proceedings of the ATLAS Africa international conference December 2000, Mombasa, Kenya. Association, p 29.

conducting themselves in an irresponsible manner can have an adverse impact on those places and the communities that regard them as important parts of their cultural identity.

- Poorly planned, designed or located visitor facilities can have an adverse impact on the significant features or ecological characteristics of heritage places.
- Disrespect on the part of visitors for the rights and interests of the host community can lead to conflict and have an adverse impact on the host community.
- Lack of consultation with host communities or Indigenous custodians in establishing goals, strategies, policies and protocols for the identification.
- If the economic, education, employment, social and cultural benefits of tourism are not distributed to the host communities. Can limit the distribution of income derived from tourism for the conservation of heritage places.
- The use of guides and interpreters from outside a host community can minimise opportunities for the employment of local people in the communication of the significance of the place to visitors.
- Promotion and management of heritage places or collections that do not minimise fluctuations in arrivals and avoid excessive numbers of visitors at any one time can adversely impact both the significance of the place and the visitor experience.³⁷⁰

Although tourism if not managed properly can have negative effects on cultural and heritage resources, if managed properly tourism can lead to financial and political support for management of this heritage.³⁷¹ Managed sustainably, tourism is an effective development tool. When tourism's environmental, social, and economic and other constraints are addressed, tourism energizes economies.³⁷²

The development of cultural heritage tourism must be based on a development model rather than being based on a pure growth model. Development differs from pure growth in several ways and most importantly it considers social and environmental concerns as well as economic concerns in its strategy.³⁷³ Cultural and heritage tourism should not only be seen

³⁷⁰ <http://www.international.icomos.org/risk/2001/tourism.htm> accessed 8-10- 2014

³⁷¹ A report for National World Heritage Organisation (NWHO), Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability, 1999, p 1.

³⁷² I. Christie et al, Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods, *The World Bank*, p 3.

³⁷³ J. Akama and P. Sterry, Cultural tourism in Africa: Strategies for the new millennium, *proceedings of the ATLAS Africa international conference December 2000, Mombasa, Kenya*, p 29.

as an engine for economic growth, but should also be used for revitalizing culture, developing communities as well as a tool for preservation for future generations.³⁷⁴In this way the communities where these sites are situated as well as heritage managers can see the positive impacts that tourism can bring to the sites as well as to the communities, they can accommodate tourism and will therefore reduce the ambivalence towards tourism, it is therefore important that sustainable tourism practises are put in place.

If well planned many values are found in a sustainable form of tourism based on realistic market analyses. Sustainable tourism has the potential to bring high foreign exchange returns for relative low capital investment whilst also being an appealing private sector enterprise accessible to the poor in Africa. Tourism has the ability to be a development, empowerment and good-governance tool for a country and her communities.³⁷⁵

In sites such as Mogonye Gorges, the place has been a very sacred place for the local people for a long time. It was said that women who are having their monthly menstruations cannot enter the place. With tourism now taking place in the area, the cultural norms/ taboos are being ignored to cater for tourism. In cases like this, conflict may arise between the community and tourists and the host community may feel that their culture as well as their heritage is not respected at all.

Because of the foregoing it is therefore important that authenticity is to be preserved, the original motivation for this preservation (values that go well beyond heritage as an attraction for tourism) should not be forsaken in favour of a motivation entirely oriented around tourism.³⁷⁶

Prior to tourism, heritage sites were actively used and maintained by their original owners and holders. They knew how to find ways to maintain their goods, through the financial contribution from the community, through contributions in kind (materials, working time) or

³⁷⁴African World Heritage Fund, LINKING HERITAGE SITES AND SUSTAINABLE TOURISM: *Improving local people's livelihoods through the development of sustainable tourism activities at Heritage Sites*, p 5.

³⁷⁵ Ibid.

³⁷⁶K. Endresen, Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability; NWHO, 1999 , p 18.

by simple trade.³⁷⁷ Although management of cultural heritage is now commonly associated with international conventions such as UNESCO, local communities have long devised strategies through which they “managed” cultural resources using psycho-social behaviour and relationships as well as local indigenous knowledge systems.³⁷⁸ Even in the Okavango region where tourism is well developed, cultural heritage tourism is not taken into consideration although this is the area which is rich in Indigenous Knowledge Systems (IKS). Much of it is now getting lost through lack of documentation. The African World Heritage Fund is highly concerned about IKS regarding it as:

The strongest asset of communities, IKS must be exploited and utilized to provide the backbone of tourism, management, conservation and development of heritage sites. The local communities have interacted with the environment and the river system for many generations in a manner that has occasioned the presence of strong cultural beliefs, taboos and traditional values that conserve and ensure the replenishing of the finite flora and fauna of the Okavango. The reason for enhanced economic benefit from this resource and the sharing of the cultural heritage with tourists is aimed at further strengthening the value of the resources and thus enhancing the conservation awareness and responsibilities by the local communities.³⁷⁹

It is important to note that while capitalism has been built on commodification of labour and goods, it is globalisation and the new economy which has transformed culture into a commodity as well.³⁸⁰

It is also important for heritage managers to have clear guidelines or rules and regulations for tourists. In most cases well informed tourists, more especially to heritage sites, are more willing to act in ways in which protect places and are more respectful and supportive of

³⁷⁷ C. Barrilet et al, *A Guide for African local governments: Cultural heritage and local development*, p 34.

³⁷⁸ S.O Keitumetse, Cultural Resources as sustainability: Towards a Community-Based Cultural Heritage Resources Management (COBACHREM) model; *Sustainability*(6)70-85, 2014, p 71.

³⁷⁹ African World Heritage Fund; *Linking Heritage Sites and Sustainable Tourism: Improving local people's livelihoods through the development of sustainable tourism activities at Heritage Sites*, p 46.

³⁸⁰ J. Akama and P. Sterry, Cultural tourism in Africa: Strategies for the new millennium; proceedings of the *ATLAS Africa international conference December 2000, Mombasa*, p 27.

management programmes.³⁸¹For cultural and heritage tourism to be operational, it should be bi-directional. That is, it should be directed to the tourist host community, such that they know the need to conserve their own culture, and also to the visiting tourists, so that they become mutually respectful of their hosts.³⁸²Endresen expresses this view in the following way:

Culture and cultural heritage are crucial to people's identity, self-respect, and dignity. This applies to both affluent and poor societies. Tangible heritage may be an avenue through which the conscious tourist starts to grasp a basic understanding of the past and/or living culture, which has adapted to and influenced the environment the visitor, is trying to make intelligible. Provided these basic facts are understood and serve as guidelines for presentation and communication between tourists and the local population, cultural tourism has great potential to improve understanding and respect among different cultures, and in a long term perspective may be regarded as a tool for creating and preserving peace.³⁸³

It is therefore critical that there is a right balance between encouraging the expansion of cultural heritage tourism and protecting heritage sites, resources and monuments by educating local people and keeping the volume of tourists to heritage travel destination areas within ideal sustainable limits.³⁸⁴ Therefore it is important to practice sustainable tourism that refers to:

Tourism developed in a way that does not cause serious ecological or socio-cultural problems, preserving, even improving, and the overall quality of the environment at tourism sites, while ensuring that tourists are completely satisfied and that all levels of society benefit from tourism.³⁸⁵

³⁸¹ Australian Tourism Commission; *Successful Tourism at Heritage places: A Guide for Tourism operators, heritage managers and communities*, p 9.

³⁸² K. Wanjohi, Cultural tourism: a trade-off between cultural values and economic values in J. Akama and P. Sterry (eds), *Cultural tourism in Africa: Strategies for the new millennium; proceedings of the ATLAS Africa international conference December 2000, Mombasa*, p 90.

³⁸³ K. Endresen, *Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability*, NWHO, p 6.

