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Development of a Grading Scheme for Regulated Namibian Tourism Businesses

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Degree of Bachelor of Science

Sponsoring Agency: Namibia Tourism Board

Submitted to:

Project Liaisons: Manfred !Gaeb, Strategic Executive,
Industry Services

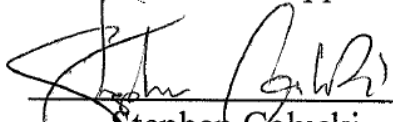
Sima Shimbuli, Tourism Inspector

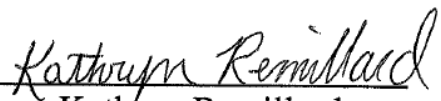
Project Advisor: Svetlana Nikitina, WPI Professor

Project Co-advisor: Reinhold Ludwig, WPI Professor

Submitted by:


Jenna DeFilippo


Stephen Galucki


Kathryn Remillard

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ABSTRACT

Tourism is essential to Namibia's economy and the development of the country as a whole. The creation of a grading scheme for tourism regulated businesses can help the Namibia Tourism Board improve a level of quality control and boost user confidence in tourist services in the country. Our project helped create assessment criteria for activity operators, trophy hunting operators, tour and safari operators, visitor attractions, and restaurants that could be used by the tourism inspectors to implement a five-star grading scheme.

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AUTHORSHIP

Over the course of this project, many ideas were presented and discussed amongst all the team members and were also frequently edited by all. Therefore, all three team members have contributed to each section of this report. The following is a list of the primary author(s) of each section:

Key:

Jenna DeFilippo = JD
Stephen Galucki = SG
Kathryn Remillard = KR
Equal Contribution = ALL

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Aknowledgements.....	ALL
Authorship.....	SG
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EXECUTIVE SUMMARY

According to *Namibia – The Impact of Travel and Tourism on Jobs and the Economy* (2004), “Namibia has the potential to become one of Africa’s leading Travel & Tourism economies.” Over recent years, it has become a much more popular tourist destination, therefore increasing the number of jobs within the tourism industry (Namibia- The Impact of Travel and Tourism on Jobs and the Economy, 2004). Another factor that could help further promote the growth of the industry is the creation of a grading scheme specifically designed for tourism-related businesses. The Namibia Tourism Board (NTB) is interested in fulfilling the goal of increasing economic growth in relation to tourism; the development and implementation of such a grading scheme will help achieve this goal.

The NTB is the only legal organization mandated by the government to regulate the tourism industry; it is required by law for all businesses providing tourism-related services to register with the NTB. The NTB has the responsibility of registering and grading regulated tourism businesses and accommodation establishments, as well as ensuring that the services and facilities of all regulated tourism businesses meet certain standards. Additional information about the NTB can be found in Appendix A.

We have worked with the NTB over the course of 15 weeks in order to assist it in the creation of grading criteria for trophy hunting operators, activity operators, tour and safari operators, museums and restaurants. This goal was completed through the following objectives:

1. Analyze the existing operational procedures and common operational standards of tour and safari operators, trophy hunting businesses, activity operators, visitor attractions and restaurants.
2. Develop potential grading criteria for tour and safari operators, trophy hunting businesses, activity operators, visitor attractions and restaurants.
3. Provide specific recommendations to the NTB concerning the feasibility of employing such a grading system.

In order to create a grading scheme, we began by completing background research on the businesses of interest and also other existing grading schemes throughout the world. From there, we interviewed local businesses in order to get their perception of grading schemes as well as any suggestions and recommendations they had regarding the criteria. After some initial

interviews were completed, common trends were compiled in order to begin creating a general list of features to be included in the criteria. We then introduced this data at later interviews and asked the businesses for their opinions of the gathered information and for them to elaborate on their thoughts. Through this method, we were able to initially compile some general ideas and further develop them into specific criteria. Once the criteria were developed and put through a review process by the NTB tourism inspectors, we created a list of recommendations for the NTB.

1. INTRODUCTION

In 2001, the Namibian government drafted a new tourism policy with an emphasis on increasing the desirability of Namibia as a tourism destination for the purpose of generating additional revenue and creating more jobs for Namibians (Namibia Tourism Board Act No. 21, 2000). “[Tourism] is the third largest source of foreign exchange [for the nation], after mining and fisheries” (Namibia Africa- Economy, 2009). While Namibia suffers from a 40% unemployment rate, tourism has led to the creation of many in-country jobs; in 2008, “tourism accounted for 20,588 jobs” (Namibia Tourism, 2010) and “has the potential for further expansion” (Namib Web, 2010).

One way of expanding the Namibian tourism sector is by creating a reliable grading scheme to help establish the quality of certain sectors of the tourism industry while also promoting sustainability. A ranking scheme can provide quality assurance to customers while encouraging businesses to increase their sustainability. Additionally, it can increase the motivation of the business to raise the quality of their product in order to achieve a higher score and attract more customers.

As part of this new agenda for furthering the tourism industry, the Namibian Tourism Board was tasked with the creation of a grading scheme for regulating quality in the tourism sector (Namib Web, 2010). Several grading schemes are already used in Namibia to help ensure customer satisfaction, including the five-star rating system for accommodation establishments. However, this system has not yet been extended to other tourism businesses. To accomplish this task, additional criteria relevant to businesses other than accommodation needed to be developed.

Our sponsor was interested in the feasibility of applying a grading scheme to tourism businesses and in the development of a basic set of criteria. The Namibia Tourism Board wanted to understand how a grading scheme would be perceived by activity operators, trophy hunting operators, and tour and safari operators. The purpose of our research was to analyze the opinions of these businesses and different representative associations in order to determine the practicality of implementing the criteria for tourism businesses. This was accomplished by interviewing businesses and tourism associations. The results of the interviews allowed us to better understand the perception of a grading scheme and helped us to make recommendations and provide a set of criteria to be used by the Namibian Tourism Board.

2. BACKGROUND

Grading schemes are used internationally for providing quality assurance and a sense of legitimacy to businesses. The NTB's desire to create a grading scheme will help Namibian businesses to market themselves and raise Namibia's tourism standards. A grading scheme has the potential to make a tourist more comfortable in booking an activity because there is a source that certifies the services provided by the business are reliable. By taking a closer look at the Namibian tourism industry and how it functions, we can gain a better understanding of the need for, and use of, a tourism grading system.

2.1 TOURISM IN NAMIBIA

Tourism is a rapidly growing sector of the Namibian economy and a big contributor of jobs; "it is the third-largest source of foreign exchange, [following] mining and fisheries" (Namibia Africa- Economy, 2009). "Tourism in Namibia has had a positive impact on resource conservation and rural development...while providing tens of thousands of rural Namibians with much needed income" (Namibia Africa- Economy, 2009). Namibia's travel and tourism economy is ranked 119th in absolute size worldwide out of 181 countries, 49th in relative contribution to national economies, and 36nd in long-term growth, showing its need and potential for expansion (Travel and Tourism Economic Impact: Namibia, 2010). The creation of a grading scheme will help Namibia with its long-term growth and help increase tourism as a whole. (Tourism Research- Namibia, 2009).

It is important to research and evaluate Namibian tourism and its structure as well as other existing ranking schemes. With the advent of a ranking system, businesses will be able to be assessed and prove the quality of their services, therefore becoming more attractive to tourists by providing a sense of legitimacy. Locals are more likely to register their businesses if the ranking will help them to draw more attention and potentially generate more income. The increasing interest of tourism in Namibia will bring more income to the country, thus creating more job opportunities and boosting the economy. "Tourism is also emerging as a real opportunity for job creation," states an authoritative source (Namibia - The Impact of Travel and Tourism on Jobs and the Economy, 2004). The escalation of tourism gives entrepreneurs from all sectors of Namibian society and rural communities the opportunity to become involved as investors, operators, shareholders, and partners (Konjore, 2004). Additionally, a grading scheme could be used to provide incentives for regulated businesses to be more eco-friendly in their

operations. The NTB specifically wants to include eco-friendly criteria in hopes of attracting more tourists and making tourism more sustainable. Similarly, if eco-friendly criteria were included in the grading scheme, businesses would have to adhere to these criteria in order to raise their star level.

All tourism businesses must be registered with the NTB. Overall, the NTB has approximately 3600 registered businesses, roughly 1500 of which are tourism regulated businesses and the rest being accommodation establishments (Namibia Tourism Board, 2010). As Figure 1 shows, the applications for tourism regulated businesses span all aspects of the tourism industry. This project focuses on activity operators with 111 fully registered businesses, tour and safari operators with 358 full registered businesses, and trophy hunting operators with 483 fully registered businesses (Namibia Tourism Board, 2010).

Regulated Businesses				
Category	Applied	Fully Registered	Conditional Registration	Rejected
Activity Operators	123	111	2	1
Air Charter Operators	23	15		
Booking Agent	147	123	1	
Foreign Tour Operator	101	85	3	1
Shuttle Services Operator	171	133	10	5
Tour Facilitator	133	98		
Trophy Hunting Operator	568	483	4	2
Tour and Safari Operator	408	357	11	4
Vehicle Rental	101	83		1
Total Regulated Establishments	1785	1488	31	14

Figure 1: Registration of Tourism Enterprises (Namibia Tourism Board, 2010)

2.1.1 TOURIST DEMOGRAPHICS

Over recent years, developments in the tourism industry have made Namibia a more popular tourist destination. As seen in Figure 2, there has been a slow increase in the number of tourists entering Namibia over the five year time span from 2005 to 2010. If this trend

continues, tourism will remain an important factor in boosting the economy and providing more jobs for locals. Figure 2 (Namibia Airports Company, 2010) shows the total number of visitors arriving to Hosea Kutako International Airport, both regionally and internationally.

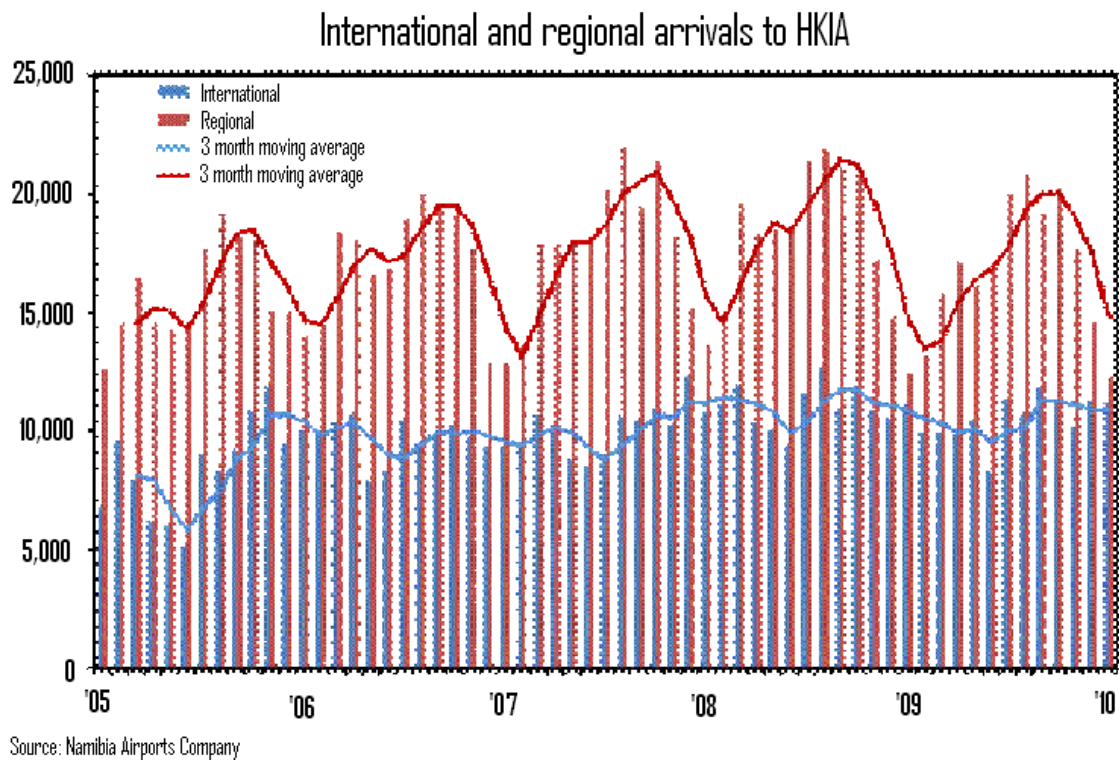


Figure 2: Number of Tourists Visiting Namibia

While this escalating trend is important, it is also necessary to observe what nationalities make up the tourist population. The pattern that emerges demonstrates what specific populations are attracted to the area. By looking at which nationalities most frequently travel into Namibia by air (Figure 3), one can discern that Namibian tourism appeals to specific nationalities and one can determine how it might be advertised to appeal to others. Currently, Africans and Europeans make up the largest percentage of visitors. South Africans make up over 26% of all visitors, and Germany accounts for 8.75% (Namibia Tourism Board, 2010). Angola alone accounts for over one third of visitors. The USA only accounts for approximately 2.25% of all tourists (Namibia Tourism Board, 2010).

Arrivals by Nationality to Hosea Kutako International Airport, 2008

Country:	Total Arrivals:
South Africa	243,038
Angola	310,395
Botswana	26,378
Germany	81,543
UK	28,111
France	14,604
USA	20,856
China	3,661

Overall Total: 931,111

(Overall Total Includes Additional Countries Not Listed)

Figure 3: Airport Arrivals by Nationality (Namibia Tourism Board, 2010)

2.1.2 IMPACT ON EMPLOYMENT AND ECONOMY

By 2020, Namibia's travel and tourism economy should total 109,000 jobs or 18.9% of total employment (Travel and Tourism Economic Impact: Namibia, 2010). Over the same time span, tourism is expected to generate US\$2,949 million (Travel and Tourism Economic Impact: Namibia, 2010). As a significant factor on both the economy and employment, tourism is important for Namibia's growth as a nation. By creating a grading scheme, there is potential for the tourism industry to expand, thus providing a need for more local employees to insist on quality assurance which should help in drawing in more tourists.

2.1.2.1 ECONOMIC IMPACT

Tourism has a significant impact on the overall economy of Namibia. The Gross Domestic Product (GDP) of Namibia in 2010 was US\$1,190.9 million (Travel and Tourism Economic Impact: Namibia, 2010). In particular, the tourism industry made up 13.2% of the GDP in 2010 and is expected to increase to 16.1% by 2020 (Travel and Tourism Economic Impact: Namibia, 2010). Figure 4 shows the growth of the GDP from the year 2000 to the predicted amount in the year 2007. These numbers show how strong of an impact tourism has on the Namibian economy.

Travel & Tourism GDP (Constant 1995=100, N\$ mn)

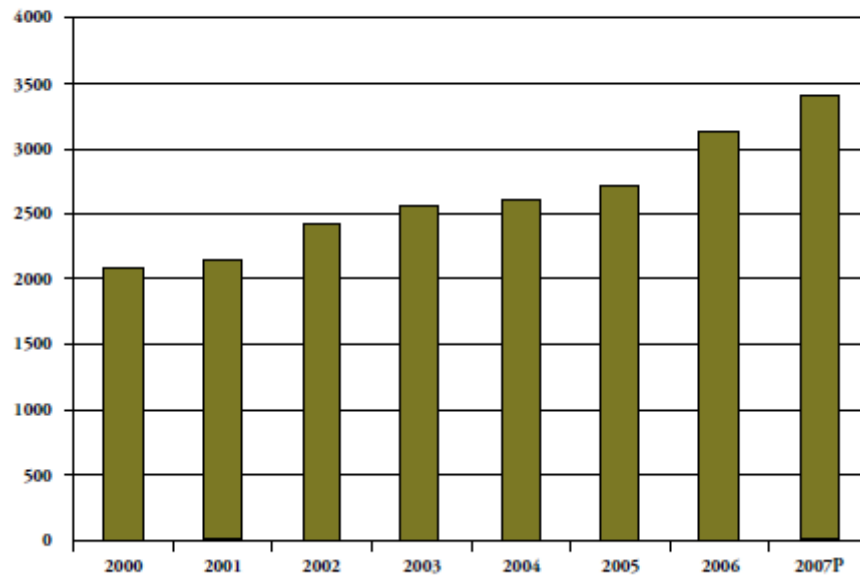


Figure 4: Travel & Tourism GDP (Namibia Tourism Satellite Account, 2nd Edition, 2008).

2.1.2.2 IMPACT ON EMPLOYMENT

Employment in relation to tourism is expected to rise from 71,000 jobs in 2010, or 17.1% of total employment, to 109,000 jobs in 2019, or 18.9% of total employment (Travel and Tourism Economic Impact: Namibia, 2010). Overall, Travel and Tourism demand is expected to rise by 5.7% by 2020 (Travel and Tourism Economic Impact: Namibia, 2010). Figure 5 shows the increase of tourism related jobs between 2000 and the predicted amount for 2007, both directly and indirectly related to tourism. Since 2004, there has been a steady increase in tourism related jobs.

Travel & Tourism Employment ('000 Jobs)

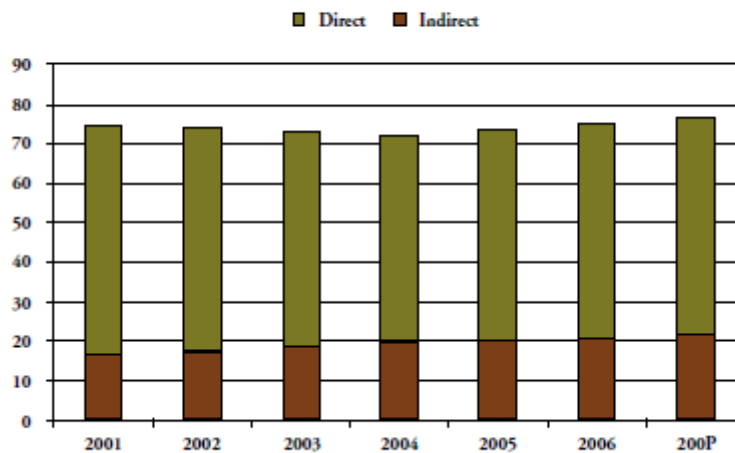


Figure 5: Travel and Tourism Employment, both Direct and Indirect (Namibia Tourism Satellite Account, 2nd Edition, 2008).

2.2 STRUCTURE OF THE TOURISM INDUSTRY

Government involvement in the tourism industry allows the NTB to close illegal businesses, and to levy steep fines and possible jail times for those that fail to comply with regulations. The NTB currently has six trained tourism inspectors to oversee approximately 3,600 businesses, and their aim is to conduct annual inspections of each business (Namibia Tourism Board, 2010). By having government involvement in the tourism sector, Namibia tries to maintain certain standards of quality in its registered tourism businesses, which can be more easily regulated by using a grading system.

The Namibia Tourism Board also recognizes different trade associations, all of which fall under FENATA (Federation of Namibia Tourism Association). FENATA is an organization which aims to ensure a standard for high quality in the tourism industry (*Namibian environmental directory*, 2010). Two of these trade associations, the Tour and Safari Association (TASA) and the Namibia Professional Hunting Association (NAPHA), are directly related to tour and safari operators, activity operators, and trophy hunting, which are our three main focuses for the creation of grading criteria. Additionally, the Namibia Community-Based Tourism Assistance Trust (NACOBTA) and the Hospitality Association of Namibia (HAN) are related to some of the activity operator businesses. These associations work closely with the NTB, and it is crucial for us to speak with these organizations to gain a better understanding of the types of criteria we needed to develop for our grading scheme. Figure 6 demonstrates

visually how the Government, Namibia Tourism Board, and trade associations are related to each other.

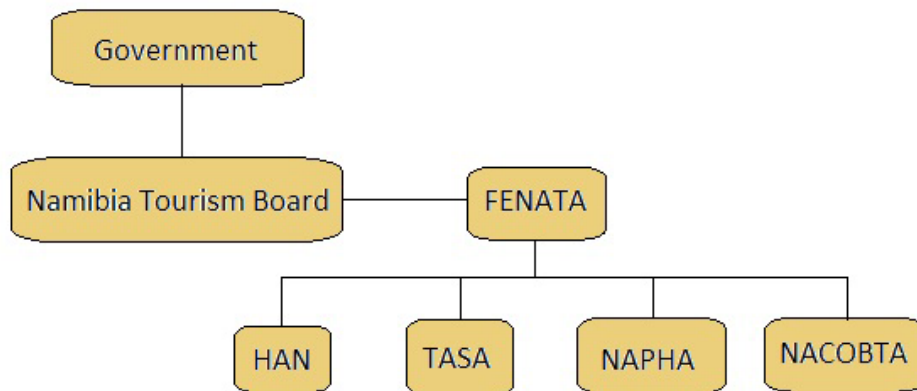


Figure 6: Linkage between Government, NTB, and Trade Associations

2.2.1 TOUR AND SAFARI ASSOCIATION (TASA)

“The Tour and Safari Association (TASA) is a voluntary private-sector body that acts on behalf of its members to encourage development and ensure standards and reliability in the Namibian tourism industry” (TASA, 2010). TASA works closely with the “Namibian Government in helping to formulate tourism policy in Namibia” (TASA, 2010). The members of TASA must conform to certain levels of operation to ensure credibility, and in return are offered many benefits including recognition as a business following good practices (TASA, 2010). The Code of Conduct (See Appendix N) of TASA members focuses on relations between members and the public, members and the principle, members and other travel concerns, and on issues of infringement (TASA, 2010). Despite the fact that travel associations, such as TASA, have their own codes of conduct, there is still a need for a grading system to go one step further and differentiate between the qualities of the services each business offers beyond the bare minimum requirements to be listed as a member. The interview we conducted with TASA can be found in Appendix F. Our interview with TASA provided us with ideas as to what we should include in our criteria, such as safety, services (especially for children), and observing international norms. Also, TASA recommended the creation of a forum between the NTB and tour associations to discuss the criteria and gain feedback before the criteria is actually implemented.

2.2.2 NAMIBIA PROFESSIONAL HUNTING ASSOCIATION (NAPHA)

The Namibia Professional Hunting Association was “founded in 1974 in order to promote Namibia as a hunting destination internationally and protect the right to hunt locally” (NAPHA, 2010). NAPHA “... insists that its members provide the highest standard of professional service to their international hunting guests” while “ensur[ing] and promot[ing] ethical conduct, sustainable utilization of natural resources, and secur[ing] the industry for current and future generations” (NAPHA, 2010). The Hunting Code of Conduct ensures all individuals hunting on Namibian grounds abide by the laws and safety regulations (See Appendix M). This Code of Conduct must be followed by all hunters and NAPHA members, but it does not break down into the different levels of quality each trophy hunting operator offers in its services as a grading scheme would. Trophy hunting operators must obtain a valid hunting permit (trophy hunting permit) from the Nature Conservation, and by law hunting can only be conducted exclusively in the company of a registered hunting guide. There are over 400 members registered with NAPHA (NAPHA, 2010). The interview we conducted with NAPHA can be found in Appendix F. Our NAPHA interview provided a significant amount of input as to what the criteria for trophy hunting in particular should entail, such as the amount of hunting area available, number of guides hunting in a certain area, and type of housing available to hunters. More importantly, the president of NAPHA made important suggestions including the creation of a living system and making the system compulsory instead of voluntary.

2.2.3 NAMIBIA COMMUNITY-BASED TOURISM ASSISTANCE TRUST (NACOBTA)

The Namibia Community-Based Tourism Assistance Trust “was established in October 1995 by local Namibians” interested in having their businesses recognized by the tourism industry (NACOBTA, 2007). This organization is not organized by the government and is nonprofit, but is still acknowledged by the NTB. NACOBTA has a given set of membership criteria that describes what types of organizations are recognized and what the main requirements are to qualify for membership (see Appendix L). Benefits such as discounted rates on trainings and numerous awards are offered to members. There are three different levels of membership (Gold, Silver and Bronze) which are dependent upon the amount of income generated annually. The annual membership fee is determined by the income of the respective business. As of 2010, NACOBTA has 65 registered members (NACOBTA Interview, 2010).

The interview we conducted with NACOBTA can be found in Appendix F. NACOBTA suggested that items to consider when grading should include communication, upkeep of buildings, and knowledge of staff.

2.2.4 THE HOSPITALITY ASSOCIATION OF NAMIBIA (HAN)

The Hospitality Association of Namibia is an umbrella-body focusing on the tourism and hospitality of Namibia. “HAN represents the full spectrum of the hospitality industry, from hotels, to guest houses, guest farms, lodges, rest camps, restaurants, conference centers, and catering services” (HAN, 2009). With a mission of building partnerships and serving its members needs, HAN members are offered special benefits, including membership cards with discount rates for various establishments, legal advice, and a channel of communication with the Namibia Tourism Board and FENATA (HAN, 2009). The HAN code of conduct, which can be found in Appendix K, describes the standards all HAN members must adhere to and provide a strong background for the creation of our criteria. Some of the different aspects included in our criteria are covered by the HAN code of conduct, such as safety and attitude of staff. The interview we conducted via email with HAN can be found in Appendix F. We were not able to personally interview someone at HAN due to their busy schedules; however we were able to email the questions to the CEO who responded with valuable information. Overall, HAN suggested we look at hygiene, variety, appeal, level of trained staff, and the size of the facilities for our restaurant criteria.

2.3 NEED FOR A RANKING SCHEME IN NAMIBIA

As part of a 2001 initiative by the Namibian Government, the Namibia Tourism Board was assigned the task of regulating the tourism industry (Namibia Tourism Board Act No. 21, 2000). This specifically includes the development of a set of standards that are used to maintain regulations. Tourism inspectors from the NTB conduct annual inspections of each regulated business to ensure that these standards are adhered to. In general, the government is responsible the enforcement of regional and local tourism plans. Some of this responsibility has fallen into the hands of the NTB, as they are in charge of both inspecting all registered businesses and the enforcement of infractions. The creation of grading criteria and standards for the tourism industry is a part of the Namibian government’s large scale plan to make tourism a more prominent aspect of the national economy. Our project was designed to assist the NTB with the

creation of these grading criteria and to provide suggestions as to what in particular needs to be addressed when grading tourism businesses.

2.3.1 PURPOSE OF A RANKING SYSTEM

The Namibia Tourism Board is looking to implement a ranking system to provide more credibility of the tourism industry in Namibia. Namibia's mission is to develop travel to and within Namibia that exceeds visitors' expectations of quality and service, improves the living standard of the Namibian people, deliver values and way of life of Namibian people, deliver value to stakeholders, and conserve natural resources and the environment for future generations (Namibia Tourism Board Act No. 21, 2000). The NTB desires to broadly increase the quality of tourism in Namibia so that tourism is the number one job creating sector of Namibia by 2010 (Namibia Tourism Board, 2010). To do this, the NTB has been given authority by the government to declare any sector of the tourism industry a regulated sector, and to call for all businesses in that sector to register with the government. Over time, the NTB aims to have every business in the tourism sector registered with the government, and as this process continues they will have the information needed to develop a cohesive regulation of the industry as a whole. In order for a tourism business to register with the NTB, they must meet the minimum requirements, including quality of physical facilities, safety, hygiene, and service delivery (Namibia Tourism Board, 2010). All businesses that meet these requirements become officially registered with the NTB; however there is no distinction between the overall qualities of service the businesses offer. One of the ways they wish to do this is through the development of grading criteria for all tourism regulated businesses, which is where we step in.

2.3.2 CHALLENGES IN DEVELOPING A SYSTEM

The establishment of criteria for the tourism industry was not an easy task. There were many different factors to consider, and much preparation to ensure that the creation of such criteria would not be a hindrance to the tourism economy, but a valuable asset.

Benchmarking against existing systems in neighboring countries and around the world can point out the best attributes to use and which to avoid. There was also the challenge of creating a system that would be applicable to the many different venues of tourism. This would require the creation of either one system that has an emphasis on broad, general issues, or an umbrella system that covers most of the key areas but then branches off and has specific criteria for individual sectors. We worked with this challenge by researching other systems in use by

nearby countries and developing a system similar to the one the NTB tourism inspectors already use with accommodations to minimize the need for additional training on how to use the criteria.

There is also the matter of enforcement. As noted earlier, the NTB has only six tourism inspectors that are responsible for annually visiting and inspecting each of the more than 3000 businesses that are registered with the NTB. More regulations will lead to an increased need for enforcement (Namibia Tourism Board, 2010). Some of this enforcement power is currently being sought after by the NTB as they lobby to increase the penalties for companies not registering with the NTB (Namibia Tourism Board, 2010). However, there will be a need for additional staff and resources to compensate for an increase in responsibility, so the NTB is considering hiring additional tourism inspectors specifically focusing on grading businesses to help manage the system (Namibia Tourism Board, 2010).

2.4 THE USE OF RANKING SCHEMES IN THE TOURISM INDUSTRY

Before we were able to create a grading scheme for Namibia, an investigation of existing ranking systems had to be completed to gain a better understanding of what a typical grading scheme looks like and how it is supposed to function. Ranking schemes are used all over the world to ensure customer satisfaction, to provide for an easy means of comparison between businesses, and to help motivate companies to improve the quality of their service (Hotel and Restaurant, 2003). As there are many different types of industries and companies, systems of criteria have been developed to meet varying needs, focusing on both broad ideas and on very particular industry sectors. Some of these focuses can be divided into categories relevant to tourism: green criteria, quality assurance and resource conservation. Once we gained a better understanding of the format and process of existing systems, we were able to create a system that will be useful for the NTB.

2.4.1 GREEN CRITERIA

“Green criteria” is becoming more prominent on an international level. Also in Namibia, there is a need for “development that meets the needs of the present without compromising the ability of future generations to meet their needs and aspirations” (eco awards Namibia, 2009). Namibia has a green vision for 2030; since “Namibia’s tourism sector operates in extremely arid and ecologically sensitive areas... it is essential that attention be paid to all potential impacts that can result from tourism” (eco awards Namibia, 2009). Therefore, it is important to take a closer

look at what systems other surrounding nations use to be more eco-friendly, as the NTB wanted us to include “green criteria” in our grading scheme.

2.4.1.1 ECORATING

To gain a better understanding of how “green criteria” is used in existing grading schemes, we looked at EcoRating, a system set up by the Kenyan government for rewarding accommodation businesses that are making efforts to be environmentally friendly (ecotourism Kenya, 2010). Kenya is a good point comparison for Namibia because Kenya is another African country that has similar geographic features and tourism industries. EcoRating is a grading scheme built around criteria focusing on:

- Protecting, conserving and investing in the environment
- Minimizing and reducing wastes
- Preventing pollution
- Encouraging linkages with local communities
- Responsible use of resources such as land, water, energy, culture etc
- Education to tourists (ecotourism Kenya, 2010)

Businesses voluntarily submit a self-assessment of their business to the scheme secretariat at ecotourism Kenya, and if the application is in compliance with the criteria, an inspector is sent to audit the business. The business is then given a bronze, silver or gold certificate based on how highly it scores on the grading scheme. The certification is good for two years, after which the business must re-apply and be re-inspected. The Kenyan government uses this scheme in order to:

- Promote and increase awareness of environmentally and socially sound business practices
- Conserve the natural resource base on which Kenya’s tourism depends
- Improve the overall standards of the tourism industry, thus potentially attracting more tourists (ecotourism Kenya, 2010)

There are several benefits to companies that take part in this system. Businesses that have been graded by the scheme are placed on the ecotourism Kenya website, with a description of the company and a list of what they are doing to be environmentally aware. They are also allowed to use the logo of ecotourism Kenya, and display their score as a means of advertisement

and promotion. Since the Kenya and Namibia have similarities in environment and attractions, we feel it is valid to use similar criteria for our grading system; most if not all of these criteria could be utilized in “green” qualifications of the grading scheme we created to be used by the NTB for tourism businesses as a means of promoting sustainability through tourism.