³⁸⁴ E. Günlü et al, Preserving Cultural Heritage and Possible Impacts on Regional Development: Case of İZMiR; p 5, <http://www.regionalstudies.org/uploads/networks/documents/tourism-regional-development-and-public-policy/gunlu.pdf>, access: 8-11-2014

³⁸⁵ United Nations Publication, *Promoting foreign investment in tourism*, 2010, p 8.

Sustainable development not only ensures that tourism does not exceed the swiftness of the host destination to grow, but also provides for the freedom, education and welfare of the host community.³⁸⁶ It is therefore important for sustainable tourism to be at the core of tourism development as in that case, there will be a balance between tourism and cultural heritage management and in that case ambivalence between the two will be removed.

Tourist guides are a valuable source of information and advice concerning conditions affecting the environment as well as the visitor experience. They will point out unsafe trail sections and help ensure that trails are maintained for comfortable walking, as well as alert management to problems of crowding and noise.³⁸⁷

It is therefore important that the tourist guide gives the following guidelines to the tourists which may help to curb environmental impacts:

- Brief visitors about all relevant local regulations and guidelines
- Provide environmental guidelines, specific to the area being visited.
- Brief visitors on proper behaviour
- Advise visitors on the level of difficulty of each excursion
- Advise against souveniring objects such as shells, rocks and artefacts.³⁸⁸

Another effective way of enforcing visitor management tools is through codes of conduct. The codes of conduct are considered to be vital means of promoting responsible behaviour on the part of tourists. Below are examples of types of codes of conducts;³⁸⁹

³⁸⁶ E. Ruoss, L. Alfarè, *Sustainable Tourism as Driving Force for Cultural Heritage Sites Development: Planning, Managing and Monitoring Cultural Heritage Sites in South East Europe*, p 66.

³⁸⁷ A. Pedersen, *Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers*, p 49.

³⁸⁸ Australian Tourism Commission, *Successful Tourism at Heritage places: A Guide for Tourism operators, heritage managers and communities*, p 24.

³⁸⁹ D.J Telfer and R. Sharpley, *Tourism and development in the developing world*, p 166.

Table 18: Code of conducts at heritage sites

<ol style="list-style-type: none"> 1. Travel in a spirit of humility and with a genuine desire to learn more about the people of your host country/community 2. Be sensitively aware of the feelings of other people, thus preventing what might be offensive behaviour on your part. This applies very much to photography. 3. Cultivate the habit of listening and observing rather than merely hearing and seeing. 4. Realize that often the people in the country you visit have time concepts and thought patterns different from your own; this does not make them inferior, only different 5. Instead of looking for that “beach paradise”, discover the enrichment of seeing a different way of life through other eyes. 6. Acquaint yourself with local customs- people will be happy to help. 	<ol style="list-style-type: none"> 7. Instead of the western practice of knowing the answers, cultivate the habit of asking questions. 8. Remember that you are only one of the thousands of tourists visiting the country and do not expect special privileges. 9. If you really want a home away from home experience, rather not travel. 10. When shopping, remember that the bargain you obtained was only possible because of the low wages paid to the maker. 11. Do not make promises to people in your host country/community unless you are certain of carrying them through. 12. Spend time reflecting on your daily experiences in an attempt to deepen your understanding. It has been said that what enriches you may rob and violate others.
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Source: Telfer.D.J and Sharpley. R; *Tourism and development in the developing world*; Routledge; New York; 2008; pp166

6.4 Lack of knowledge of economic impact/profit sharing

Decision makers often feel that cultural and heritage tourism relies heavily on subsidies and therefore causes a strain on the economy. Research has proven that cultural attractions tend to attract market segments with relatively high levels of education and income, which can lead to relatively high net benefits to destinations.³⁹⁰ Tourism has emerged as an

³⁹⁰A report for National World Heritage Organisation (NWHO), *Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability*, 1999, p 7.

important instrument for sustainable development, and even though global Foreign Direct Investment (FDI) flows in tourism are small, their potential should not be ignored.³⁹¹

There are international organizations that are willing to assist cultural and heritage projects. Organizations such as Travellers Conservation Trust (TCT) are willing to give a helping hand, according to its official website:

Acting on the belief that ecotourism is more than just visiting parks and natural areas Wildland Adventures has established the Travellers Conservation Trust (TCT) as a means of involving travellers in the environments and cultures they travel to see. The TCT supports organizations that demonstrate effective local level projects involving and educating community members and travellers alike. Each organization continually establishes new projects in environmental conservation, education, or cultural preservation.³⁹²

The Travellers Conservation Trust identifies means by which travellers can contribute tangibly, directly and significantly to global environmental conservation and human welfare at a local level in less developed regions of the world. TCT's strategy is to recognize and support community level projects and conservation organizations which promote environmental or cultural preservation. The goal being to demonstrate small-scale local level models of conservation and community development that not only educate travellers, but encourage action from private enterprise and wealthier funding agencies on a broader scale.³⁹³

There are other organisations such as the African World Heritage Fund, which was established in 2006 by the African Union, UNESCO and the South African government. The funds main focus is on supporting African governments in implementing and promoting the

³⁹¹United Nations Publication, *Promoting Foreign Investment in tourism*, 2010, p 6.

³⁹² Travellers conservation trust, http://www.travelersconservationtrust.org/_tct_old/ accessed : 12 -09- 2014

³⁹³Travellers conservation trust, http://www.travelersconservationtrust.org/_tct_old/ accessed : 12 -09- 2014

implementation of the World Heritage Convention on the continent.³⁹⁴ There are quite a number of funding donors, who are particularly interested in helping such projects as they involve rural communities. The African Development Foundation (ADF) is the principal agency of the U. S. government, supporting community-based, self-help initiatives that alleviate poverty and promote sustainable development in Africa.

Another example out of many is the Council For Environmental Education (CEE) which does not only look at giving financial aid, but also assists in influencing and developing (the relevant) public policy to enhance the quality of professional practice; to increase the effectiveness of the education for sustainable development movement activities. It runs a number of strategy groups, seminars, workshops and an annual conference, to bring members and others together to address issues of common interest.³⁹⁵ Foreign investors can be either firms or individual entrepreneurs investing in tourism enterprises. Accor, Four Seasons and Hilton are examples of large corporate investors; Sol Kerzner from South Africa and Prince Waleed bin Talal of Saudi Arabia are examples of individual investors. There are also several tourism TNCs, such as Colony Capital and Mercury Tourism, which rely on dedicated investment funds particularly British and American pension funds.³⁹⁶

The form of assistance has varied across organizations. For example, inter-governmental agencies like the Organization of American States (OAS) have emphasized technical assistance and plan preparation. The International Bank for Reconstruction and Development (IBRD) and International Development Association (IDA) components of the World Bank Group have concentrated on tourism infrastructure, while the International Finance Corporation (IFC) component has concentrated on the private sector. Historically these agencies and other multilateral banks have primarily encouraged large-scale projects with a high degree of non-local participation. However, they have, to varying degrees,

³⁹⁴ African World Heritage Fund, *AWHF Strategy 2011-2015*, p 6.

³⁹⁵ Commission on Science and Technology for Sustainable Development in the South (COMSATS), *Directory of International Donor and Development Organizations, 2007*, p 27.

³⁹⁶ United Nations Publication; *Promoting foreign investment in tourism*, 2010, p 17.

moved in the direction of small and medium sized businesses (SMEs), community development, and other focus areas consistent with the above strategies.³⁹⁷

This makes it crucial that a fundraising specialist is engaged to liaise with such organisations and try and source out as many funds as possible so as to help ease the burden of cultural heritage tourism's reliance on subsidies from the Government.

6.5 Lack of resources

Lack of human and financial resources make it difficult for the product to be improved. Most of the heritage sites evaluated by the researcher are indeed under developed, due to financial constraints as had been explained by the interviewee at the National Museum and monuments. It must be highlighted that all of these sites except Mogonye Gorges have free entry into the facilities, which means they rely 100% on government funds. This is not a phenomenon unique to Botswana as is evident in the quote:

The financing of cultural activities by African local governments is generally dependent on the constraints that weigh on the local finances. Thus, the local governments often deal with very limited financial means as a result of the general state of the national economy, resulting in low resource allocations. There are various types of resources. They can be classified into four general categories: Taxation, government bonds, tariff duties and loans. Cultural expenditure is eligible to benefit from the advantages that come from taxation and government bonds, but in general it does not constitute a priority for the local governments.³⁹⁸

It is therefore necessary that the government considers introducing an entry fee at these sites. Though little research has been done regarding the price responsiveness (elasticity) of fees at developing country cultural attractions, experience from natural attractions, as well as circumstantial evidence, indicate that modest fees would not dramatically affect

³⁹⁷ K. Endresen, *Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability*, NWHO, 1999, p 31.

³⁹⁸ C. Barrilet et al, *A Guide for African local governments: Cultural heritage and local development*, p 34.

visitation levels.³⁹⁹ Studies have also shown that cultural heritage tourists are more frequent travellers, are more likely to travel farther to get the experiences they want, and spend more money than the average tourist.⁴⁰⁰

Many heritage resources are lost due to physical deterioration brought about by inadequate maintenance or by simple neglect. Often these conditions are the result of a lack of financial resources.⁴⁰¹

Perhaps the most major economic issue in the heritage sector today is funding. Heritage managers must be creative in finding ways to support their endeavours. In addition to limited public funds, user fees, special events, retailing, lodging and food services, grants, sponsorship, donations and interpretation fees are the most common sources of revenue today for heritage sites.⁴⁰² In order to overcome scarce financial and human resources, Speno suggests that the most effective way is to:

Form partnerships among historic sites, cultural attractions, organizations, governments, and businesses in your region. These collaborations can create multifaceted packages of traditional, cultural, and heritage tourism opportunities, thereby offering an enhanced experience to the traveller. Linking historic and cultural resources in a region using specific themes is a growing approach, which draws tourists to attractions they might not otherwise visit. Combining several experiences unique to an area develops a more complete understanding and appreciation of that area. Creating historic trails, heritage corridors, special programming, events, or festivals is an effective tourism draw. Encouraging communities to focus on developing products distinctive to their region or theme provides an authentic experience. By focusing on shared visions and interests, heritage and cultural tourism unites preservationists, tourism business professionals, the arts

³⁹⁹ K. Endresen, *Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability*, NWHO, 1999, p 20.

⁴⁰⁰ Partners for liveable communities, *Cultural heritage tourism*, p 8.

⁴⁰¹ *Ibid.*, p 19

⁴⁰² D.J. Timothy & S.W. Boyd, *Heritage Tourism in the 21st Century: Valued Traditions and New Perspectives*, *Journal of Heritage Tourism* 1(1), 2006 1-16, p 5.

community, and economic developers. Resources to consider sharing when developing partnerships are funds for marketing campaigns, facilities to accommodate visitors, and tourism and historic resource stewardship expertise.⁴⁰³

It is apparent by the statement made by Speno that indeed if all stakeholders are involved in the day to day running of heritage attractions, the issue of both financial and human resources may be reduced as they may contribute in different areas of running the site for example the community may assist in selling artefacts, performances such as traditional dances and on the other hand the private business owners may provide lodging, shops and other necessities needed by tourists.

6.6 Lack of expertise:

Staff in the cultural and heritage sector often lack business development, marketing and customer service skills. The competences and capacities relevant to the heritage field concern a number of specific professions, and are in constant evolution. Very often, African municipalities do not have any skilled personnel in the field.⁴⁰⁴ Endersen points out that this is

One of the challenges of Cultural Heritage Management(CHM)". He explains that this is because of: the wide range of activities and professions that are represented in the overall activity. CHM activities include building/artefact conservation; research, documentation, recording; inventory and evaluation; planning; interpretation and story-telling; curatorial; management; marketing; finance; events and festivals planning/management; landscape preservation; archaeology; and design/architecture. And to this, an understanding of, and ability to work with, the tourism industry, and it is clear that professionals working in CHM and CHT need to have broad training that includes social and communication, as well as technical, skills.⁴⁰⁵

⁴⁰³ L. Speno, *Heritage Tourism Handbook: A How-to-Guide for Georgia*, Historic Preservation Division Georgia Department of Natural Resources, 2010, p 31.

⁴⁰⁴ C. Barrilet et al, *A Guide for African local governments: Cultural heritage and local development*, p 29.

⁴⁰⁵ K Endresen, *Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability*, NWHO; 1999; p 23.

It was highlighted that there is lack of trained personnel to implement cultural and heritage tourism programmes and a need for local universities to offer courses that relate to cultural heritage tourism.⁴⁰⁶ Consideration should be given to the establishment of a college with its core business being the teaching of hospitality and tourism studies in the country. It is important that for educating and training the relevant personnel then, steps by Rosenfield listed below should be taken into consideration:

- support education and training of local population in service quality and customer service
- educate and train local population in cultural areas (conservatory, youth and college-level music, arts and crafts programs)
- develop special training programs for owners of monuments and museums, as well as local businesses
- build community support and involvement
- create special education and training programs to involve older people in the delivery of services
- Assist individual organizations in developing grant applications for outside support.⁴⁰⁷

Among the specialists required by CHT, Tourist guides are a valuable source of information and advice concerning conditions affecting the environment as well as the visitor experience. They will narrate the story and relevance of the site, point out unsafe trail sections and help ensure that trails are maintained for comfortable walking, as well as alert management to problems of crowding and noise.⁴⁰⁸ Most of the sites in greater Gaborone have got guides, but sites such as Ntsweng, Lentswe la Baratani and Kobokwe cave do not have guides at the site.

⁴⁰⁶ Personal information: Staff member of Department of National museum

⁴⁰⁷ R. A. Rosenfeld, *Cultural and heritage tourism*, p 8.

⁴⁰⁸ A. Pedersen, *Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers*, p 49.

It is therefore critical in any given heritage site that staff is trained in different areas from management right down to customer services so as to preserve the site as well as creating a hospitable environment for tourists.

6.7 Distance/Access

As indicated by Jamieson, access to these areas is usually difficult, far from the city and far apart from each other. Heritage attractions operate in specialized market and are often located in peripheral areas that may be considerable distance from the main concentrations of tourism activity.⁴⁰⁹

Although all the sites studied in this report are a few kilometres away from Gaborone and it could take a day to cover all of them, the major concern is that there are no signage posts for some of these sites. For example the Manyana rock paintings, therefore, tourists would not know where to go. Still in the case of Manyana, the rock paintings/Mma Sechele cave and the Livingstone tree are a fair distance away from each other. The custodian for all the sites is based at the rock paintings site, however there is no transport to take tourists who do not have their own transport to the other site. It is possible to explore cheaper transport alternatives or rather this is an opportunity for local community to work together with the government. Local entrepreneurs may provide shuttle transport services for tourists. They could provide bicycle tours, hire bike services or even use the traditional mode of transport such as a donkey carts. Such a method has been used in Havana, Cuba where horse and buggy rides are being used for tourists adding an authentic experience favourable to the tourists.⁴¹⁰

Another site with access/ transport issues is Mogonye Gorges. The gate house where the custodians/guides are based are a distance away from the site and accessing the site with a small car is almost impossible. With Mogonye gorges being established, it is very important that a proper Bakkie or 4*4 is bought for tourist's ether by the government or the community.

⁴⁰⁹ B. Prideaux, Creating rural heritage visitor attractions: The Queensland heritage trial project, *International journal of tourism research* 4, 2002, p 314.

⁴¹⁰ D.J Telfer.D.J and R. Sharpley, *Tourism and development in the developing world*, p 160.

6.8 Lack of ready product

Most sites usually need to be developed to meet visitor demand. The sites need to be more innovative and infrastructures such as rest rooms, restaurants as well as lodging need to be introduced.