2.4.1.2 GREEN GLOBE

Grading schemes are provided not only by government organizations. Companies outside of the formal government (Non-Government Organization, or NGOs) offer ranking systems to other companies as another way for the business to promote itself and manage its environmental impact (Green Globe, 2010). Green Globe is an example of one of these companies. We used ideas from Green Globe when creating our own criteria for Namibia. A business wishing to be audited for its environmental impact registers with Green Globe via their website, greenglobecertification.com, and are then given a software package that analyzes the company’s energy usage. Once this is done, the company hires a consultant recommended by Green Globe, who then completes an analysis of the business. If the applying business meets the standards set forth by Green Globe, they are given a certificate and permission to use the Green Globe logo as a marketing tool. Green Globe will also put the registered business in an online database of companies who have registered with them (Green Globe, 2010). This program is similar to the tourism associations previously listed and was useful for us as a source for ideas when developing our eco-friendly criteria.

2.4.2 QUALITY ASSURANCE

The star system is the standard around the globe for the measurement of quality for hotels and other residential establishments. However, the criteria for each level varies based on location, as the criteria are usually modified by the local government. While most use similar qualifications, a traveler can usually formulate only a general idea of the quality of a hotel based on the number of stars it is ranked. Most countries use five stars, while in Europe there may only be four stars. In all cases, businesses with a greater number of stars have scored higher during assessment as a result of a higher standard of quality when compared to businesses with fewer stars (superpages, 2010). The grading system we created primarily focuses on quality assurance measures.

Namibia currently uses a five-star system for its accommodation sector (Namibia Tourism, 2010). We would like to extend this type of system for other tourism-regulated businesses in our own set of criteria. These criteria take into account:

- Quality and condition of available facilities (tangibles)
- Quality of available services (intangibles)
- Quality of service delivery (intangibles) (Namibia Tourism Board, 2010)

To ensure the scheme is not biased towards a certain type of accommodation sector, there are separate sets of criteria for each of the main types of accommodation establishments. For example, tented lodges have separate criteria from a bed and breakfast establishment (Namibia Tourism Board, 2010). To make the new grading system as similar to the existing format as possible, accommodation criteria found on the NTB's website was analyzed to determine a standard level of quality between stars. This system was used to create criteria along a similar scale for tourism businesses. Our task in this regard then was to compile ideas together to form a grading scheme that helps provide quality assurance to a variety of Namibian businesses including activity operators, trophy hunting operators, tour and safari operators, visitor attractions, and restaurants.

While official grading schemes are a reliable source of information, there are other non-government ranking schemes that can be used by travelers. One example is an Internet site tripadvisor.com. On [tripadvisor](http://tripadvisor.com), people are able to describe their experience with a particular company by either making a recommendation or warning off other potential visitors. Individuals then rate the company on a scale of 1 to 5, with 1 being a horrible experience and 5 being an amazing experience. All of the reviews for a particular company are then averaged, and this averaged score is displayed next to the business name ([tripadvisor](http://tripadvisor.com), 2010). This allows potential travelers to get an informal review of a business that might not be ranked by an official grading scheme. By analyzing reviews by tourists, we could gain an understanding of what some of the common complaints and praises are for tourism businesses around the world and use these complaints and praises to create criteria that address what the tourist would like to see in a tourism business in Namibia.

2.4.3 RESOURCE CONSERVATION

As the majority of Namibia's tourism is based on natural resources, it was necessary to investigate what types of systems are used in other similar African countries to minimize the overuse of sensitive resources. These data informed our design by allowing us to create criteria that in turn encourage businesses to use their resources wisely while providing quality services. In 1996, Botswana set up standards to help preserve the natural resources available in the country (Tourism Regulations, 1996). This came from the desire to increase the amount of income from tourism, while also maintaining and not overusing sensitive natural resources. Their focus is on increasing quality, not quantity. For example, lodges in certain rural areas are only allowed to have 24 beds in order to limit the amount of visitors (UNEP, 2001). Some of the ideas for the sustainable use of resources presented in these reports was considered in the creation of a grading system by including certain standards the businesses need to adhere to which will help promote the conservancy of Namibia's resources.

2.4.4 BENEFITS FOR RANKED BUSINESSES

Businesses that are ranked have the opportunity to gain more credibility; they are able to demonstrate that their business is legitimate, and are furthermore justified in charging a certain price for its service (South Africa, 2010). Some regulations, such as those in Botswana, require certain types of tourism businesses to be owned and operated by citizens to guarantee that money generated from tourism will stay in the country (Botswana Tourism Master Plan, 2000). In some cases, participation in a grading scheme provides opportunities for the business to be displayed and advertised on the web site of the entity that provided the ranking system (ecotourism Kenya, 2010). Overall, individual businesses could potentially benefit from the implementation of a grading scheme, and the amount of stars they receive from our system could help these businesses draw in more customers and to promote the employment of locals to address a potential increase in business.

2.4.5 GRADING CRITERIA FOR VISITOR ATTRACTIONS

Museums, historical locations, and other visitor attractions also have the potential to benefit from a grading scheme. Visitors come to such locations with a certain set of expectations, which can be further reinforced by the number of stars an attraction receives. VisitScotland has a set of criteria that can be applicable to visitor attractions in Namibia (VisitScotland, 2010). The

NTB already uses VisitScotland criteria for accommodation establishments, and since the tourism inspectors are already familiar with the layout of the system, we borrowed ideas and criteria from VisitScotland and used them in our own grading criteria. The VisitScotland criteria can be found in Appendix D.

2.4.6 RESTAURANT GRADING CRITERIA

Eating out is an important aspect of traveling, especially when in a foreign country. Consideration of food quality and overall ambiance are necessary to the enjoyment of the visitor's meal. In particular, many guests are interested in trying new and exotic foods, and may be careful of which restaurant to choose. A grading scheme can help to make this choice easier to allow for a more pleasant experience. VisitNorfolk, a company based in the United Kingdom, has an AA Rosettes for Food system, where only those offering the highest international standards of cuisines receive the highest awards (VisitNorfolk, 2010). South Africa has an existing set of restaurant grading criteria that appears to be very useful for what the NTB may be interested in using (Tourism Grading Council of South Africa, 2010). These are the types of examples we needed to look at when creating our criteria, and in particular the South African criteria could be directly used as is by the NTB for grading restaurant establishments. These criteria can be found in Appendix C.

2.5 SUMMARY

Tourism continues to prosper as “the fastest growing economic sector in Namibia” (MTI, 2010). The Namibia Tourism Board has already created a grading system for accommodation establishments, and the next step was to determine the feasibility of extending this grading system to cover tour and safari operators, trophy hunting operators, and activity operators, as well as actually create and assess a set of sample criteria. By analyzing key information in this background chapter, we gained a better understanding of how the creation of a grading scheme will be beneficial to both the businesses being regulated and to the tourists visiting Namibia.

3. METHODOLOGY

The goal of this project was to help the Namibia Tourism Board assess the feasibility of extending grading criteria from accommodation establishments to additional sectors of the tourism industry. We conducted research on tourist grading schemes during the preparation phase of our project in Worcester, Massachusetts. In Namibia, our main approach included the use of interviews in order to obtain a better understanding of how the owners and operators of tourism businesses, along with different tourism associations, view grading systems. To do this, we developed the following objectives:

1. Analyze the existing operational procedures and common operational standards of tour and safari operators, trophy hunting businesses, activity operators, visitor attractions, and restaurants.
2. Develop potential grading criteria for tour and safari operators, trophy hunting businesses, activity operators, visitor attractions and restaurants.
3. Provide specific recommendations to the NTB concerning the feasibility of employing such a grading system.

This chapter describes the approach we used to complete this project and achieve these three objectives.

3.1 ANALYZING OPERATIONAL PROCEDURES OF TOURISM BUSINESSES

The NTB had suggested we develop grading schemes for tourist activity operators, trophy hunting businesses, tour and safari operators, visitor attractions and restaurants. To determine the feasibility of implementing grading criteria, we started by examining the operational procedures and codes of conduct of these businesses. This helped us to gain a better understanding of what is expected from these different sectors and what we needed to include in our final grading criteria. The following subsections describe the methods we used to analyze the operational procedures of tourism businesses.

3.1.1 CRITERIA OBTAINED FROM TOURIST ASSOCIATIONS

Namibia has different tourism associations providing membership opportunities for regulated businesses. Three of these associations, the Namibia Professional Hunting Association (NAPHA), Tour and Safari Association (TASA), and Hospitality Association of Namibia (HAN)

directly pertain to the tourism businesses we investigated. Similarly, the Namibian Community Based Tourism Assistance Trust (NACOBTA) is also relevant to these types of tourism businesses. All of these associations have developed a code of conduct for their membership. In broad terms, these codes describe specific regulations that must be adhered to by all of the businesses holding membership with each respective association. To determine what extent these codes of conduct could be used to form the basis of a grading scheme, we analyzed in detail the codes of conduct the members of these associations must follow by reviewing the documents and through personal interviews (See Appendix F). Overall, these codes of conduct provided us with very basic criteria that all members must adhere to. Furthermore, members of these associations comply with the codes of conduct easily since the guidelines are very straightforward and easy for a business to follow.

To gain a better understanding of how the different associations view a grading system, and how they view benefits of being a member of an association, we conducted interviews with representatives from NAPHA, TASA, HAN and NACOBTA. Our interview questions can be found in Appendix E. From these interviews, we learned about the codes of conduct their members follow and how these associations operate. We discussed how the associations enforce their respective codes of conduct and considered if such enforcement mechanisms could be used in a NTB grading scheme. This provided us with valuable information we were able to use to assess the feasibility of a grading scheme as well as the resources required to monitor compliance after the system is established. Overall, these interviews were very beneficial and provided information consistent with our findings from other interviews with businesses. Also, the tourism associations provided recommendations regarding the use of a forum, the use of a living system, and making the grading of businesses mandatory instead of voluntary; these suggestions were very useful and were used in our recommendations section. Additional information regarding our findings can be found in the results section.

3.1.2 COMPLIANCE WITH EXISTENT OPERATIONAL PROCEDURES AND COMMON STANDARDS

One of the biggest challenges of developing a grading scheme is to have it align with the operational procedures of tour and safari operators, trophy hunting businesses, activity operators, visitor attractions and restaurants. These operational procedures include the commonalities between activities and services offered by these businesses. The implementation of a grading

scheme is intended to help the visitor when choosing a tourist activity to explore and to help the business as an additional quality assurance measurement. The criteria created had to complement the overall operational procedures and common standards of the businesses, and not be a hindrance by disrupting the businesses' already existing practices or by grading certain aspects that do not directly apply to the type of business being graded. Due to the wide difference between the operational procedures of restaurants and the other businesses we investigated (activity operators, tour and safari operators, trophy hunting operators, and visitor attractions), restaurants will require their own set of grading criteria.

3.1.2.1 BUSINESS INTERVIEWS

Our main technique of gathering this information was through interviewing select businesses. Our goal was to interview at least 2-5 businesses from the categories of activity operators, trophy hunting operators, and tour and safari operators; we have not only accomplished this goal, but have surpassed it in some sectors. These businesses were selected with the assistance of the NTB, using their database of registered businesses to ensure we were able to secure interviews with company owners. The interviews with businesses and employees were conducted at times that were convenient for them over the course of our stay in Namibia.

At the beginning of the interviews, we made sure the owners had an accurate understanding of what a grading scheme is and what it would entail. We included an example of potential grading criteria for tourism businesses as well as an example of how these results could be translated into a 5 star grading scheme. By doing so, the owners were able to accurately answer questions about their thoughts on a grading scheme. These interview questions can be found in Appendix G.

The sample of businesses was a challenge to select due to several complications. Some of the phone numbers the NTB had on file had not been updated by the businesses and we could not make a connection. Although the NTB is an organization that works with tourism businesses on a national level, we were not able to interview businesses outside of the Windhoek area with the exception of the businesses we spoke with while in Swakopmund due to the difficulty of traveling outside of the city. Several adjustments had to be made and additional locations were chosen due to these complications in order to get enough information for the development of the criteria. Although our sample size is relatively small for the amount of businesses registered

with the NTB, consistency in responses showed that the small sample size was not an issue for the end results.

3.2 DEVELOPING POTENTIAL GRADING CRITERIA

The NTB has developed a grading scheme for accommodations, but the feasibility of extending the grading scheme to activity operators, trophy hunting, tour operators, visitor attractions and restaurants is uncertain; this is where our contributions will be applied. After conducting interviews and gathering additional information, we created a set of potential grading criteria for these five areas. Overall, the criteria were divided into 9 separate sections: pre-arrival, arrival, staff, eco-friendliness, vehicles, toilets, family and children accommodations, catering, and retailing. From there, we divided these sections into subsections to cover multiple areas that need to be graded. These criteria can be found in Appendix B. A presentation of our findings was made to all NTB staff on May 5, 2010.

3.2.1 DEVELOPING GRADING CRITERIA

To develop the grading criteria, our primary guidance came from VisitScotland, Scotland's national tourism organization. The grading system the NTB uses for accommodations was developed by VisitScotland, and we wanted to make sure that the criteria we developed use the same format. All of the tourism inspectors had gone through an intensive two-week training course in January 2010 to learn how to properly grade accommodation establishments using this type of criteria. Therefore, we used this system as our main guide to develop criteria for additional tourism businesses. We modified relevant criteria from the accommodation grading scheme to fit into the tourism grading scheme, and kept the format and scale from the accommodation grading system to allow for easy use by the tourism inspectors and for the uniformity in the level of quality assumed by the number of stars awarded.

We also took ideas from the businesses and associations that we interviewed. In particular, we asked questions regarding what criteria the businesses and associations felt should be included in a government grading scheme. This information was recorded in our interview transcriptions, and later the commonalities and important ideas were compiled to form our criteria.

Once we had developed a general list of areas to be evaluated, we had to develop detailed criteria for the inspectors to look for when grading. After much consideration, we decided to create a general system, where one set of grading criteria could be used where applicable in all areas with the exception of restaurants. Upon developing these general criteria, we came up with additional criteria specific to trophy hunting, as this sector has some unique features which are not relevant to the other areas but still need to be included. With the creation of specific subsections under each category, we had to develop a suggested scale system of how to grade each individual criterion. This scale system accurately depicts what aspects an inspector needs to look for when determining the score to give for a particular subsection.

The criteria are divided into a scale from 1 to 10. To help decide which grade to give for each subsection, we generated detailed descriptions for all of the criteria. Similar to the VisitScotland criteria, each subsection is divided into five grading descriptions: 1 and 2, 3 and 4, 5 and 6, 7 and 8, 9 and 10. These five groupings have detailed descriptions of what the inspector should be looking for when grading an establishment.

Once the criteria were developed, we took additional time to discuss our system with the tourism inspectors to obtain their feedback and any additional ideas to include. Since these inspectors are trained on how to grade already, their knowledge is beneficial for us to ensure we have a solid understanding and we are not missing anything crucial. Changes were made to the system according to the feedback from the tourism inspectors.

Additionally, we decided to use the Tourism Grading Council of South Africa grading criteria for restaurants. Due to a lack of time and the substantial amount of different criteria needed for grading restaurants, we felt the restaurant portion of the grading criteria could be based on the criteria developed by the Tourism Grading Council of South Africa. Overall, this set of criteria seems very appropriate and easily applicable to Namibian restaurants.

3.2.2 PRESENTATION AND IMPLEMENTATION OF RESULTS

Our overall goal and deliverable for the project was our final proposal to the NTB. We presented our information to the entire NTB staff on May 5, 2010 as well as presented to the community at the Polytechnic of Namibia. Our final proposal consisted of patterns discovered in the data, overall recommendations, and the actual grading scheme we created. Our research has provided insights into the attitudes of businesses and associations regarding the utility of grading

schemes. This information has been used to develop our recommendations pertaining to the practicality of expanding the rating system to activity operators, tour and safari operators, trophy hunting operators, visitor attractions, and restaurants.