Preparing for visitors means creating a welcoming, informative, and hospitable environment for tourists. For heritage sites, this begins by preserving the historical integrity of the site and generally cleaning up the environment. It is also the time to figure out how you are going to tell your story and make your community hospitable to visitors.⁴¹¹

Other than the Okavango Delta and the Chobe River Plains, the rest of the attractions in Botswana remain under-developed or unknown and thus do not attract a large number of visitors.⁴¹² Heritage sites around Gaborone are underdeveloped and unprotected, there is an urgent need to develop and promote Botswana's archaeological, cultural and historic sites as well as traditional folklore including music, dance, handicraft, cuisine etc.⁴¹³ Some efforts have been made and small scales to gradually take over some of the heritage sites and preserve them for past legacy, as well as for present and future generations. However not all of them are adequately guarded.⁴¹⁴ Most of the sites that had been evaluated by the researcher did not have basic facilities such as restrooms and even water. Rosenfeld argues that:

Successful cultural and heritage tourism requires the coordination of all aspects of travel and development. Before a site can reach its maximum potential, a community needs to develop all of the infrastructure requirements, ranging from water and sewer systems, roads, bus and train terminals and airports, to hotels, restaurants, and shopping districts and the cultural and heritage sites themselves.⁴¹⁵

⁴¹¹ L. Speno, *Heritage Tourism Handbook: A How-to-Guide for Georgia*, Historic Preservation Division Georgia Department of Natural Resources, 2010, p 43.

⁴¹² C. Leechor and M. Fabricius, *World Bank-BIDPA Botswana Export Diversification Study*; (nd), p 9.

⁴¹³ Project no7 ACP.BT.4/no6 ACP BT 44, *Botswana Tourism Master Plan 2000*, p 41.

⁴¹⁴ W. Raditloaneng and K. Molosi, An analysis of Heritage sites to promote lifelong learning in Botswana, *American Based Research Journal* 2(7), ND*, p41.

⁴¹⁵ R A. Rosenfeld, *Cultural and heritage tourism*, p 11.

Heritage and museum experts do not have to invent stories and recreate historical environments to attract visitors-their assets are already in place. The only thing the experts must ensure is that the exhibits they create are based on artefacts and their historical facts and presented in an attractive and authentic way.⁴¹⁶

Cultural heritage tourists travel to experience other cultures and learn about the past, but they do so as tourists and not as specialists. While some of their interests differ from those of more recreational tourists, they have the same need for amenities such as restaurants and hotels that the tourist economy as a whole depends upon.⁴¹⁷

Heritage sites may introduce new methods of presentation or improved support services such as dining facilities in order to boost its clientele.⁴¹⁸ It is therefore important that high customer satisfaction is provided through providing enjoyable experiences for visitors along with the understanding and interpretation of a place. Authenticity in heritage is very important to visitors who are looking for a genuine and distinctive experience. They particularly value aspects of a culture and heritage that are supported by the local population.⁴¹⁹

Heritage sites do not readily explain themselves and need to be made intelligible to their visitors.⁴²⁰ Attention to detail and a commitment in the planning of activities, staff training, interpretation and provision of facilities and services which will then generate positive effects.⁴²¹ For example in Australia it is recommended that:

A change in pace or style in an interpretative setting or activity can provide a positive effect on an overall experience. Examples of introducing variety include planning stops on a tour to view vegetation, wildlife or taste local food, carefully choosing a location to discuss some significant aspects of the

⁴¹⁶ D.T Herbert, *Heritage, Tourism and Society*, p 30.

⁴¹⁷ Partners for liveable communities, *Cultural heritage tourism*, p 7.

⁴¹⁸ R.W Butler, *The Tourism Area Lifecycle: Applications and Modifications*, p 165.

⁴¹⁹ Sharing our Stories, <http://www.heritageweek.ie/wp-content/uploads/2010/06/Heritage-Interpretation-Manual.pdf>, p 6 accessed: 8-11-2014

⁴²⁰ D.T. Herbert, *Heritage, Tourism and society*, p 117.

⁴²¹ Australian Tourism Commission, *Successful Tourism at Heritage places: A Guide for Tourism operators, heritage managers and communities*, p 13.

site, providing some task for participants to undertake or providing a location where people can interact with objects of importance.⁴²²

There are two ways to communicate with visitors: a factual style or an interpretive style. The difference is not in what information is presented, but in how it is presented. An interpretive style reveals a story or a deeper message than a factual style which presents mostly facts.⁴²³ The main aim of interpretation is not instruction but to change attitudes and behaviour, to motivate and inspire, and to take information and make it meaningful and exciting. Ultimately, this style of presenting information makes visitors more sensitive, aware and understanding of a community's point of view.⁴²⁴

Brochu and Merriman point out that effective interpretation should address different learning styles targets different audiences:

- Visual: seeing the information
- Auditory: hearing the information
- Kinaesthetic: doing or interacting
- Verbal: reading the information.⁴²⁵

Interpretation is not just glossy brochures, appropriate signage and a well-edited video, it is the art of telling the story of a community. The story should be a collection of selected facts and experiences which can be given emotional and sensory meaning. All five senses can be used to enhance the experience of the visitor's environment. For example the audience may be directed to FEEL the cool marble of a temple floor, SMELL a distillery or market, and HEAR the cries of street vendors. Too often we depend on sight as the major sense for appreciating a new location even though we normally use all our senses in understanding an environment.⁴²⁶

⁴²² Ibid., p 21.

⁴²³ A. Noble and W. Jamieson, *A Manual for Interpreting Community Heritage for Tourism*, nd; p 6.

⁴²⁴ Ibid.

⁴²⁵ L. Brochu and T. Merriman in their 2002 Certified Interpretive Guide Training Workbook

⁴²⁶ A. Noble and W. Jamieson, *A Manual for Interpreting Community Heritage for Tourism*, nd, p 6.

Although learning is the prime motivator, the leisure function of cultural attractions should not be overlooked. Relaxation and entertainment are felt to be almost as important as learning about culture.⁴²⁷ It is therefore important to provide a mix of cultural and leisure elements that can cater to different visitor types, and also meet the needs of postmodern cultural tourists to combine culture with other forms of consumption.⁴²⁸

The operation of tourism facilities, services and amenities depends on a number of infrastructure networks. In fact, the success of any tourism destination is, to a great extent, determined by the quality of its infrastructure.⁴²⁹ However, many governments especially in developing countries run short of resources required for infrastructure investments that is the readiness of the product. For this reason, some countries have turned to the private sector, and Public Private Partnerships (PPPs) are now sometimes used to upgrade tourist sites or to open up new regions to tourism. PPPs involve a contract between a public and a private party, in which the private entity provides a public service or project and assumes substantial financial, technical and operational risk in the project.⁴³⁰

Of course, many factors come together to make a good visitor experience. How easy the site is to find both online and physically, how it is promoted, the welcome, the state of the toilets, the quality of the paths and physical access, places to sit and talk, and the attitude of staff, are all important parts of the experience at any attraction. But for heritage sites there is another element: visitors who are drawn to heritage want to know something about why that place matters, what has happened there and how that relates to them. They visit because second hand accounts, or reading books and websites are not the same as being there.⁴³¹

⁴²⁷ J. Akama and P. Sterry, Cultural tourism in Africa: Strategies for the new millennium, *proceedings of the ATLAS Africa international conference December 2000, Mombasa, Kenya*, p 39.

⁴²⁸ Ibid.

⁴²⁹ United Nations Publication, *Promoting foreign Investment in tourism*, p 26.

⁴³⁰ Ibid., p 28.

⁴³¹ Sharing our Stories, <http://www.heritageweek.ie/wp-content/uploads/2010/06/Heritage-Interpretation-Manual.pdf>, p 6 accessed: 8-11-2014

In conclusion product development, whether it be the development of new products or rejuvenation of existing products is the cornerstone for the success of a tourism business.⁴³² The sites in the vicinity of Gaborone are definitely in need of development in terms of a ready product.