Descriptions of each of the criteria sections and their analysis can be found in the conclusion chapter of this paper. The overall criteria are located in Appendix B.

3.3 DEVELOPING RECOMMENDATIONS

The recommendations we have developed for the NTB were based on information gathered during our interviews. Many of the businesses and associations had specific suggestions that we feel are appropriate to recommend to the NTB. These recommendations concern how the system is utilized, marketing the grades earned by businesses, and how this project can be expanded upon in the future.

3.4 SUMMARY

Several steps were involved in our methodology. These steps included researching tourism businesses and criteria from associations and interviewing businesses and associations to gain valuable information regarding the criteria and what should and should not be included. Once these steps were taken, we had to actually create the criteria, which took careful piecing of the data we had received, and develop recommendations. The following is a chart summarizing the steps taken over the course of 8 weeks.

Week	1	2	3	4	5	6	7	8
Finalize Interview Questions	●							
Schedule Interviews	●	●	●					
Conduct Interviews		●	●	●	●	●		
Transcribe Interviews		●	●	●	●	●		
Analyze Results				●	●	●	●	
Develop Criteria				●	●	●	●	
Finalize Recommendations							●	●

Table 1: Timeline of Project Completion

4. RESULTS AND ANALYSIS

After spending approximately five weeks interviewing as many businesses as possible, we compiled our data in the following section along with an analysis of these results. Once analyzed, this information was used in the development of the actual criteria. We took into consideration what each business and association had to say and used the main points and key suggestions in the conclusions and recommendations section in Chapter 5. The following are the key findings of our results and the analysis of these results.

4.1 RESULTS

The results of the interviews were very consistent. Each of the businesses we interviewed from the different tourism sectors had very similar responses and concerns. We were unable to interview restaurants due to time constraints; however, we researched a grading system already in place by the Tourism Grading Council of South Africa and discussed it with the NTB. After reading through it carefully, we decided with the NTB that the system would be appropriate to implement in Namibia. Below are the overall results of the business and association interviews.

4.1.1 BUSINESS INTERVIEWS

Throughout our eight weeks in Namibia working with the NTB, we conducted interviews with two trophy hunting operators, eight activity operators, and three tour and safari operators. The interviews can be found in Appendices H, I and J. From these businesses, we received consistent data and responses regarding the implementation of a grading scheme as well as what should be included in it. All businesses agreed that a grading scheme should be put into place and all said that they would volunteer to have their business graded. Some suggestions we received of general items to be contained in the criteria include pre-arrival, arrival, staff, vehicles, safety, eco-awareness, catering and retailing, all of which are to be graded only if applicable. We felt these specific suggestions were very important, and we decided to use them in our final criteria as the main categories the criteria were divided into. These suggestions were then further expanded upon in order to make each category more detailed with specific requirements in place.

4.1.2 ASSOCIATION INTERVIEWS

We conducted personal interviews with three tourism associations, TASA, NACOBTA and NAPHA, as well as an interview with HAN via email, all of which can be found in Appendix F. These associations were able to provide valuable information and concerns to consider when developing the grading criteria. These suggestions included direct criteria, such as safety and equipment quality, which we used in the grading scheme. Some concerns the associations expressed were ensuring that they had input in the final criteria and that the system was to be dynamic in order to avoid limiting a business from improving its star level in the future.

TASA provided us with helpful recommendations for actions to take prior to implementing the grading scheme. This included a forum between the NTB and the associations so that the associations will serve as a voice for the businesses they represent in relation to the implementation of a grading system.

During our interview with NACOBTA, we were made aware of the importance of communication between people in the business and also between the businesses and the tourists. This is an important aspect to consider for criteria in relation to booking and reservations, organization, and safety.

We also interviewed the president of NAPHA who provided information from the perspective of the association as well as from the eyes of a trophy hunter. From this interview, we obtained more specific criteria relating solely to trophy hunting, including hunting pressure and the quantity of game per the number of hunters. This information significantly impacted our criteria, for we decided to create a separate section for trophy hunting including these ideas as subsections. He also informed us that some of the ideas we had already formulated to be part of the criteria may be unfair or unrealistic, such as grading a trophy hunting establishment on communication between the hunter and his staff. This could be altered when the establishment was going through the grading process. Grading the experience of a hunter could also be difficult, for it is a broad topic that does not take into consideration experience prior to obtaining a professional hunting license. This was extremely helpful and allowed us to make a lot of progress on the trophy hunting criteria we developed.

Due to a lack of availability of the CEO of HAN, we emailed our interview questions to her and she returned them fully completed. From this information, we found out that there is not

a separate code of conduct for restaurants, meaning the grading scheme for restaurants would be something completely new and different. She suggested we consider such criteria as hygiene, type of food, variety, staff, and design. All of her suggestions were found in the Tourism Grading Council of South Africa criteria we recommended the NTB use.

4.2 ANALYSIS

This section will go into the analysis of our interviews and break them down based on how we used these results to create our criteria. We will discuss the approach we took in interviews to obtain the necessary data and how we compiled our findings to form our final criteria.

4.2.1 ANALYSIS OF INTERVIEW RESULTS

During our interviews we asked two key questions; if a grading system were to be established, what criteria would be most relative to your business? And if a grading system were to be created, would you volunteer to have your business graded? Once we received this information, we compiled the relative criteria into a spreadsheet. From there, we streamlined the criteria into nine sections with multiple subsections under each section. Table 2 shows the primary categories we developed from our interviews as well as the subheadings that fall under each category.

Pre-Arrival	Arrival	Staff
Brochure & Website	Signage	Appearance
Booking	Appearance of Grounds	Attitude
	Appearance of Buildings	Knowledge
	Check-in & Reception Services	Qualifications of Guides/Other Staff
	Organization	
	Presentation	
	Equipment Provided	
Eco-Friendliness	Vehicles	Toilets
Sustainability	Condition	Layout
Environmental Awareness	Comfort	Fixtures & Fittings
	Safety	Maintenance
Family & Children Accommodations	Catering	Retailing
Activities	Layout of Seating Area	Layout
Safe Environment	Menu Presentation	Merchandise
	Food Content	
	Service	
	Cleanliness	

Table 2: Categories of Criteria with Subheadings

The answer to the second question was unanimously a yes. As we continued to compile information from our early interviews, we brought the list to our later interviews to get more feedback on what we had already started developing. This enabled us to ensure that we were heading in the appropriate direction and not leaving out any important data or including anything extraneous.

4.3 SUMMARY

Overall we obtained extremely consistent and useful data through our interviews for developing robust grading criteria. We were able to develop a list of general criteria which we later expanded upon in order to create a very detailed grading system. Also included are more specific items for trophy hunting, which are used where applicable during the grading process. This was continuously updated with the help of the tourism inspectors at the NTB to ensure that the system will be suitable and helpful. We had a meeting with the tourism inspectors to explain the basics of the criteria, and from there we emailed them our criteria so they could make changes and recommendations. Afterwards, we met with the inspectors and made changes to the criteria as necessary.

5. CONCLUSIONS AND RECOMMENDATIONS

As a result of our research, we have been able to develop criteria for trophy hunting operators, tour and safari operators, activity operators, visitor attractions, and restaurants. These criteria are explained below. Furthermore, we have compiled a list of recommendations for the NTB regarding these criteria as well as for their implementation and improvement.

5.1 CONCLUSIONS

After analyzing the information we have gathered through interviews and research, we have created a set of grading criteria. This section begins by introducing the general grading criteria, which will cover all of the tourism sectors with the exception of restaurants. These criteria are generally applicable for all sectors, though some criteria will not be relevant to every business. The sections that are not relevant to a particular business will be omitted from the grading and the business will not be penalized. In addition to the general criteria, an additional section was developed that is only applicable to trophy hunting. Restaurants will have their own set of grading criteria due to the fact that restaurant grading is very different from grading activity operators, trophy hunting operators, tour and safari operators, and visitor attractions. The final grading criteria can be found in Appendix B, and the restaurant grading criteria can be found in Appendix C.

As a reference point, we used the same scale and formatting of criteria for our system as used for the accommodation grading scheme. For each criteria point, there is a breakdown into different levels of quality on a scale of 1 to 10, with 10 being the highest a business can receive and 1 being the lowest. The scale is broken down as follows:

10 – Exceptional/ Exemplary	5 – Better than acceptable
9 – Excellent	4 – Acceptable
8 – Very Good	3 – Only just acceptable
7 – Good	2 – Unacceptable
6 – Quite Good	1 – Unacceptable

To allow for easy use of the system, each criteria point has a breakdown of what is necessary to achieve each of the point values listed above.

5.1.1 GENERAL GRADING CRITERIA

After much consideration and streamlining, we developed a general set of grading criteria that can be used to grade activity operators, tour and safari operators, trophy hunting operators, and visitor attractions. These criteria include nine separate sections: Pre-Arrival, Arrival, Staff, Eco-Friendliness, Vehicles, Toilets, Family & Children Accommodations, Catering, and Retailing. The following list details each of these nine sections and their subsections.

- The Pre-Arrival section consists of two sub-sections, Brochure & Website, and Booking. Brochure & Website focuses on the content, formatting and appearance of the businesses website or brochure. Booking assesses the quality of the initial interactions between the guest and the company's staff and the overall smoothness and professionalism of the booking process.
- The Arrival section consists of Signage, Appearance of Grounds, Appearance of Buildings, Check-in & Reception Services, Organization, Presentation, and Equipment Provided. Signage covers directional signs leading to the facility as well as signs located around the grounds. Appearance of Grounds evaluates the property owned by the business seen upon arrival. Appearance of Buildings includes the décor, maintenance and repair of buildings on the property. The professionalism of all aspects of the check-in process is addressed in the Check-in & Reception Services section. Organization and Presentation cover the structure and preparedness of the overall experience and the professionalism displayed by the business. The Equipment Provided section details the quality of any equipment given to the guest for use during the activity.
- The Staff section focuses on the Appearance, Attitude, Knowledge, and Qualifications of Guides. The goal of this section is to gauge the overall professionalism, presentation and staff/guest interactions. These four subsections should provide an accurate picture of the staff as a whole.
- The Eco-Friendliness section focuses on the businesses' awareness of any potential environmental impact, what they are doing to minimize such an impact through their actions, and how they encourage guests to act in respect to the environment. This is assessed by evaluating the sustainability of the businesses' operations and the environmental awareness the business displays as a whole. A business should not be

running an operation that is permanently damaging to the environment; if there is a possibility for damage that can be avoided with proper care, the business should be making efforts to preserve the environment. Businesses that capitalize on a non-renewable activity with no thought to preservation will not score highly. The emphasis of this section is on carefully preserving Namibia's natural resources through sustainable practices.

- The Vehicles section looks at the Condition, Comfort, and Safety of vehicles used or offered. High marks are given for a vehicle that is kept in excellent condition and allows for some degree of comfort during the activity. The Safety subsection covers the safety features available on the vehicle and the staff's safety briefing prior to the activity. It also covers preparation for emergencies and the staff's handling of unexpected situations.
- The Toilets section takes into consideration the Layout, Fixtures & Fittings, and Maintenance of the toilets provided by the business. Layout assesses the design and format of the room, while Fixtures & Fittings looks at all the bathroom fixtures and fittings including WC's, sinks, mirrors and ancillary fittings. Maintenance evaluates the level of cleanliness and upkeep of the facility.
- The Family & Children Accommodations section gives thought to children and family members who may not be able to participate in the activity. This area evaluates the activities available for children and adults as well as the safety of the environment for children to play as they wait. If the activity is inherently dangerous or impossible for small children, there is a need to accommodate them as they wait for the rest of their group or family to return from the activity.
- The Catering section discusses the Layout of the eating area, Menu Presentation, Food Content, Service and Cleanliness. Catering should be done in a professional manner, while not being held to the same set of standards as a restaurant as food is usually not a focus of the business but rather an added service. Basic layout and menus/signage should be considered, as a confusing or inaccurate menu can have a negative impact on the customer's impression of the business as whole. Another consideration is the variety of food available; most businesses will not have a large selection, however some consideration should be given to individuals with special but expected dietary needs. Staff has an additional subsection within catering, as staff for food areas may have different

expectations than those for a guide or receptionist. Cleanliness covers the maintenance of the seating and cooking areas because it is necessary to take preventative measures against the spread of disease where food is being consumed or prepared.

- The Retailing section covers Layout and Merchandise where retailing is offered. Layout focuses on the set up of the shop and the cleanliness and presentation of merchandise. The Merchandise section grades the quality of merchandise and the variety available.

These sections propose the general criteria and are applicable to most business. If one of the sections or subsections is not applicable then it will not be considered in the grading. Once all of these subsections have been graded on a 1 to 10 scale, the average is calculated and the following chart is used to determine the appropriate number of stars to be awarded.

Award:	Qualifiers:
<i>1 Star</i> 60-70%	<ul style="list-style-type: none"> • No aspect to score less than 3/10
<i>2 Star</i> 71-76%	<ul style="list-style-type: none"> • No aspect to score less than 5/10
<i>3 Star</i> 77-84%	<ul style="list-style-type: none"> • No aspect to score less than 6/10
<i>4 Star</i> 85-91%	<ul style="list-style-type: none"> • No aspect to score less than 7/10
<i>5 Star</i> 92%+	<ul style="list-style-type: none"> • No aspect to score less than 8/10

Table 3: Star Award Requirements

5.1.2 TROPHY HUNTING CRITERIA

To supplement the general criteria, an additional section was created that is only applicable to trophy hunting. This section includes Hunting Pressure, Type of Game Available, and Hunting Area. Hunting Pressure looks at the amount of hunters per annum as well as at the amount of hunting land used in respect to how many trophies are taken. Type of Game Available is based on the type of game offered by the trophy hunter through his connections with various farms. Access to the big five or a large variety of big game and plains game will earn the highest score. The Hunting Area section evaluates the total area that is used by the hunter. This land is not necessarily all on one farm, but is the combined total of the farms the hunter frequents and has business arrangements with.

These three additional sections will provide an added measure of quality assessment for Trophy Hunters that is not relevant to the other business sectors. While there may be only three more sections, many of the comments we received from interviews regarding trophy hunting grading are well addressed in the general criteria.

5.1.3 RESTAURANT CRITERIA

The development of restaurant criteria is a much different process from the development of the grading criteria for the tourism sectors previously discussed. The general criteria cannot be applied as easily to restaurants, so there is a need for creating their own specific system. After conducting research, we discovered restaurant grading criteria developed by the Tourism Grading Council of South Africa. This system is identical in format to the system we developed, using a 5 star grading scheme and the same 1 to 10 scale for each section to be graded. Due to research time limitations, we agreed it would be best to adapt the Tourism Grading Council of South Africa criteria as opposed to developing our own criteria for restaurants. After discussing these criteria with the NTB, we decided to recommend this system to be used in the future by the NTB to grade restaurant establishments. These criteria can be found in Appendix C.

5.2 RECOMMENDATIONS

After completing the development of grading criteria, there are several recommendations that we would like to make to the NTB. These include a variety of feedback methods for evaluating the effectiveness of the grading criteria, the creation of a forum for discussion between the major associations and the NTB, thoughts on marketing graded establishments, and future work that could be done to expand the results of the project.

5.2.1 FEEDBACK METHODS

Both businesses and associations should have their say as to what is included in the criteria. As a part of the development process, the potential criteria should be made available for businesses and associations to review and give their feedback. This feedback can be received via phone, email, etc. for the NTB to analyze and consider before the criteria are launched. Another possibility would be the creation of a forum to discuss the potential grading criteria and the implementation of the system (see section 5.2.1.1 below).

Once the criteria are created, there should be a way for the businesses and associations to give their feedback on how applicable the system is. A survey could be conducted after the grading criteria have been in effect for approximately one year. This survey should be taken only by businesses that have been graded to see how the grading has affected their business. This will be beneficial for future adjustments to the criteria.