6.9 Minimal marketing

Marketing is not very effective and is not presented in tourism market place and packages. It is however important to note that in today's globalized market, every tourism product competes with all the others at its price point. Although the prime decision maker is the individual traveller, the size of the flow of tourists to a particular destination is to a considerable extent determined by the world tourism industry, represented by tour operators, travel agents and transport services in the countries of tourist origin. Destinations can influence these external industry managers through effective and continuing promotion and marketing campaigns.⁴³³ The marketing challenge in cultural and heritage tourism is how to increase visitors to a site or community, how to increase their length of stay, how to increase their spending per day, and how to ensure that they come back (and/or pass along good recommendations to others).⁴³⁴ A person's perception of a holiday destination is usually conditioned by the image and information available to them. That information may be available from travel agents, holiday brochures or informal sources such as word of mouth.⁴³⁵ Images that individuals hold about a destination have a crucial role in a destinations marketing success. The reason for this occurrence is because the decision maker acts upon his/her image, beliefs and perceptions of the destination rather his/her objective reality of it.⁴³⁶

It is evident that greater Gaborone and its surroundings and most specifically heritage sites are not given much preference by authors who produce guide books. There is only one book

⁴³² <http://www.sustainabletourisonline.com/business-operations/product-development>, accessed 11-11-2014.

⁴³³ I. Christie et al, *Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods*, p 4.

⁴³⁴ K. Endresen; *Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability*; NWHO, p 18.

⁴³⁵ B. Goodall and G. Ashworth, *Marketing in the Tourism Industry: The Promotion of Destination Regions*, p 3.

⁴³⁶ K. Sung Chong, Tourism destination image modification process: Marketing implications, *Tourism Management* 12(1), 1991, p 68.

that focuses specifically on greater Gaborone produced by Campbell and Main (2003) a book called *Guide to Greater Gaborone: A historical guide to the region around Gaborone including Kanye, Lobatse, Mochudi and Molepolole*, this book describes places to visit and unlike academic books, guide books tend to look at Botswana in much greater detail. One of the most informative examples is that of Firestone and Karlin (2010). Chapters range from the history, culture, environment and places of interest in Gaborone, Eastern Botswana, North Eastern Botswana, Okavango Delta and North-western Botswana, as well as a directory of tour operators and other helpful tools for tourists. McIntyre's guide book (2010) is dedicated to the Okavango Delta, Chobe and Northern Kalahari. Although the author writes about the general history of Botswana he makes no reference to Gaborone and the attractions in the area. The book has chapters ranging from planning and preparing for a visit, health and safety, where to eat, night life and activities to do when in the areas.

The Botswana Tourism Organisation whose mandate is to market Botswana's tourism has done a relatively good job with their publications and guide books. The organisation has published four guide books focusing on the geographical regions: Southern Botswana, Northern Botswana, Eastern Botswana and Kalahari Central. The guide books are very colourful with pictures of key attractions. That of Southern Botswana, which includes the greater Gaborone gives a history of the city and explores sites in and around the city. Although it mentions most of the attractions in greater Gaborone it does not give much information to the tourist about exactly what to expect in terms of activities for the tourist. Surprisingly, the publication for Northern Botswana and the Kalahari Central district gives information on many activities that a tourist can participate in when in the area.

It was therefore suggested by almost all the interviewees that robust advertising was needed in order to market the heritage sites. This would fall in line with one of the objectives of National Policy on culture which says:

Assert our own cultural values, publicise and popularise our cultural products both nationally and internationally through vigorous and varied programmes of artistic performance and marketing.⁴³⁷

⁴³⁷Ministry of Labour and Home Affairs (Department of Culture and Youth); *National Policy on culture*; October 2001; section 5.6

A tourism product is an experience that begins in advance of the actual consumption of the product.⁴³⁸ For heritage sites it is important for strengths, weaknesses, opportunities and threats (SWOT) analysis to be done before a marketing plan is executed. In his practical manual for managing heritage site Pederson suggests:

The (SWOT) analysis can be used to identify gaps between a site's promotion strategy and tourism trends. A SWOT analysis is a marketing tool used to evaluate a site's promotional abilities by examining the strengths and weaknesses of its promotional organisation, financial and staff resources, and existing promotional strategy. Strengths and weaknesses are considered factors over which the site has some control; opportunities and threats are external.

The analysis results in a matrix comparing the results. Strengths and weaknesses include:

- The ways in which the site is being marketed, the size of the marketing budget, performance measures and the degree and nature of the staff's involvement in marketing efforts
- The site's tourism products, including the quality of service, image and reputation
- a profile of current visitors
- Suppliers and the quality of goods and services they provide
- The people who handle any marketing for the site and the image they promote, for example, the way it is presented by tour operators compared with the site's own promotional materials.⁴³⁹

According to heritagearearesources.com, a successful "Marketing Plan "for heritage resources should have these following key components: Public relations, advertising, graphic materials and promotions.

⁴³⁸J. Swarbrooke, *The development and management of visitor attraction*, p 183.

⁴³⁹A. Pedersen, *Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers*, Published in 2002 by UNESCO World Heritage Centre, Paris, p 78.

As regards, Public Relations can be describes as the planning or management of relationships between an organisation and everyone who the organization and everyone who the organization needs in order to succeed in its task. It is one of the management functions critical to make a success of an organisation.⁴⁴⁰PR is best designed as a set of communications techniques which are designed to create and maintain good relations between an organisation and its public.⁴⁴¹Tourism organisations are increasingly using public relations. Many destinations rely heavily on PR activity rather than advertising because it is argued that if managed in a proper way, PR can in fact be more effective than advertising. It can even prove to be cheaper than advertising, which could add as a bonus for destinations that are still in the infancy stage.⁴⁴²

Types of techniques used for public relations taken from Lumsdon:

- Press release or press packs, which include accompanying printed publicity material, including compact discs or videos.
- Editorials or features.
- Press conferences, as at major travel exhibitions
- Presentations at trade and public meetings and political gatherings.
- Familiarization trips or provision of detailed texts and photographs for journalists, travel writers, corporate buyers or intermediaries.
- Preparation of positive information for interested publics such as students
- Sponsorship to charities
- Intensive telephone activity or interviews with media at times of crises in order to stem negative imagery.⁴⁴³

The second element according to heritageresources.com is advertising It is important to create a compelling message directed to target audiences through advertisement. This is the paid communication of information about products and services often seen as the one-way communication that takes place between the seller and potential customer intended to

⁴⁴⁰M.Chaka and D. Botha, *Public relations: Fresh Perspective*, p 26.

⁴⁴¹J.C Holloway and C.Robinson, *Marketing for Tourism*, p. 212.

⁴⁴²L. Lumsdon, *Tourism marketing*, p 176.

⁴⁴³L. Lumsdon, *Tourism marketing*, p 176.

increase sales.⁴⁴⁴ Advertising accounts for a large amount of most tourism marketing budgets and is usually the primary form of communication used in many organisations. Advertising usually includes:

- Audio visual advertisements for TV and radio;
- Press adverts for newspapers, and magazines
- Poster advertisements
- Joint advertising where brand identities (such as logos) are associated with a destination.⁴⁴⁵

Briggs claims that advertising has either tactical or strategic objectives. Strategic advertising is concerned with creating awareness of markets, and of products, of developing an organisations identity and image. This type of advertising takes a long term view and is well suited for destinations that were being discussed in this study, as they are still relatively unknown. The second type, tactical advertising, is aimed at specific market segments and persuading them to go to a particular place or buy a certain service, sometimes at a particular time. This type takes a more short to medium term view.⁴⁴⁶ Dividing visitors into groups according to their characteristics, referred to as market segmentation, permits managers to set up well-directed promotional links between different consumers and organisations. The segmentation process requires research into the characteristics and preferences of visitors who may want to come to a site. Identifying people with similar motivations and needs enables the manager to pinpoint the types of promotional materials needed. A simple example is an elderly target audience, for whom promotional materials can be in larger print and may list special services for senior citizens.⁴⁴⁷

The third element of a marketing plan as indicated by heritageresources.com is graphic Materials – It recommends that you choose a logo, develop a website, print brochures. Brochures demonstrate the benefits that are offered. Many tourism products are not

⁴⁴⁴ D.B Oelkers, *Travel and tourism marketing*, p 233.

⁴⁴⁵ L. Lumsdon, *Tourism marketing*, p 176.

⁴⁴⁶ S. Briggs, *Successful tourism marketing: a practical handbook*, p 121.

⁴⁴⁷ A. Pedersen, *Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers*, Published in 2002 by UNESCO World Heritage Centre, p 78.

tangible. By describing them in print, brochures become the only evidence of the product, so it is important that the feel and quality of the experience are portrayed by the brochure.⁴⁴⁸

When developing the brochure the first thing to take into consideration is the target market aimed at. The cover of the brochure should be created in such a way that it is striking to the viewer. Photographs play a critical role in a brochure as they can generate interest, give information about a place and can also be used as memorabilia. The internal contents of the brochure depend on a trade-off between the motivational goals to be achieved) and the amount of detailed information necessary to close a sale, if that is intended (cost and accommodation data etc.).⁴⁴⁹

Tour operators are always on the lookout for new attractions to sell to their clients. Operators, particularly companies that specialise in activities offered at the site, will appreciate receiving a brochure and any information about the local community. Direct contact with tour operators bypasses travel agencies and improves the chances of a positive response.⁴⁵⁰

It would also be beneficial if the government could commission video documentaries that give a brief history of the site. Many countries have seen a dramatic increase in visitor numbers to locations that have been featured in films or television programmes.⁴⁵¹ Digital media and the web has been fundamental component in marketing, and promoting its potential destinations. It creates the perception that the world is closer.⁴⁵² We are living at a time when people literally work around with computers at their fingertips as mobile phones and tablets have become a necessity in the world of today, therefore promoting products through social media such as Facebook, twitter and other platforms is important.

⁴⁴⁸ S. Briggs, *Successful tourism marketing: a practical handbook*, p 97.

⁴⁴⁹ A.V Seaton and M.M Bennett, *The Marketing of tourism products : concepts, issues and cases*, p 96.

⁴⁵⁰ A. Pedersen, *Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers*, Published in 2002 by UNESCO World Heritage Centre, p 82.

⁴⁵¹ L. Dore and G. I. Crouch, Promoting destinations: An exploratory study of publicity programmes used by national tourism, *Journal of Vacation Marketing* 9(137), 2003, p 139.

⁴⁵² B. Mohamed and M. Sirat, Sustaining Cultural Tourism Online: Video Documentary as a Digital Media Content, *Proceedings of 2nd National Symposium on Tourism Research Theories and Applications*, p 83.

The fourth and last element of the marketing plan is Promotions here it is recommended that you take your message to the travel industry and consumer trade shows and go on trade missions.⁴⁵³ Holding a press day can be an effective way to introduce a site to the media. The day can be scheduled to coincide with a cultural celebration at the site, or it could be a yearly event held to mark the beginning of the tourist season. Tour operators, hotel owners and government officials who belong to the site's advisory group can be recruited to play a role. These stakeholders usually have press contacts and may be interested in obtaining media coverage of their activities or businesses.⁴⁵⁴

Marketing should not end when the tourist has been to the site: According to a publication entitled, sharing our stories, the author states that:

At the end of a successful visit, visitors will want to find out more, to remember what they have seen, done and heard. They will be interested in future events and will be more willing to support your work through memberships and donations. They probably want something they can take away with them. This is a good opportunity to:

- Sell experience-related merchandise/souvenirs
- Promote visits to related sites
- Encourage return visits
- Attract support for your work
- Recruit members.⁴⁵⁵

Marketing heritage sites needs to be placed on establishing and enhancing emotional connections between heritage and tourists. Emotional branding could contribute to developing and maintaining long term and lasting relationships

⁴⁵³ <http://heritagearearesources.com/> accessed 15/9/2014

⁴⁵⁴ A. Pedersen, *Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers*, Published in 2002 by UNESCO World Heritage Centre, p 82.

⁴⁵⁵ *Sharing our Stories*, <http://www.heritageweek.ie/wp-content/uploads/2010/06/Heritage-Interpretation-Manual.pdf>, p 6 accessed: 8-11-2014, p 9.

between heritage and tourists. Therefore, it is noteworthy to develop images and stories of heritage provoking emotional associations that tourists can relate to.⁴⁵⁶

A person's interest in a holiday destination is usually triggered by the image and information available to them. That information may be available from travel agents, holiday brochures or informal sources such as word of mouth.⁴⁵⁷ Images that individuals hold about a destination have a crucial role in a destination's marketing success. The reason for this occurrence is because the decision maker acts upon his/her image, beliefs and perceptions of the destination rather his/her objective reality of it.⁴⁵⁸

Tourists usually have stereotypic images of different destinations. All cultures have dealt with the question of what the world looks like, how it was created and who controls it. Also all cultures have posed the question of what happens to the individual after death and of our place and role in nature and among other peoples.

Because cultures are different, people tend to have stereotypes about other cultures. Stereotypes are a collection of false assumptions that people have in all cultures made about the characteristics of members of various groups. Every society has stereotypes concerning members of other societies and ethnic and racial groups. Cultural stereotypes are popular because they are easy to create. When related with enough regularity they become shorthand that represents an entire collection of people.⁴⁵⁹

It is in this regard that the tourism industry has to portray a positive image of the destination as a marketing tool to attract more tourists to the destination. Advertising plays an important role in the change process because it provides one of the most efficient means by which a country can convey its image to potential

⁴⁵⁶ H.Y. Park, *Heritage Tourism*, p 139.

⁴⁵⁷ B. Goodall and G. Ashworth, *Marketing in the Tourism Industry: The Promotion of Destination Regions*, p 3.

⁴⁵⁸ K. SUNG CHONG, Tourism destination image modification process: Marketing implications, *Tourism Management* 12(1), 1991, p 68.

⁴⁵⁹ L. Samovar et al, *Intercultural Communication: A Reader*, p 42.

travellers.⁴⁶⁰ Marketers must however realise that they cannot be all things to all people and so it is important to identify which market segment they want to attract. Then that is when it is possible to develop the most appropriate image and brand that may be appealing to the chosen segment.⁴⁶¹

An example of how effective an image is can be seen between the competition that persists between Greece and Turkey;

Many Turks claim that their country has longer coasts, unpolluted waters, and superb archaeological sites to delight any visitor. Still, an overwhelmingly larger number of vacationers seeking sun and antiquities pick Greece instead of its Mediterranean neighbour. As a result, Turkey has tried to reposition the country and try to manage its troubled image.⁴⁶²

In this regard the use of social media such as Facebook, Twitter, and others give heritage tourism sites an opportunity to post educational programming, photographs and all types of important information about their sites. It is also possible to get public feedback by using social media.

6.10 Absence of national leadership, strategy and coordination:

The general objective of the tourism policy of Botswana is to obtain, on a sustainable basis and within the carrying capacity limits, the greatest possible net social and economic benefits for Botswana from their tourism resources⁴⁶³. These include scenic beauty, wildlife and unique ecological, geological and cultural characteristics.

Botswana's first and current tourism policy was established in 1990. To this end tourism legislation was formalized to give the sector some form of reality. The policy puts more

⁴⁶⁰ D.C Bojanic, The use of advertising in managing destination image, *Tourism management* 12(4), 1991, p 352.

⁴⁶¹ J.A Bennet and J.W Strydom, *Introduction to travel and tourism marketing*, p 108.

⁴⁶² (N. Morgan et al, *Destination brands: managing place reputation*, p 41.