5.2.1.1 GRADING CRITERIA FORUM

One particular suggestion that arose during our interviews was the creation of a forum to discuss potential grading criteria for grading schemes and the effect the schemes will have on tourism businesses. This will be useful to ensure that all associations have an equal say regarding the creation and implementation of the grading system. The suggested forum would be helpful in obtaining input from the associations on behalf of their members. They will be able to contribute ideas and also express any concerns. This will help to make the idea of a grading scheme more appealing to them since it will have been open to input and criticism rather than imposed by the NTB.

5.2.2 MARKETING STAR-GRADED BUSINESSES

There are several methods to market the star graded businesses so travelers to Namibia can have access to the grades each business receives. This would help visitors in making their decisions as to which regulated business they would like to include in their itinerary. Primarily we would recommend the use of a booklet, website, and on-site plaque at each of the businesses.

One method is to have a booklet available at various locations, including the NTB office and other visitor information centers. This booklet would be a compilation of all graded businesses divided into sectors, or perhaps the star grades could be included in the Official Visitors Guide. Visitors would be able to take this booklet with them and decide where they would like to go at any time during their stay in Namibia. This booklet can be available not only at the central NTB location in Windhoek, but also at the NTB locations and travel agencies abroad to help promote quality tourism in Namibia.

Another useful method would be to have all grades listed on the NTB website. Since the NTB is in the process of creating a new website to be launched at a later date, this addition could be a part of the creation of the website and could draw more interest to the site as tourists use it to plan their trip. Visitors from around the world would be able to see the grades each business

receives right on the website no matter where they are located, instead of having to seek out a brochure. This would also be a way for the businesses to market themselves in a location that is frequently visited by travelers.

Finally, businesses could have a plaque available at their central office location for visitors to see. The plaque would be a small symbol representing their adherence to the grading scheme and would include the number of stars the business has received as well as the NTB logo as an official mark of quality. This plaque could be factored into the initial grading cost so all businesses would have a plaque to display.

5.2.2.1 STAR GRADE PERCENTAGES

To increase marketing of the star-graded businesses, it would be beneficial to have the percentages of businesses that fall into each grade, from a 1 star to a 5 star establishment, listed for visitors to see in a central location. This would provide additional legitimacy and would allow for customers to have a better understanding of the business they wish to include in their itinerary. For example, if a visitor is interested in a 5 star safari, it would be useful to know how many 5 star safaris are in Namibia to see if they are getting exemplary services or, if there are many 5 star safaris, they are simply getting an average experience. This could be done by providing a list of 1 star through 5 stars for each business sector and tallying the percentage of businesses that have received that grade, along with the total number of businesses in that sector.

5.2.3 CREATION OF A LIVING SYSTEM

One suggestion by the President of NAPHA was the creation of a living system, which is a system that allows businesses to be re-graded after a certain amount of time. This allows for businesses to update and improve themselves in hopes of earning a higher star grade as well as businesses to potentially lose stars if there are too many customer complaints. We would recommend that the businesses are visited for grading once every three years, unless a business specifically requests more immediate attention with proper reasoning provided or there are numerous complaints filed against them. This would allow businesses to have the opportunity to be re-assessed often enough to keep up with any changes they may make while also not overwhelming the tourism inspectors. They also have the opportunity to re-apply for grading after a certain period of time if the business feels the grade should be changed due to maintenance upgrades and improvements. Many businesses do not have the capital needed to

provide a high-quality product at the beginning stages, and over time these businesses have a better chance to make improvements. Once improvements have been made, the business could potentially gain star levels which would allow them to change their marketing strategy. During one interview, a particular business that also provided accommodations was graded on the accommodation portion of the business back in the 1970's and was never followed up and is still ranked this way to this day. Not only should the grading system include follow-up visits to ensure the quality of the product is still worth the grade the business has received, but also a business should have the opportunity to improve on and change its grade over time, hence the creation of a living system.

We also recommend that there be a way for tourists who have visited a particular business to provide their feedback anonymously to the NTB. This could most efficiently be done by having a page on the NTB website where a tourist could submit complaints or praise for a business. Depending on the feedback received, the NTB could take action as needed.

5.2.4 VOLUNTARY VS. COMPULSORY GRADING OF BUSINESSES

Originally we were informed that the new system would be a voluntary grading system. This would allow for businesses to choose if they would like their business to be graded or not, since many businesses that know they would not receive many stars may not be interested in grading. However, one point that was brought up in several interviews was to make the grading system compulsory, especially within the trophy hunting sector. When customers use a grading system to determine where they would like to visit or stay, they may not understand why some businesses are graded and others are not. This could create confusion, since there has to be a certain reason as to why the business did not receive a grade.

Similarly, if a business chooses not to be graded and a potential customer asks why, that business might downplay the importance of a grading scheme. This business has the potential to influence the customer's opinion of grading schemes and provide a negative impression of grading schemes as a whole. In turn, this could make the entire system used by the NTB invalid for that tourist. We would recommend that the NTB consider a compulsory grading scheme. This would require certain businesses to focus on improvements rather than putting up with what they have, which would help in promoting and raising the quality of Namibia's tourism in the long run.

5.2.5 FUTURE CRITERIA DEVELOPMENT FOR ADDITIONAL SECTORS

These criteria could be built upon in the future to include the additional seven sectors: air charter operators, booking agents, conference centre operators, foreign tour operators, shuttle and transport service operators, tour facilitators, and vehicle rental operators. These sectors could use the same general grading criteria as listed in the grading criteria, but additional criteria may need to be developed for each of the specific sectors. There is potential for this project to be extended in the future as a continuation of the grading criteria developed in this report.

5.3 COURSE OF ACTION

As a conclusion to the recommendations presented, we would like to propose a recommended course of action to follow the submittal of our report.

1. The forum outlined above should be created as soon as possible to finalize the criteria and get any necessary input for their implementation.
2. Test the finalized criteria with select business to ensure the star grades given are representative of overall business quality.
3. Once final feedback has been received and appropriate changes have been made, the criteria should be ready for submission to Parliament.
4. Before the system is employed, it should be sent to all registered tour and safari operators, trophy hunters, visitor attractions, and activity operators so that they will be aware of what aspects of their business will be graded and can make improvements as necessary to their own operation to earn the star grade they aspire for.
5. Once businesses have been graded, their star value can be marketed online and in brochures.
6. Every three years, or as needed, businesses may be reassessed and their star award changed appropriately.

5.4 SUMMARY

Overall, we feel these criteria best exemplify the information we have received from the many businesses and associations we interviewed. Due to the unique application of grading criteria to tourism businesses, this system of general criteria appears to be the best way to encompass the many different types of tourism activities that fall under the categories we explored. The final set of criteria, including general criteria for all business sectors and

additional criteria for trophy hunting, should be applicable to all varieties of businesses that fall under the categories of activity operators, trophy hunting operators, tour and safari operators, and visitor attractions. The restaurant criteria are different from the other criteria due to the need of a more in-depth analysis of restaurants. After the development of the criteria, we created a set of recommendations for the NTB to consider when implementing the criteria in the future.

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APPENDIX A: SPONSOR DESCRIPTION: NAMIBIA TOURISM BOARD

The Namibia Tourism Board (NTB) was founded on April 2, 2001 in order to endorse travel to and within the country of Namibia and advertise tourism for the entire country. The main focal point of the NTB is to further and continuously develop tourism in Namibia as the primary creator of job opportunities in the country. Their objectives, attained by the NTB through many marketing plans, are listed on NTB's website as follows:

- Promote Namibia's tourism industry both internationally and locally.
- Ensure that services rendered and facilities provided to tourists comply with the prescribed standards.
- Register and grade accommodation establishments, and other tourism related businesses.
- Promote the training of persons engaged in the tourism industry.
- Promote the development of environmentally sustainable tourism by actively supporting the long-term conservation, maintenance and development of the natural resources base of Namibia.
- Provide advice and guidance to persons engaged in the tourism industry.

The NTB has an overall goal of promoting Namibia as a tourist destination, and these objectives have been mandated to help the NTB in doing so by means of standards and quality assurance, tourism skills development, and finance and administration regulation. Run by a Board of Directors formed by an act of Parliament as a statutory body, the NTB is able to bring together both the private and public sector in implementing the national policy on tourism. The standards and quality assurance plan acknowledges the task to uphold Namibia's tourism products at a standard international level in order to contend with other country's quality standards. The tourism skills development plan intends on furthering Namibia's understanding of tourism by encouraging locals and qualified workers to become invested in the tourism industry. The NTB is committed to advertise tourism for the entire country of Namibia.

The NTB is divided into several departments: the Chief Executive Officer (CEO) office, Industry Services, Finance, Marketing, and so on. This project was based in the Industry

Services department, with Manfred !Gaeb as the Strategic Executive and the 6 tourism inspectors falling under his position. Our primary liaison was Sima Shimbuli, who is one of the tourism inspectors.

The NTB maintains a total of five offices, with the main office located in Windhoek, Namibia. Additional offices are located in Frankfurt, London, Johannesburg and Cape Town. These offices assist potential visitors by providing them with information and travel itineraries in addition to promoting Namibia internationally.

APPENDIX B: GRADING CRITERIA

GRADING CRITERIA FOR NAMIBIAN TOURISM BUSINESSES

The following criteria were developed through the effort of the Namibia Tourism Board and Worcester Polytechnic Institute.

These criteria are for the evaluation of the overall quality of a Namibian tourism business. They were developed with the following specific business sectors in mind:

- Trophy Hunters
- Tour and Safari Operators
- Activity Operators
- Visitor Attractions

The majority of the General Criteria section is applicable to all of these areas of business, while there are additional criteria for Trophy Hunters. If a section is not applicable to a business, then that section should be omitted from the grading and will not count against the business.

Award:	Qualifiers:
<i>1 Star</i> 60-70%	<ul style="list-style-type: none">• No aspect to score less than 3/10
<i>2 Star</i> 71-76%	<ul style="list-style-type: none">• No aspect to score less than 5/10
<i>3 Star</i> 77-84%	<ul style="list-style-type: none">• No aspect to score less than 6/10
<i>4 Star</i> 85-91%	<ul style="list-style-type: none">• No aspect to score less than 7/10
<i>5 Star</i> 92%+	<ul style="list-style-type: none">• No aspect to score less than 8/10

SCORING DEFINITION

The scores are defined as follows:

10 – Exceptional/ Exemplary

9 – Excellent

8 – Very Good

7 – Good

6 – Quite Good

5 – Better than acceptable

4 – Acceptable

3 – Only just acceptable

2 – Unacceptable

1 – Unacceptable

The general criteria used are outlined below.

Pre-Arrival	Arrival	Staff
Brochure and Website	Signage	Appearance
Booking	Appearance of Grounds	Attitude
	Appearance of Buildings	Knowledge
	Check-in & Reception Services	Qualifications of Guides/Other Staff
	Organization	
	Presentation	
	Equipment Provided	
Eco-Friendliness	Vehicles	Toilets
Sustainability	Condition	Layout
Environmental Awareness	Comfort	Fixtures & Fittings
	Safety	Maintenance
Family & Children Accommodations	Catering	Retailing
Activities	Layout of Seating Area	Layout
Safe Environment	Menu Presentation	Merchandise
	Food Content	
	Service	
	Cleanliness	

GENERAL CRITERIA

PRE-ARRIVAL

BOOKING

The quality, efficiency and professionalism of all aspects of the booking process as appropriate for the booking method used (e.g. telephone, email, on-line)

9 or 10 – Excellent telephone skills and detailed description given of services and content. Helpful recommendations regarding what attire is necessary and other items to bring. Booking details repeated back to the guest and some form of written (electronic acceptable) confirmation given. Enquiry made concerning any special requests. Use of guest name. Efficient, friendly and helpful reservation process.

8 – Formal approach with booking procedure and description given of services and content. Guest provided with some additional helpful information (e.g. attire, what to bring). Staff demonstrates very good telephone skills. Confirmation offered. Reservation dealt with promptly and in a friendly manner.

6,7 – Reservation dealt with reasonably well and in a friendly manner and an impression given of an efficient, well organized process. Only the most necessary basic information taken and provided.

3,4,5 – Could be informal in style and if call is not picked up it is returned promptly. Services may only be explained. Arrival time requested. Reservation dealt with poorly. Only minimal information taken and provided. No confirmation of reservation provided/offered.

1,2 – Not possible to make a reservation or reservation process. Totally unfriendly and inefficient. No confirmation of reservation provided/offered. No booking found on arrival.

BROCHURE AND WEBSITE

Includes brochure and website content, formatting, and appearance.

9 or 10 – Pictures are representative of what guests can expect from service, are not stock photos but are professional pictures taken of actual business. Brochure is well laid out and is very professional in appearance. Professionally printed, full color. No typos or incorrect grammar (unless brief slang is used for description). Multiple means of contacting company clearly presented. Prices marked or estimated based on activity's offered. Accurate assessment of quality of business and services can be attained from examination of brochure. Website is easy to use and displays all information listed above.

8 – Pictures are representative of what guests can expect from service, are not stock photos but are professional pictures taken of actual business. Brochure is well laid out and is very

professional in appearance. Professionally printed, full color. No typos or incorrect grammar (unless brief slang is used for description). Multiple means of contacting company clearly presented. Accurate assessment of quality of business and services can be attained from examination of brochure and website. Brochure and website are just a step below exemplary.

6,7 – Pictures are representative of activities offered, are not stock photos, may not be professionally taken but are of high quality. Professionally printed, maybe not full color but parts are color. Good layout, brochure and website are easy to understand and navigate. At least two means of contact provided on brochure. No typos.

3,4,5 – Stock photos used as well as non-professional pictures of actual business. Printing may or may not be professional, may not be color. Formatting is acceptable, but lacks professional feel and appearance. Website has lack of information and may be difficult to navigate or not even exist.

1,2 – Stock photos used extensively with poor quality pictures of actual business. May be no pictures of actual business. Not professionally printed, poorly formatted. May have typos. No estimation of prices or clear description of services offered.

ARRIVAL

SIGNAGE

All external signs owned by the property from main road to reception and also including signage around the grounds e.g. to reception and facilities.

9 or 10 – Signs are of a high intrinsic quality and in excellent condition (like new). Attractive and blend well into the environment. Provide clear indication of location of establishment and facilities. Signs are easily visible during the day and at night.

8 – Signs in a very good condition although probably not new. Signage is fully effective and provides adequate indication of location of establishment and all facilities. Signs are visible during the day and at night.

6,7 – Signs in a good condition but aging with some visible weathering or minor damage which detracts. May be inappropriate for the environment. Provides adequate indication of location of establishment and facilities. Signs may only be easily visible during the day.

3,4,5 – Signs in an acceptable condition with perhaps some letters no longer visible or difficult to read due to age and wear. May be inappropriate for the environment. Location of establishment and facilities not clear, e.g. faded to become almost illegible. Signs may not be clearly visible even during the day.

1,2 – Signage in poor condition or significantly inaccurate to the point where they have the potential to mislead guests either in respect to directions or in terms of facilities available.

APPEARANCE OF GROUNDS

Includes all areas under the control/management of the business. In extensive rural properties consideration will be restricted to landscaped area accessible or visible to guests or in the immediate vicinity of business facilities.

9 or 10 – Evidence of systematic program of maintenance – Thoughtful and imaginative landscaping, well tended formal gardens or attractive well managed informal environment. Tidy and well-lit pathways. Attractive appearance throughout the year. No disorder or rubbish and no evidence of litter. Provision of outdoor furniture appropriate to the nature of the market attracted to the business and the natural environment. No clutter/ disorder around service areas (if accessible/ visible to guests). Path surfaces and edges all maintained to an excellent standard.

8 – High standards of maintenance in formal gardens. Less formal areas may be more “natural” but nonetheless maintained to a very good standard. Pleasant and tidy appearance throughout the year. No clutter/ disorder around service areas (if accessible/ visible to guests).