⁴⁶³ Project no7 ACP.BT.4/no6 ACP BT 44, Botswana National Tourism Master Plan 2000, p 27.

emphasis on the flora and fauna as major attractions of tourism.⁴⁶⁴ Wildlife has become so important to those in the industry, such that “tourism” and “wildlife” have become synonyms. Tsheboeng’s argument does indeed correspond with a statement written in the BNTMP (2000) which says the policy encourages communities to appreciate the value of wildlife and its conservation and the growing opportunities in rural areas for participation in wildlife-based industries, including tourism. It is indeed evident that the Botswana tourism policy places more emphasis on wildlife – based tourism.⁴⁶⁵ Wildlife and wilderness are the main type of tourism in the country. Much of the tourism industry is nature-based and is carried out in national parks, game reserves and other protected areas containing world-renowned wildlife, biological diversity and natural attributes.⁴⁶⁶ Resources such as museums, national monuments, historical sites and ruins, rock paintings, cultural events, sports and recreational activities remain untapped in terms of their potential contribution to the tourism sector.⁴⁶⁷ It is however important that nature or eco-tourism should be incorporated within cultural and heritage tourism insofar as nature also is a cultural construct and is often also a complementary attraction.⁴⁶⁸

Botswana’s tourism policy was issued based on three factors: the first reason was because the industry was not fully recognised; secondly to capitalize on the growth potential; and lastly because it was realized that without a policy Botswana were not likely to benefit from the industry. It therefore encourages communities to appreciate the opportunities available to them in wildlife based industries.⁴⁶⁹ The general objective of the tourism policy is to obtain, on a sustainable basis and within the carrying capacity limits, the greatest possible net social and economic benefits for Botswana from their tourism resources, scenic beauty, wildlife and unique ecological, geological and cultural characteristics.⁴⁷⁰ Specifically, the objectives are to:

⁴⁶⁴ P.A. Tsheboeng, *Cultural and heritage tourism in Botswana*, 1997

⁴⁶⁵ Ibid.

⁴⁶⁶ J.E. Mbaiwa, Enclave tourism and its socio-economic impacts in the Okavango Delta, Botswana, *Tourism Management* 26 (2005), p 167

⁴⁶⁷ Ibid.

⁴⁶⁸ K. Endresen, *Sustainable Tourism and Cultural Heritage: A Review of Development Assistance and Its Potential to Promote Sustainability*, NWHO, 1999, p 9.

⁴⁶⁹ E. Kaynak and E.E. Marandu, Tourism Market Potential Analysis in Botswana: A Delphi Study, *Journal of Travel Research* 45 (227), 2006, p 228.

⁴⁷⁰ Project no7 ACP.BT.4/no6 ACP BT 44, The Botswana National tourism master plan 2000, p 27.

- increase foreign exchange earnings and government revenues;
- generate employment, mainly in rural areas;
- raise incomes in rural areas in order to reduce urban drift;
- promote rural development and to stimulate the provision of other services in remote areas of the country;
- improve quality of national life by providing educational and recreational opportunities;
- project a favourable national image to the outside world.⁴⁷¹

The policy describes tourism as the new “engine of growth”, with the aim of reducing the economies reliance on diamond mining.⁴⁷² It is indeed evident that the Botswana tourism policy places more emphasis on wildlife – based tourism. For example Tsodilo hills, which are well known to exhibit ancient rock art are indeed mentioned in the policy, however this is mainly because the hills are surrounded by a wildlife rich area.⁴⁷³

Culture and heritage are very important words in Botswana, the slogan “ngwao ke boswa” (our culture is our inheritance) is very popular. The first president of Botswana, President Sir Seretse Khama, in 1970 made a statement which says, “we should write our own history books, because a nation without a past is a lost nation, and a people without a past is a people without a soul.” this was a way of showing the importance and relevance of cultural heritage in Botswana.⁴⁷⁴

The history of legislation which is relevant to cultural heritage management in Botswana is compiled by Keitumetse in the following list:⁴⁷⁵

⁴⁷¹ Ibid.

⁴⁷² J.E Mbaiwa, Enclave tourism and its socio-economic impacts in the Okavango Delta, Botswana, *Tourism Management* 26 (2005), p 167.

⁴⁷³ Ibid.

⁴⁷⁴ N. Parsons, Unraveling history and cultural heritage in Botswana, *Journal of Southern African Studies* 32(4), 2006, p 668.

⁴⁷⁵ S.O Keitumetse, The Eco-tourism of cultural heritage management (ECT-CHM): Linking heritage and environment in the Okavango Delta regions of Botswana, *International Journal of Heritage Studies*, (15) 2-3, 2009, p 227.

Table 19: Cultural heritage management legislation in Botswana

1967	1970	2001
<p>Anthropological Research Act The aim of this act is to monitor social science research on indigenous communities.</p> <p>National Museum and Art Gallery act To guide the establishment of museums</p>	<p>Tribal Land Act To address issues related to tribal land allocation and use</p> <p>Monuments and relics act For protection of archaeological features</p>	<p>Re-enacted version of the 1970 act enforces pre development Archaeological Impact Assessments</p> <p>Botswana national policy on culture Places focus on folk-life and folklore which can be categorised as intangible.</p>

Keitumetse comments on the re-enacted legislation as follows:

There is a significant change which protects the undiscovered cultural resources which is contained in the re-enacted Monuments and Relics act (2001). However there is a contrast with the Botswana national policy on culture (2001) which focuses on intangible aspects of culture and heritage but fails to convey their relevance to either the natural resources or the tangible (physical) heritage in protected areas. There is a need to develop a parallel model such as Community –based cultural and heritage resource management due to the fact that the history of natural resource management in Botswana indicates a disconnection between conventional environment and the historic environment imbued with cultural and heritage resources.⁴⁷⁶

The CBNRM framework could be enhanced by adding human environment interactions/sacred landscapes (histories and archaeology of protected wilderness areas), exploration of local indigenous knowledge systems associated with these cultural landscapes as well as traditional plants.

The banning of safari hunting in 2013 may call for the government to find ways in which to diversify the tourism industry. To this end, Mbaiwa emphasises the need to diversify the

⁴⁷⁶S.O. Keitumetse, The Eco-tourism of cultural heritage management (ECT-CHM): Linking heritage and environment in the Okavango Delta regions of Botswana, *International Journal of Heritage Studies* (15) 2-3, 2009, p 239.

tourism industry. According to him cultural and heritage tourism, which has to date been a neglected area in tourism policy development and planning may begin to be taken into consideration.⁴⁷⁷

A calendar of cultural festivals is already available in Botswana. It kicks off in March with the Maitisong festival and ends in November with the Domboshaba Kalanga festival. It may be expected that more such festivals will emerge with the rise of both tourism and ethnic associations. Such cultural festivals have proved considerably more popular with well to do black tourists than super-expensive wildlife safaris, which are popular with rich international tourists.⁴⁷⁸

Inadequate integration of cultural heritage protection and management laws and practices into social, economic, political, legislative, and cultural and tourism development policies at national and regional level can diminish the protection and conservation of cultural heritage over time.⁴⁷⁹

Botswana could use the approach used by the South African National Department of Tourism which introduced the National Heritage and Cultural tourism strategy. Like Botswana, the South African tourism industry was very heavily based on its wildlife and wilderness:

South Africa is positioned largely around “safari-type” experiences and scenic natural environs which undisputedly constitute an integral part of the biodiversity of heritage resources. South Africa, however, also has much more to offer as a cultural landscape endowed with a diverse wealth of exuberant heritage and cultural products in the form of the arts, crafts, festivals, oral history, storytelling and folklore, heritage sites, places of historical and cultural significance, archaeological

⁴⁷⁷J.E Mbaiwa, Changes on traditional livelihood activities and lifestyles caused by tourism development in the Okavango Delta, Botswana, *Tourism Management* 32(5), p 1059.

⁴⁷⁸ N. Parsons, Unravelling history and cultural heritage in Botswana, *Journal of Southern African Studies* 32(4), 2006, p 675.

⁴⁷⁹[Heritage at risk from Tourism//www.international.icomos.org/risk/2001/tourism.htm](http://www.international.icomos.org/risk/2001/tourism.htm) accessed ; 10-08-2014

remains, paleontological evidence and geological formations. The gap analysis conducted by South African Tourism (SAT) shows that more tourists prefer cultural and historical heritage than wildlife viewing, yet fewer had experienced it while in South Africa.⁴⁸⁰

Therefore the National Department of Tourism introduced the National Strategy on Heritage and Cultural Tourism which serves to guide and provide strategic direction for the development and promotion of heritage and cultural tourism in South Africa. The main focus of the strategy is to provide a framework for the coordination and integration of heritage and culture into the mainstream of tourism.⁴⁸¹

The barriers identified by Jamieson can in turn be seen as a key which the heritage and cultural tourism of Botswana can be unlocked. By addressing these challenges and suggesting the solutions the opportunities are made apparent.

⁴⁸⁰ National Heritage and Cultural Tourism Strategy (South Africa), March 2012, p 11.

⁴⁸¹ National Heritage and Cultural Tourism Strategy (South Africa), March 2012, p 11.

Chapter 7 – Summary and Conclusion

7.1 Introduction

The main objective of the study was to identify cultural heritage sites in and around Gaborone which could serve as tourist attractions. Gaborone, the capital city of Botswana has been relatively neglected in terms of tourism, although it has all the facilities and potential needed to cater for tourists. Very little information with regards to tourist attractions around Gaborone is available and therefore this study sets out to identify heritage and cultural sites and consider their history and relevance and potential in the context of heritage and cultural tourism.

To place Gaborone on Botswana's tourism agenda, the study focused on cultural and heritage tourism as Gaborone is surrounded by a range of different and interesting heritage sites. Gaborone has been described as a "dull" city that has failed to assert itself as a tourist destination. This therefore gave the research more reason to explore plausible mechanisms to place the city on Botswana's tourism agenda.

7.2 Summary of findings

As indicated by the statistics collected by the department of tourism in 2010 (Figure 1) Gaborone has more business tourist than any other town or city in the country. In this regard Silberberg (1994) suggests that these tourists might not come with the intention of touring, but given the chance they would jump at the opportunity to visit these sites.⁴⁸² This then makes marketing a very important and critical issue in terms of promoting what Gaborone has to offer tourists. These attractions could add much value to the overall tourism experience and provide local and rural communities living around the capital city the opportunity to sustain themselves and to take active participation in the tourism industry.⁴⁸³

⁴⁸²T. Silberberg, Cultural tourism and business opportunities for museums and heritage sites, *Tourism Management* 16(5), 1994.

⁴⁸³C. Leechor and M. Fabricius, World Bank-BIDPA *Botswana Export Diversification Study*, (nd), p 15.

If not managed and planned properly cultural heritage tourism may provoke conflict between the host community as well as tourists. It is therefore important that different stakeholders are involved in the planning, development and management of cultural heritage resources. It is also critical for the different stakeholders to keep in mind that heritage resources should not be over exploited. It should thus not just be a matter of monetary gain, but the issue of conservation and preservation are equally important for the continuation of these assets for future generations.

It is high time that the Botswana government takes serious steps in promoting cultural heritage tourism. A cultural heritage tourism strategy is needed as has been done with countries such as South Africa.

A useful strategy would be to use the typology of elements in the mission of heritage attractions devised by Garrod and Fyall (2000)

Table 20: Typology of Elements in the Mission of Heritage Attractions

Conservation The role of the heritage manager is to safeguard the heritage asset for posterity; to ensure that the use of heritage assets by the present generation does not compromise the ability of future generations to use and benefit from those assets; and to ensure that the present generation properly manages the heritage assets it holds in trust for the nation as a whole.

Accessibility Heritage only has significance to the extent that it benefits people. If people are prevented from experiencing a heritage asset, it can no longer be considered part of their heritage. However, high levels of accessibility can lead to heritage assets becoming damaged. At the same time, conservation requirements can prevent the present generation from enjoying and benefiting from the heritage assets to the fullest extent.

Education: Education plays an important role in achieving accessibility. In order to appreciate the heritage asset, visitors must be able to understand its nature and significance, including why it should be conserved. This requires the use of an array of interpretational techniques, ranging from the very formal to the very informal. Education is most effective if it is also entertaining.

Relevance Heritage attractions must be relevant to as wide an audience as possible; they should not be the preserve of a small minority of "heritage enthusiasts". Ideally, all visitors should leave with a better appreciation of why the heritage asset is relevant to them, the local area, and to the nation as a whole. Heritage attractions should also seek to be something with which the local community can identify, giving them a greater sense of place and pride. **Recreation** Part of the mission of heritage attractions must be to entertain visitors and provide a recreational opportunity. If they do not enjoy themselves then they will be less likely to make return visits or to recommend the attraction to others. Conservation requirements may limit the recreational potential of a heritage site.

Financial Heritage attractions must be financially sound if they are to fulfill their overall Mission. Finances need not, however, be generated entirely by charging for admission and some external funding, particularly for expensive conservation work, and will inevitably be required.

Local Community The heritage attraction should seek to work in harmony with the local community. Visitors should not be afforded use of the heritage asset at the expense of locals. Heritage attractions can also have important economic multiplier effects throughout the local community.

Quality Heritage attractions must increasingly provide a high quality service to their visitors if they are to compete in the ever more crowded tourism marketplace. This includes providing a range of facilities, exhibiting a high standard of cleanliness, well-trained staff and adequate car parking. If a charge is made for admission then the heritage attraction should aim to exceed visitors' expectations.

Source: B. Garrod and A. Fyall ⁴⁸⁴

7.3 Conclusions and recommendations

The first step in developing Cultural and heritage tourism in Botswana could be the development of a national cultural and heritage Tourism strategy. This could assist in producing a guiding framework. The strategy will also help in creating the much needed profiling of cultural heritage sites in greater Gaborone and indeed in Botswana as a whole. A cultural heritage tourism strategy is also important as it will help to diversify the tourism

⁴⁸⁴ B. Garrod and A. Fyall, Managing heritage tourism, *Annals of Tourism Research* 27(3), 2000, p 691.

industry and formalize cultural heritage tourism as well as to help change the current mindset that “tourism” and “wildlife” are synonyms.

Due to the fact that the heritage sector in most African countries is usually allocated a small portion of the national budget, the introduction of tourism to this sector may assist financially. The commercialisation of these products for tourist consumption would open up new economic awareness including job opportunities.

When drafting and producing the strategy, it is important that different stakeholders are actively involved and consulted in the process. For stakeholders, consultation process is an opportunity to get information, as well as to educate the officials, to raise issues and concerns. This will help the government shape the strategy in such a way that it will have the best interest for all parties involved.

Information gathered from the research suggests that there is a need for robust tourism marketing for Gaborone. Heritage sites are not known even by the local residents of Gaborone and this is due to the fact that information about these sites is not being disseminated to the public. Government should also consider investing in cultural and heritage tourism specialists that could drive the development of the sector in Botswana. It would also be wise for the youth in the local communities around these heritage sites to be trained in different tourism fields in order to benefit from their heritage. At an earlier stage, teachers at schools should be exposed to the wealth of their heritage and the tourism potential it has.

Government should also consider introducing entry fees to these heritage sites. Mogonye Gorges which charges entry fees is by far the most developed out of all the sites studied. This is indeed an indication that entry fees can help in development of the sites.

It is also important that high customer satisfaction is provided through providing enjoyable experiences for visitors along with the understanding and interpretation of a place. Canteens could be introduced at some of these sites, just so that tourists can sit for a snack after their tour. Curio shops selling local artefacts could be introduced at these sites as well;

this could help in the much needed funding for further development and could also benefit the local communities if they are involved in producing their own arts and crafts or even performing traditional dance or music at a fee.

Most of the sites studied do not have basic amenities (toilets, water, chairs) which are very important for tourists, it is therefore important that these are introduced as a matter of urgency.

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Annexure A: Permission to undertake research