6,7 – An overall good standard of landscaping and maintenance. No overgrown, tangled areas (whether formal or natural grounds). Immediate surroundings kept reasonably tidy and well maintained although not pristine. Lawns, if any, cut regularly through the season and edges trimmed. Evidence of some attempt to produce a pleasing effect with some interesting design. Some areas may lack evidence of regular attention to detail.

3,4,5 – Grounds and enclosed areas around establishment are kept more or less under control. Little attempt at interesting design. Some landscaped areas obviously lacking any recent attention.

1,2 – Neglected and overgrown appearance, weeds in most areas. Rubbish and clutter extensively visible and untidily stacked. Disorderly appearance. Previously landscaped or garden areas now in a poor and unsightly condition due to prolonged lack of any maintenance or attention.

APPEARANCE OF BUILDINGS

The décor, maintenance and repair of the building. This includes stonework, woodwork, rendering, paintwork, gutters, fall pipes, external plumbing, chimneys and roofs, doors, windows and frames. External lighting is taken into account here. The structural exterior condition of any outbuilding such as lapa or boma as well as storage areas, e.g. refuse areas visible to guests will be assessed here as well.

9 or 10 – No signs of weathering, unsightly staining or aging, well-maintained paintwork, all aspects in an overall pristine or excellent condition. All outbuildings or annexes visible to guests to be of a similar standard. Fully effective and appropriate external lighting. May be some high

quality additional architectural features or high quality and creative incorporation of natural features into the building design.

8 – High quality paintwork and stone/brickwork although some natural weathering may be present. All areas of paintwork to be in well maintained condition. Some additional external features to enhance appearance. Very good and effective lighting.

6,7 – Paintwork, windows, drains, etc. in good state of repair, though not necessarily recently. No obvious structural defects or damage. “Plain” architectural features but still appropriate to the market. Good lighting.

3,4,5 – Woodwork generally in sound condition, though some areas of paint may be aging and rather weathered. Some defects, damage, cracks, etc. No evidence of recent repairs, paintwork, etc. May be fairly general signs of aging and lack of routine maintenance. Minimal lighting.

1,2 – Generally extensively neglected buildings. Obvious structural defects or significant damage, crumbling brickwork, cracked stone, roofs in visible extensive disrepair. Extensively flaking or blistered paint, illegible signs. Exposed wood bleached, cracked or rotting. Poor, ineffective lighting.

CHECK-IN & RECEPTION SERVICES

The quality, efficiency and professionalism of all aspects of the check-in and guest registration process together with consideration of all other reception services which may be offered.

9 or 10 – Formal welcome with highly trained staff on duty at reception desk. Multiple options of payment accepted and handled efficiently. All questions are answered promptly. Given full information about facilities. Staff are friendly and enthusiastic. All logistics taken care of efficiently (e.g. liability forms).

8 – Efficient check-in. Formal and friendly welcome with adequate staff on duty to deal promptly with any registration procedures. Perhaps not given full information about facilities. Very good level of efficiency. Good responses to any requests. Logistics taken care off.

6,7 – Welcome may be more informal but staff able to deal effectively with most enquiries although there may be some delay. A willing response to questions or requests for assistance. All requests are dealt with pleasantly, but some requests are not fulfilled.

3,4,5 – Name taken. No information offered except in response to specific requests.

1,2 – Reception unattended, no obvious or indicated means to summon assistance, long wait for staff to arrive or necessary for guest to go and find someone. Booking not recorded, no concern or offer to assist from staff. Requests not fulfilled.

ORGANIZATION

The structure and preparedness of the business in running their operation and in conveying a sense of order to the guest.

9 or 10 – After check in guests are directed to the proper place to wait (if there is a wait) or to where they can start the activity. Guest should not feel lost at any time. If there are multiple departures guests are given excellent understanding of where and when they will be leaving. Guests and staff are informed of all details of trip or activity. During the experience there is an overall well-prepared feeling and no “surprises” to the guides. If there is something unexpected it is expertly handled and prepared for. Communication between guests and staff is clear. No extended periods of time where the guest wonders what is happening.

8 – After check in guests are directed to the proper place to wait (if there is a wait) or to where they can start the activity. Guest should not feel lost. If there are multiple departures guest is given very good understanding of where and when they will be leaving. During the experience there is an overall well-prepared feeling and no “surprises” to the guides. If there is something unexpected it is expertly handled and prepared for. Communication between guests and staff is clear.

6,7 – After check in guests are directed to the proper place to wait (if there is a wait) or to where they can start the activity. Guests are given good understanding of the departure location and time. If unexpected events happen the staff is able to respond to the need after some thought and in a reasonable amount of time. Communication is clear between guests and staff but may take extra effort.

3,4,5 – Guests given general idea of where to go and departure time, but there may be some confusion and questions left unanswered. Guides are not very prepared for situations outside of their normal routine but are able to handle them after some time or thought.

1,2 – Guests experience overall sense of confusion about the activity and are given little or no direction after check in. Staff is not capable of handling unexpected situations. Sense of disorganization on part of staff.

PRESENTATION

The way the business shows itself, in levels of professionalism and engagement of guests.

9 or 10 – Business comes across with appropriate level of professionalism for the respective activity. Overall facilities clean and well maintained inside and out. Decorations are appropriate for the activity, expertly prepared and arranged, and create an ambiance that reflects the overall feel of the activity. Experience is presented in a way that the guest feels engaged in the culture and feel of the attraction.

8 – Business has a professional feel in respect to their services offered. Facilities clean and well maintained inside and out. Decorations appropriate for the activity and create an ambiance that reflects the overall feel of the experience. Guests are fully engaged.

6,7 – Business is somewhat professional in respect to the services offered. Little to no trash in or around the facilities. Some decorations, but does not create an engaging atmosphere. Guest enthusiasm generated from experience.

3,4,5 – Business is not very professional, but still has a feeling of legitimacy. Some trash present in or around facilities. Few decorations. Some thought given to overall feel of experience and engaging guests.

1,2 – Business is not very professional. Trash present in or around facilities. Little to no decoration. Little thought given to overall feel of experience. Guests are not engaged in experience.

EQUIPMENT PROVIDED

The level of quality of all equipment provided by the business to the guest for the activity, e.g. Helmets, Gloves, Guns, Tents, etc.

9 or 10 – All equipment provided for use by the guest during the activity is in near perfect condition and in excellent working order. Is of high quality and manufactured by well known brands. Equipment is well maintained and serviced regularly to ensure that it functions properly during use.

8 – All equipment provided for use by the guest during the activity is in very good condition and working order. Is of high quality and manufactured by well known brands. Equipment is well maintained and serviced regularly to ensure that it functions properly during use.

6,7 – All equipment provided for use by the guest during the activity is in good condition and working order. Equipment is maintained and serviced to ensure that it functions properly during use. Equipment may have a small, easily fixed problem during use.

3,4,5 – Most equipment provided for use by the guest during the activity is in acceptable condition and working order. Equipment is occasionally maintained and serviced. Equipment may have a few easily fixed problems during use.

1,2 – Equipment provided is in unacceptable condition and not in working order. Equipment is rarely if ever serviced or maintained. Frequent problems encountered during use.

STAFF

APPEARANCE OF STAFF

The quality and professional appearance of the dress and personal presentation of all customer facing staff.

9 or 10 – All staff would be expected to dress in a style appropriate to their services. Uniforms or appropriate attire clearly differentiate staff from guests. High standard of personal cleanliness apparent in all customer facing staff.

8 – Approaching excellence, but lacking the final touch. Perhaps some items a little ill fitting. All staff appropriately dressed.

6,7 – Dressed appropriately for activity with some thought for professionalism displayed in attire.

3,4,5 – Little or no attempt at uniform although all staff reasonably well presented.

1,2 – Dirty, stained, holed clothes. Hands and finger nails grubby. Hair unwashed and out of control. Unshaven. Smelly.

ATTITUDE OF STAFF

The expression of enthusiasm, engagement and service on part of the staff.

9 or 10- Staff is friendly, outgoing and enthusiastic. Inquire about any special needs or requests. Go out of their way to make tourists feel comfortable and maintain their excitement throughout the experience. Are extremely helpful. Respond promptly to any requests. Exceptional service levels.

8 – Staff are personable and enthusiastic. Maintain tourist excitement. Respond to any requests.

6,7 – Staff friendly and outgoing. Mildly enthusiastic. Respond to any requests, but perhaps lacking some efficiency.

3,4,5 – Staff are friendly but not extremely outgoing. Difficulty maintaining tourist enthusiasm. Respond to requests with little efficiency.

1,2 – Poor attitude, not concerned with how a tourist feels about the experience. Not friendly or accommodating. Rude to tourists.

KNOWLEDGE OF STAFF

General knowledge displayed by staff regarding activity and current affairs.

9 or 10 – Staff have an excellent understanding of all aspects of services provided. Are able to answer all questions from guests promptly. Possess knowledge of current affairs and are able to interact with guests. Provide all accurate information.

8 – Staff have a very good understanding of services provided. Are able to answer all questions from guests promptly, or are able to find the answer. Are up to date with current affairs. Provide all accurate information.

6,7 – Staff have good understanding of services provided. Are able to answer most questions from guests. Provide all accurate information.

3,4,5 – Staff are lacking knowledge relating to the services their business provides. Are not able to answer all questions. Are not able to discuss current affairs. Some information may not be accurate.

1,2 – Staff are ignorant regarding the services their business provides. Are unable to provide guests with any information.

QUALIFICATIONS OF GUIDES/OTHER STAFF

Qualifications (e.g. languages spoken, experience): Staff are able to field questions in commonly expected languages such as English, German and Afrikaans. Guides are experienced in their fields, have knowledge of local traditions and customs and are natives or long time residents themselves.

9 or 10 – Guides have completed any necessary training and have exemplary experience. Have extensive knowledge of the area, local traditions and customs. Accurate knowledge of history. Speak multiple languages, especially the language of the market that they appeal to. Have all licenses necessary for services provided. Knowledge of safety procedures.

8 – Guides have completed any necessary training and have sufficient experience. Knowledgeable about area, local traditions, customs and history. Speak appropriate languages. Have necessary licenses. Knowledge of safety procedures.

6,7 – Guides have completed any necessary training and have some experience. Aware of area, local traditions, customs and history. Have necessary licenses. General knowledge of safety procedures.

3,4,5 – Guides have completed most or all necessary training. Have little experience. Aware of most local traditions and customs. Have necessary licenses. Some knowledge of safety procedures.

1,2 – Have completed some training. Have little to no experience. Unaware of local traditions and customs. Do not possess necessary licenses. Little to no knowledge of safety procedures.

ECO-FRIENDLINESS

SUSTAINABILITY

The sustainability of continued operation of the activity with respect to potential damage to the environment.

9 or 10 – If any danger to the environment is possible through the activity, incredible care is taken by the operator to minimize or completely avoid any such damage. Activity can be done continuously with the precautions taken by the operator without permanent damage.

8 – If any danger to the environment is possible through the activity, incredible care is taken by the operator to minimize or completely avoid any such damage. Activity can be done continuously with the precautions taken by the operator without substantial damage.

6,7 – If any danger to the environment is possible through the activity, care is taken by the operator to minimize or completely avoid any such damage. Activity can be done continuously with little damage to the environment.

3,4,5 – Activity presents some danger to the environment, but damage is minimized through a general thought for the environment.

1,2 – Activity is obviously damaging the environment. No care is taken to preserve the area, general disregard for the sustained continuation of the operation.

ENVIRONMENTAL AWARENESS

General awareness and presentation of environmental issues as shown to guests.

9 or 10 – If activity could potentially damage the environment, extreme care is taken by the operator to minimize any impact, and this priority is clearly shown and enforced throughout the trip. Visitors are continuously encouraged to be respectful of the environment, and the operator also does nothing to damage vulnerable areas of the surrounding terrain. Signs are frequent around the starting point and office of the business that point out any dangers to the environment and how they can be avoided. Before the trip staff greatly emphasize the importance of environmental protection and what can be done by the visitor to minimize their impact.

8 – Very good signage and staff emphasis provided on the impact of the activity on the environment and what can be done to minimize it by the guests. Guides use much care during the activity to preserve their area of use and minimize any impact.

6,7 – Good signage and staff emphasis provided to show the impact of the activity on the environment and what can be done to minimize it by the visitor. Guides use care to minimize any impact.

3,4,5 – Adequate signage and staff consideration for the environmental impact of the business. During the activity the guides have some consideration for the environment.

1,2 – Little to no signage, staff make no comments about environmental impact. Little or no thought to the environment during the activity. Overall disregard to any impact the activity may be having on the environment.

VEHICLES

CONDITION

Overall condition and upkeep of vehicles.

9 or 10 – Vehicle is in brand new condition and well suited for the terrain. No damage can be seen. Interior spotless. Well known brand with a reputation for a high level of reliability and performance. Frequently maintained and regularly serviced.

8 – Vehicle in near brand new condition and suited for the terrain to be covered. No visible damage but some small marks of wear and tear may be present. Interior may be a step below spotless. Well known brand with a reputation for a high level of reliability and performance. Frequently maintained and regularly serviced.

6,7 – Vehicle is not new, but is in good condition and well suited to the task required and has no large damaged areas. Minor scratches and dings may be present. Interior shows signs of wear but is well maintained and is clean with no trash or large quantities of dirt or sand to be seen. Reliable brand.

3,4,5 – Vehicle is suitable for the task, but has been well used and is only in acceptable condition. Dings and scratches are present and noticeable. May be minor body damage. Interior is well used, may not be completely clean. May be a lower quality vehicle.

1,2 – Vehicle is in disrepair. Large quantities of scratches and dings. Obvious and large body damage. Interior is not maintained and has rips in material. Dirt or trash present and noticeable. Low quality vehicle.

COMFORT

Where comfort is an option for the activity, it should be provided. Special consideration should be taken for the type of vehicle being used, e.g. quad bike.

9 or 10 – Seating area is extremely comfortable as allowed by type of vehicle and activity. Ride is not unnecessarily rough and proper consideration is taken during the trip to maintain user comfort.

8 – Seating area is very comfortable as allowed by type of vehicle and activity.

6,7 – Vehicle is comfortable, with perhaps slight discomfort as an expected result of the activity.

3,4,5 – Vehicle is not very comfortable, but is acceptable according to the type of vehicle and activity.

1,2 – Vehicle is extremely uncomfortable, seats are worn out and cause pain to user. No consideration is taken of user comfort.

SAFETY

Evaluation of the safety features available on the vehicle and the proper care of staff to inform the user of their use and any potential dangers that could be encountered.

9 or 10 – Proper care is taken by staff to fully explain all of the safety features of the vehicle and any potential dangers that may be encountered on the trip. For a car, seat belts are available for all passengers and functioning. For a boat, life vests are available in sufficient quantities for all passengers. For other vehicles where these types of safety features are available, staff fully explain how to handle an emergency and proper procedure for operation. (e.g. quad bikes) During the trip staff are continually aware of the safety of passengers and make significant effort to warn of any potential dangers. Vehicle is fully equipped to handle any foreseeable emergencies, shown through the presence of spare tire, fire extinguishers, first aid kit and spare parts where appropriate.

8 – Staff explain all of the safety features of the vehicle and any potential dangers. For a car, seat belts are available for all passengers and functioning. For a boat, life vests are available in sufficient quantities for all passengers. For other vehicles where these types of safety features are available staff explain how to handle an emergency and proper procedure for operation. During the trip staff are continually aware of the safety of passengers and make significant effort to warn of any potential dangers. Vehicle is fully equipped to handle any normally foreseeable emergencies, shown through the presence of spare tire, fire extinguishers, first aid kit and spare parts where appropriate.

6,7 – Safety features are explained by staff. Seat belts and life vests are available where applicable. Danger to user is avoided as necessary. Vehicle is equipped to handle any normally foreseeable emergencies, shown through the presence of spare tire, fire extinguishers and spare parts where appropriate.

3,4,5 – Safety features are available, but maybe not enough for all passengers. Brief description may be given of safety features. Some preparation is shown for an emergency situation.

1,2 – Few if any safety features are available. No safety briefing or description of safety features given. General lack of concern for user safety. No preparation shown for an emergency situation.

TOILETS

LAYOUT

Assessment of the size, design, and layout of the rooms which will consider the impression of spaciousness, guests' convenience and ease of use of all facilities.

9,10 – Conveniently laid out and generously sized bathroom with easy access to all facilities. Plenty of soap and towels, hand dryers available. Hooks available to hang up personal accessories, etc. An excellent level of spaciousness and excellent design.

8 – Very good-sized rooms with access to all facilities. Soap and towels provided and in stock. Should be room for more than one person at a time. No awkward corners or obstructed parts.

6,7 – Room or stall sized appropriately for one person, but no awkward access or inconvenient position of facilities, etc. A fully functional room but no real feeling of spaciousness. Soap and towels available.

3,4,5 – Restricted space leading to small washbasin and awkward access. No readily usable counter/table space for personal accessories.

1,2 – Unacceptably small room with very awkward access. Soap and towels out of stock or not provided.

FIXTURES & FITTINGS

All bathroom fixtures and fittings including WC's, sinks, mirrors and ancillary fittings such as toilet roll holder, soap dishes/dispensers, etc.

9,10 – High quality, solid, well-made fittings in excellent order and matching style. Generous sized or double washbasins. Easily used, responsive controls, Hot water at all times.

8 – Generally high quality fittings throughout, but not necessarily new. All porcelain in good order- no cracks, cracking or dull finish, no stains. Matching and coordinated styles.

6,7 – Standard domestic range of bathroom fittings. May be showing some wear but in sound, clean condition. Hot water at all reasonable times.

3,4,5 – Aging fittings- dull finish to porcelain, chrome wearing off. Intermittent hot water or at restricted hours. Fittings not matching. Colored fitting fading or bleached, well used. Rough grouting/sealant. Some “module” bathrooms with very restricted space and inconvenient layout.

1,2 – Any enamel heavily chipped, stained, dull and very basic quality. Cracked washbasin or toilet. Ill fitted, basic and mismatched toilet seat and cover. Damaged taps, loose or broken towel rails. Overall evidence of low quality.

MAINTENANCE

Overall upkeep of toilet facilities.

9,10 – Ceiling/roofing to be of excellent quality and professionally fitted. No evidence of water leakage, seeping cracking, marks or stains. Highest quality floor coverings or finishes in excellent condition throughout. No marks, stains, condensation damage. Flooring well-fitted and free from any stain or water damage. Floor and sink free of any trash. Lighting fully effective.

8 – Ceiling/roofing of very good quality. High quality of floor covering or tiles but not always recent. Little to no evidence of trash on floor and sink. Individual lighting control by guests at all times.

6,7 – Average quality of ceiling/roofing. Standard quality bathroom flooring. Some signs of wear but no significant stains or marks. Some evidence of trash on floor and sink. Effective lighting.

3,4,5 – Basic quality ceiling/roofing. Floor in acceptable condition but with some evidence of marks. Visible trash on floor and sink.

1,2 – Poor quality ceilings/roofing. Floors very tired and heavily aged or worn with extensive marks. Area around toilet discolored. Extensive trash on floor and sink.

FAMILY AND CHILDREN ACCOMMODATION

ACTIVITIES

The options available for families or children who are not able to participate in the main activity.

9 or 10 – Options are available for family members or children who are not able to participate in the main activity if the activity is not suitable for them. Children have their own designated area to play that is large and themed. Toys are available or some sort of alternative activity. Adults can entertain themselves with available food and snacks. Designated area for adults to relax that is comfortable and has an enjoyable atmosphere. Possibly pool or bar area.

8 – Options are available for family members and children who are not able to participate in the main activity if the activity is not suitable for them. Children have their own designated area to play. Toys are available or some sort of alternative activity. Adults have area they can relax that is comfortable.

6,7 – Toys are available for children to entertain themselves. Area for adults to relax and enjoy themselves.

3,4,5 – Few toys or means of entertainment for children. Adults have place to sit but little or nothing available for entertainment.

1,2 – Little or no thought given to families that may not be able to fully participate in the activity. No toys or play area for children. May be no area for adults either. If area is available for adults it is rundown and lacks any means for adults to entertain themselves.

SAFE ENVIRONMENT

Consideration for the safety of children and family that may not be participating in the activity.

9 or 10 – Area poses no risk to children or family that may be using it. This can be through a protective fence or security personnel. Any dangerous areas are blocked off and inaccessible. Watchful eye kept by employees on entrances that could lead to potentially dangerous areas such as the road. Safety for children highly considered.

8 – Area poses no risk to children or family that may be using it. This can be through a protective fence or security personnel. Any dangerous areas are blocked off and inaccessible. Watchful eye kept by employees on entrances that could lead to potentially dangerous areas such as the road.

6,7 – Safety for children and family taken into consideration. Area where children may be present or encouraged to be is fenced and safe from outside dangers.

3,4,5 – Small thought of safety for children. May be a fence around area that children are anticipated to be in.

1,2 – No thought for the safety of children. Potential dangers exist to children who do not participate in the activity.

CATERING

LAYOUT OF SEATING AREA

9 or 10 – Designated eating area with ample seating and tables or counter space for guests if possible depending upon activity. Shade or cover available for outdoor seating. Adequate spacing between tables where appropriate. All tables easily accessible and very comfortable.

8 – Designated eating area with plenty of seating and tables or counter space for guests if possible depending upon activity. Shade or cover available for outdoor seating. Spacing between tables where appropriate. Tables easily accessible and comfortable.

6,7 – Designated eating area with sufficient seating and tables or counter space for guests if possible depending upon activity. Shade or cover available for some outdoor seating. Most tables easily accessible and fairly comfortable.

3,4,5 – Designated seating area with insufficient seating and table or counter space for guests. Minimal shading available for outdoor seating. Tables very close together.

1,2 – Seating area is small and incapable of handling more than a few guests. Little to no shading is available for outdoor seating. Tables are too close together and do not seat many guests.

MENU PRESENTATION

The physical condition and ease of use of signs and menus displaying available food options.

9 or 10 – Signs or individual menus presented. Clearly show what is available along with prices. Font is legible and presented attractively. If an item is out of stock, it is posted on or near the menu. Menus are in excellent condition.

8 – Signs or individual menus presented. Clearly show what is available along with prices. Font is legible and presented attractively. Signs or menus are in very good condition.

6,7 – Signs or individual menus presented. Clearly show what is available along with prices. Font is legible. Signs or menus appear used but are in good condition.

3,4,5 – Signs or menus display what is available and may contain prices. Signs or menus appear used but are in acceptable condition.

1,2 – Signs or menus do not accurately display what is offered. Prices are not listed or are inaccurate. Signs or menus are in poor condition.

FOOD CONTENT

Quality of food offered to guests.

9 or 10 – Variety of food and drink available. Can accommodate for special dietary needs. All food is fresh and prepared appropriately. Quality of food is exceptional. Food is served at appropriate temperature.

8 – Variety of food and drink available. Can accommodate for special dietary needs. All food is fresh and prepared appropriately. Quality of food is very good. Food is served at appropriate temperature.

6,7 – Limited selection of food and drink available. Can accommodate for some special dietary needs. All food is fresh and prepared appropriately. Quality of food is good.

3,4,5 – Very limited or no variety of food and drink available. Possible accommodation for special dietary needs. Food is of acceptable quality.

1,2 – Only one, sub par type of food or drink available. Food is not prepared appropriately. No thought for special dietary needs. Food quality is unacceptable. Food not served at appropriate temperature.

SERVICE

9 or 10 – Staff either approach the guest regarding food or are readily available at a food counter. All questions and inquiries answered quickly and accurately. Staff have excellent knowledge of what is available and proper preparation and presentation techniques. If catering is in form of buffet or sandwich line then all food items are kept constantly stocked and available during the designated time for dining.

8 – Staff are available and waiting for any food requests if. All questions and inquiries answered quickly and accurately. Staff have very good knowledge of what is available and proper preparation and presentation techniques. If catering is in form of buffet or sandwich line then all food items are kept stocked and available during the designated time for dining.

6,7 – Staff are around to handle food requests. All questions and inquiries answered quickly and accurately. Staff have good knowledge of what is available and proper preparation for available food. If catering is in form of buffet or sandwich line then all food items are kept well stocked and available during the designated time for dining.

3,4,5 – Staff available upon request for food orders. Some questions answered after some time or with outside assistance. Some thought to presentation and preparation on part of staff. Buffet or sandwich line is kept fairly well stocked.

1,2 – Staff are not available to handle food requests, or must be sought after extensively. Staff do not have an understanding of what food is available, food preparation or presentation techniques. If sandwich line or buffet is used, food is not kept well stocked and runs out quickly.

CLEANLINESS

9 or 10 – Food preparation and consumption areas are superbly clean and well maintained. No trash or refuse on ground or in food preparation area. Cooking equipment cleaned frequently and is sterile. Hand cleaning facilities available either in the form of a sink or sanitizing lotion.

8 – Food preparation and consumption areas are clean and well maintained. No trash or refuse on ground or in food preparation area. Cooking equipment cleaned frequently and is sterile. Hand cleaning facilities available either in the form of a sink or sanitizing lotion.

6,7 – Food preparation and consumption areas are fairly clean and well maintained. Some trash or refuse present on ground of consumption area. Cooking equipment clean and appears sterile. Hand cleaning facilities available either in the form of a sink or sanitizing lotion.

3,4,5 – Food preparation and consumption areas have some trash present. Cooking equipment cleaned somewhat infrequently but appears to be safe for use.

1,2 – Food preparation and consumption areas are not maintained and have noticeably large amounts of trash present. Cooking equipment is not cleaned frequently and does not appear to be sterile.

RETAILING

LAYOUT

The area designated for retailing.

9 or 10 – Designated store area, clearly established as shop with dedicated cash register and employees. Shop has easy to navigate floor plan with a large amount of room for guests to walk. Merchandise is expertly and attractively displayed. It is obvious that thought has been put into the set up of displays. Displays and area around them are cleaned regularly with no sign of dust or trash.

8 – Designated store area with dedicated cash register and employees. Shop is easy to move around in. Merchandise is attractively displayed with care taken to its presentation. Displays and area around them are clean with a minimum of dust.

6,7 – Merchandise has designated area within company building. Attractively displayed merchandise with attention taken to its presentation. Register may be shared for other purposes. Displays are clean.

3,4,5 – Merchandise has small section of business and is obviously a low priority. Displays are not very clean with a small amount of dust present, there may be trash around them. Merchandise is disorganized with little or no thought to presentation.

1,2 – Area for merchandise is disorganized and cluttered, with no attention to presentation. Dust is present on merchandise, trash found near merchandise.

MERCHANDISE

Quality and variety of merchandise available for purchase.

9 or 10 – Wide variety of merchandise available, varying from traditional Namibian crafts to shirts with the logo of the company on them to snacks and drinks. Merchandise is of high quality and priced competitively with other similar items available elsewhere.

8 – Variety of merchandise available appropriate to type of business. Merchandise is of high quality and priced competitively with market value of items.

6,7 – Merchandise available is appropriate to type of business. Merchandise is of good quality and not overpriced.

3,4,5 – Limited selection of merchandise, of low to acceptable quality. May not be a good representation of business.

1,2 – Very limited amount of merchandise of a low quality available. Not representative of business and at unreasonable prices.

ADDITIONAL CRITERIA

TROPHY HUNTING

HUNTING PRESSURE

The number of hunters and trophies per annum, with respect to the area of land used for hunting. Land can be spread out over several farms.

9 or 10 – 30 hunters per year, 150 trophies, 30000 hectares (200 hectares per animal).

8 – 30 hunters per year, 150 trophies on 20000 hectares (133.3 hectares per animal).

6,7 – 30 hunters per year, 100 trophies on 10000 hectares (100 hectares per animal).

3,4,5 – 20 hunters per year, 100 trophies on 5000 hectares (50 hectares per animal).

1,2 – 15 hunters per year, 75 trophies on less than 5000 hectares (less than 50 hectares per animal).

TYPE OF GAME AVAILABLE

Availability and type of game available to hunt.

9 or 10 – If they have big 5, large variety of big game in readily available quantities, normal plains game.

8 – Sufficient variety of big game and normal plains game.

6,7 – Reasonable variety of big game and normal plains game and small game.

3,4,5 – More than 5 species to hunt for trophies.

1,2 – Less than 5 species to hunt for trophies.

HUNTING AREA

Total amount of area available to the hunter for hunting.

9 or 10 – About 30000 hectares of hunting area available (can be spread out between multiple farms).

8 – 20000 hectares of hunting area available (can be spread out between multiple farms).

6,7 – 10000 hectares of hunting area available (can be spread out between multiple farms).

3,4,5 – 5000 hectares of hunting area available.

1,2 – Less than 5000 hectares of hunting area available.

APPENDIX C: TOURISM GRADING COUNCIL OF SOUTH AFRICA RESTAURANT GRADING CRITERIA

TOURISM GRADING COUNCIL FOOD AND BEVERAGE MINIMUM REQUIREMENTS

Grading Criteria for Food and Beverage (F&B) Outlets

Each establishment wishing to be graded needs to comply with the minimum criteria including the specified minimum criteria per star grading. Thereafter the establishment will be graded according to the criteria listed in this document.

The grading criteria have been developed based on guest expectations. The criteria cover:

- Building exterior
- Internal fabric
- Toilets
- Menu and wine list
- Food and beverage
- Services and service
- Housekeeping and cleanliness
- A kitchen Hygiene (check list)

Not all areas will be applicable to all establishments. Where an area is not applicable it will not be graded and will therefore not count in the overall grading score. This means that F&B outlets will not be penalized for not having a service or facility beyond the minimum requirements.

The grading assessor will award a score between 1 and 10 for each area assessed. The score will be based on:

The assessor's experience which will comprise a balance between quality and condition (personal preference and fashion should not have an influence)

Consumer feedback and comments.

The score for each standard is defined as follows:

Excellent 10
Very good 9
Good 8
Standard 6 or 7
Acceptable 5
Poor 3 or 4
Unacceptable 1 or 2

In the TGCSA Star Grading Scheme the highest marks awarded, 9 or 10, reflect excellent quality together with excellent condition. These standards have been set at the highest levels possible to achieve.

Examples of all possible standards are provided in the criteria. It is important to consider that these are examples and guidelines only. The criteria are not exhaustive, rather a guideline to steer assessors and property owners or managers in the right direction in respect of scoring. In addition, an establishment need not comply with all criteria under a specific score in order to receive that score.

Required overall score for each grading band

Platinum Star Award

Overall score of 95% - 100%

Items to score 9 or 10

No more than 2 items to score 8

Gold Star Award

Overall score of 84% - 94%

Items to score 8 or more

No more than 2 items to score 7

All service elements to score 8, 9, or 10

Silver Star Award

Overall score of 71% - 83%

Items to score 7 or more

No more than 2 items to score 6

All service elements to score 8, 9 or 10

Bronze Star Award

Overall score of 50% - 70%

No unacceptable items Less than 3

Items to score

No more than 2 items to score

4 or more

5

All service elements to score 6, 7, 8, 9 or 10

Exterior

1. Appearance of buildings

10 – 9 New buildings, absence of weathering, fresh well-maintained paintwork, an overall clean and “new” look. Older buildings – no unsightly staining and well maintained paintwork. Visible outbuildings or annexes to be of a similar standard. Addition of attractive architectural features, etc.

8 High quality maintenance of paint, stone or brickwork although a certain natural weathering may be present. All areas of paintwork to be in sound condition. Some additional external features to enhance appearance.

7 – 6 Paintwork, windows, drains, etc in good state of repair, though not necessarily recent. No obvious structural defects or damage. “Plain” architectural features are acceptable.

5 - 4 – 3 Some areas of paint may be ageing and rather weathered. Small defects, damage, cracks, etc. No evidence of recent repairs, paintwork, etc.

2 – 1 Generally neglected buildings. Obvious structural defects or damage. Flaking paint, illegible signs, rotting wood.

2. Grounds and Gardens

All grounds and facilities including children’s play areas, etc under the control of management should be evaluated in this section.

10 – 9 Evidence of systematic program of maintenance (excellent standard) – well-tended formal gardens or attractive “natural” environment. Tidy pathways. Attractive appearance throughout the year. Well maintained driveway and entrance. No disorder or rubbish and no evidence of litter. Provision of garden furniture or architectural features appropriate to the nature of the guests attracted to the establishment.

8 High standards of maintenance in formal gardens. Pleasant and tidy appearance throughout the year. No clutter or disorder around service areas. Good driveway. Some architectural features appropriate to the market.

7 - 6 No overgrown, tangled areas. Immediate surrounds kept tidy and well maintained. Some attempt to produce a pleasing effect with interesting design. Uncluttered access to establishment and pathways. No potholes in driveway. Clear access.

5 - 4 - 3 Gardens and enclosed area around the establishment are kept under control. Little attempt at interesting design. Drive may have an uneven surface. Domestic disorder kept to a minimum.

2 - 1 Neglected and overgrown appearance. Badly surfaced driveway with large pot-holes or puddles. Rubbish and clutter visible. Disorderly appearance.

3. Parking

10 – 9 Sufficient, marked parking bays in a secure environment, within the grounds and within easy walking distance of the entrance. Alternatively plentiful and secure parking for vehicles close (adjacent) to establishment. General public parking facility with security provided.

8 Some organized, secure parking within the grounds of the establishment. Overflow parking outside grounds, in close proximity to establishment with security provided. Alternatively general public parking facility, fairly close (but not adjacent).

7 - 6 Some parking in secure environment but not necessarily organized (not on property). Fairly close proximity to the establishment.

5 - 4 - 3 Unorganized parking outside grounds with no security, but in close proximity (e.g. on the pavement or street outside establishment).

2 - 1 Owner vehicles taking up most of available parking space. No parking available at the establishment and parking is located a long distance away. No control and no security provided.

4. External lighting and signage (on property)

10 – 9 Very good external security lighting. Effective and attractive lighting guiding patrons along pathways on property. Use of lighting to enhance appearance and highlight features. Good clear signage, guiding patrons to the main entrance, annexes, parking, etc.

8 Good security lighting in parking facilities and in grounds. Sufficient lighting to guide patrons to establishment and along pathways. Some attempt at attractive lighting to highlight features. Clear signage to guide patrons.

7 - 6 Some external lighting in important areas. Pathways sufficiently lit to guide patrons. Signage to guide patrons but perhaps not clear enough or insufficient.

5 - 4 - 3 Ageing and limited signage. Limited external lighting. Some security lighting. Difficult to navigate along pathways at night. Lights shining at eye level.

2 - 1 Poor or no lighting. Difficult to find to establishment, entrance and pathways. No signage.

Internal Fabric

All reception rooms, bars, dining rooms and eating areas accessible to patrons will be evaluated under this section. Where different standards are present, an average score will be applied, unless there is significant difference between the highest and the lowest score, in which case the lowest score will apply.

5. Decoration

10 – 9 High quality wall covering (paint, tiles, wallpaper, etc). Attention to detail. Thoughtful co-ordination of patterns, colors and textures. If the decor is “plain” then the addition of high quality pictures, objects d’art, etc. Although some “minimalist” styles require less. All work should look professional and be well executed.

8 High quality wall covering, but need not be in excellent condition. Slight signs of wear and tear (i.e. scratches, water splashes, finger marks, etc). Room decor may range from excellent to good.

7 – 6 Competent, average quality wall coverings. Some pictures in good frames. Attempt to co-ordinate patterns and colors. No jarring mismatch of colors and styles. Decor may be some years old but not obviously damaged, scratched, torn or stained.

5 - 4 - 3 Ageing looking decor, of average quality to begin with. Amateur application of paint or wall paper. Little attention to detail. Plain style with no adornment. Some wear and tear, stains, marks, etc.

2 – 1 Low-grade materials poorly executed. Uncoordinated styles and colors. Noticeable wear and tear, stains, splashes, scratches, tears, marks, etc. Few pictures, graphics, wall hangings or works of art (if any). Unsightly pipe work, exposed wiring. Signs of damp.

6. Furniture and Furnishings

10 – 9 Excellent intrinsic quality and condition. Furniture of sound construction, attractive professional finish and detailing. Little or no sign of ageing, wear and tear or ill-use. Full, well

lined curtains with appropriate accessories, in working order. Or attractive and appropriate window coverings. High degree of comfort, well-spaced chairs of appropriate height for tables. Coordinated themed design. Spacious tables.

NB: Some excellent antique furniture may show signs of “distress” which does not detract from its excellence depending on the degree of deterioration.

8 High intrinsic quality of materials may show some signs of use. Alternatively new, good (instead of excellent) quality furniture and furnishings. Some contract furniture even when brand new will only be “very good”. Curtains to be full and effective in retaining heat/keeping out light. Good quality and attractive window coverings. All of high quality but not necessarily the same design though coordinated. Good sized tables.

7 - 6 Furniture which may have been “excellent” or “very good”, but through ageing, showing signs of wear and tear. Alternatively, a medium quality range of materials and construction in sound and useable condition. There should be no damage, stains or fraying on furniture. No jarringly uncoordinated styles – all furniture to be of a similar standard. Window coverings showing slight wear and tear. Average quality. Tables large enough for uncluttered use. May be a mix of styles and ages, but all in good condition. Design may take precedence over comfort.

5 - 4 - 3 Furniture of average quality and in well-used condition. Little co-ordination of styles, some slight damage may be apparent, but all items capable of use. Surfaces not well-maintained. Thin, short, skimpy curtains. Some stains, marks on soft furnishings. Maybe a mix of styles, ages, designs, shapes and heights. Chairs not very comfortable. Tables close together. Wobbles in tables and or chairs.

2 - 1 Furniture of a low quality material, poor construction, damaged, marked or scratched. Uncoordinated styles. Thin, unlined curtains, stained, worn upholstery. Inadequate table size – cluttered and inconvenient. Table cracked. Tables or chairs very wobbly. Cramped, uncomfortable layout.

7. Flooring and ceiling

10 - 9 High quality fitted carpets (high percentage wool content), good thick pile and underlay. Alternatively excellent quality domestic carpeting, fit for purpose. High quality wooden or tiled flooring with high quality occasional rugs or mats. Ceilings to be of an excellent quality, no sagging or evidence of water leakage or seeping, marks or stains. All of the above should be professionally fitted, painted and in pristine condition.

8 High quality carpets beginning to show some signs of ageing (flattening or wearing). No stains, burns or marks, etc. Alternatively carpet with higher percentage of man-made fiber but in new condition. Wooden or tiled flooring in need of buffing but with high quality rugs. Ceiling of good quality, no sagging, evidence of water leakage or seeping. Professionally fitted and painted.

7 - 6 High quality carpet with flattening in areas of most traffic but all in sound condition – some small discoloration in places. Alternatively a cheaper new carpet. Wooden or tiled floors a little scratched in places. Ceiling of average quality, competent job of application. Paintwork competently applied, although not necessarily of a professional standard.

5 - 4 - 3 Carpets showing considerable use – flattened spots, bleaching by windows, some thinning. Unprofessionally fitted with ripples, rough ill-fitting edges, thin or no underlay. (There should be no holes, tears, burns or other defects that render the carpet unsound). Vinyl or low quality flooring. Chipped wooden or tiled floors. Poor quality ceiling, amateurishly fitted, but no evidence of sagging. Ceilings slightly stained paintwork of a poor standard.

2 - 1 Carpets with distinct signs of wearing, visible canvas or backing fabric, patches, stains, discoloration, obvious seams. DIY fitting with gaping joints, gaps between carpet and wall. Several unmatched styles or newer carpets laid on top of damaged or worn-through older ones. Wooden floors that have aged – now in need of a new coat of varnish, with worn and stained rugs. Missing tiles and obvious chips. Poor quality sagging ceilings and evidence of water seepage. Stained paintwork, old and amateurishly done.

NB: In all levels there may be a high quality natural alternative to carpeting, tiles or wooden floors. In these cases the intrinsic quality and condition would be assessed, taking the style of the property into consideration.

8. Temperature Control

10 - 9 Thermostatically controlled heating and or cooling system capable of maintaining a comfortable room temperature of between 18°C and 25°C in each separate dining or eating room (climate dependent). Appropriate to size and location of room. Appliance in excellent condition and quiet. In larger establishments an excellent score would apply for ducted or air conditioning hidden from general view. In smaller establishments new domestic, excellent quality heating or cooling appliances are acceptable (free standing, wall or ceiling mounted – fan, heater or air-conditioner). In moderate climate, an adequate natural ventilation system i.e. large opening doors and windows may suffice.

8 Some ageing of excellent appliances. Good quality and quiet wall mounted (visible) air-conditioners could receive an 8 rating. In smaller establishments, new, good quality domestic heating or cooling appliances are acceptable (free standing, wall or ceiling mounted – fan, heater or air conditioner). Good free airflow achieved throughout dining or eating areas in moderate climate.

7 - 6 Effective heating and or cooling provided in rooms when appropriate. Not necessarily the most up to date system. Large, slightly noisy, wall mounted air-conditioners apply here. In a smaller establishment good quality, not necessarily new heating or cooling, freestanding appliance is acceptable. Adequate free airflow in a moderate climate.

5 - 4 - 3 Free standing apparatus able of maintaining a reasonably comfortable temperature in room. Ageing appliances. In a smaller establishment low quality heating or cooling, freestanding appliance in good condition is acceptable. Limited free airflow in moderate climate. Room slightly stuffy and or cold in winter.

2 - 1 Old low quality appliances. Hot or cold only available close to appliance i.e. unable to maintain a comfortable temperature throughout the room. No heating or cooling system in extreme temperature environment. Very limited free airflow. No free airflow in moderate climate. Stuffy room. Very cold in winter.

9. Lighting

10 – 9 Overall high standard of lighting providing sufficient light for all appropriate purposes. Also designed for good effect, showing off features, rooms, corridors, etc. Lighting appropriate to create the required mood. All lights and shades of high quality manufacture and in excellent order. No wobbly connections, burnt shades, flimsy bases that fall over, etc. No harsh fluorescent tubes. Picture lights. Recessed spot lamps. Lighting appropriate for the ambience.

8 Provision of more sources of light than is strictly necessary i.e. more than just central lights. Able to create an appealing dining experience. High quality fittings, lamps bases, etc. with more adequate spread of lighting for practical use, though no sophisticated use of lighting “effects”. Lighting appropriate for the ambience.

7 – 6 More than adequate room light. Good blend of natural and electric light during day. Medium quality fittings in sound condition. No burnt shades, ageing lamps, etc. No extra lights for effect.

5 - 4 - 3 Minimum lighting in room. Restricted natural light. Fittings ageing, beginning to look scruffy. Enough light for practical use, but nothing more. No lighting provided for effect. Fittings dated, ageing, discoloration. Stark, unattractive, harsh lighting.

2 - 1 Low quality fittings in poor condition. Exposed, fraying wires, wobbly fittings, loose plugs. Dim, gloomy effect with dark areas. Glaring, irritating, harsh fluorescent lights with no diffuser. Light in inappropriate places. Poor natural light. Shades burnt, scruffy, stained, etc.

10. Table Appointments

10 - 9 An emphasis on style and high quality (stainless steel, silver, etc). All cutlery and crockery of a high quality, matching and coordinated. No wear, damage, cracks, chips, etc. Additional features such as flowers, candles and candlesticks, coasters, etc. Good quality linen or cloth napery. Large, fabric napkins. Tables all preset as per standard etiquette. All unclothed tables or surfaces to be in pristine condition. Equally high quality accessories i.e. ice buckets, sauce boats, etc. Provision of appropriate styles of cutlery and crockery for different dishes.

8 Items of similar style and quality as above but perhaps more limited in range, fewer glasses and smaller napkins. Alternatively, high quality crockery rather than high quality china. Fine glass rather than crystal, good quality stainless steel rather than silver, etc. Limited wear but no damage (chips, imperfections, etc).

7 - 6 Middle to high range cutlery and crockery. Good condition and main service matching. Accessories of different style but good quality. Thick (multiply) paper or fabric napkins. Alternatively sufficient quantities of large 1-ply serviettes accompanied by a refresher towel or finger towel.

5 - 4 - 3 Cutlery and crockery of varying of styles and quality (not intentional). Wear and tear (fading of pattern or glaze) but no chips or cracks. Thin (1-ply) but large paper napkins or well-used thin linen napkins. No accessories. Sauces in bottles or packets. Slight smudging on glasses, cutlery, crockery.

2 - 1 Mismatched patterns. Cracks, chips, well-used appearance. Low quality functional crockery. Small, thin (one-ply) napkins. Sticky sauce bottles on table. Cutlery, crockery, glassware obviously dirty.

11. Atmosphere and ambience

10 - 9 Harmonious combination of decor and lighting. Spacious room and good layout of tables. No intrusive noise or smells. Themes or designs may add to the ambience. Music/entertainment to be appropriate to the style of the outlet.

8 High standard of decor and lighting. Perhaps busy, with some background noise. Tables rather close together. Smaller room. Atmospheric lighting. Pleasant aromas.

7 - 6 Tables quite close but with sufficient space to allow private conversation, staff and customers can pass without inconvenience. A certain amount of noise and activity from other areas.

5 - 4 - 3 Crowded tables. Awkward access. Difficult to have private conversation. Intrusive noise and stuffy. Strong smells.

2 - 1 Very crowded, cramped, uncomfortable. Loud noise. Very stuffy. Impossible to have privacy. Intrusive. Unpleasant smells.

Toilets

If toilets are only available off the premises (for example, in shopping centres), management of the restaurant should have control to ensure safety and security.

12. Decoration and flooring

10 - 9 Highest quality floor and wall coverings. Tiles well fitted. Grouting in excellent condition. No marks, stains, condensation damage. No peeling wallpaper or flaking paint. Flooring well-fitted and free from stain or water damage. Overall attractive and high quality decor.

8 Maybe high quality finish but not recent – some signs of wear but all in good condition. Alternatively, maybe recently decorated but not with the highest quality materials, though a competent and professional job. High quality floor covering or tiles.

7 - 6 Not necessarily recently decorated though in good condition. Some signs of wear. Standard quality bathroom flooring. No stains or marks.

5 - 4 - 3 Lower quality materials, ageing and evidence of poor standard of DIY. Very plain with no attempt at adornment. Grouting discolored. Tired, dated style. Some stains and marks.

2 - 1 Very tired and old style. Damp or condensation marks. Cheap very low quality finish, unprofessionally applied. Sealant or grouting moldy, carpet rotting, smelly. Paintwork chipped, flaking. Area around toilet discolored, damp. Smells.

13. Fixtures and fittings

10 - 9 High quality, solid, well-made fittings in excellent order and matching style. High quality finish. Easy to use with responsive controls. Plenty of hot water at all times.

8 Generally high quality fittings throughout, but not necessarily new. All porcelain in good condition– no cracks, crazing or dull finish, no stains. Matching and coordinated styles.

7 – 6 Standard domestic range of bathroom fittings. Maybe showing some wear but in good clean condition.

5 - 4 - 3 Ageing fittings – dull finish to porcelain, chrome wearing off. Fittings not matching. Out of date style or color, well used. Rough DIY grouting or sealant.

2 – 1 Stained or moldy grouting or sealant. Cracked washbasin or toilet. Ill fitted cheap plastic toilet and cover. Discolored plastic cistern. Plastic taps. Loose or broken towel rail. Evidence of cigarette burns, damage, etc.

14. Linen, hand drying facilities and accessories

10 – 9 Thick, heavy, fluffy hand towels with plenty of pile (replaced after each use).^Â Effective, efficient and quiet hot-air hand dryers. Thick, good quality paper toweling with easy to use dispenser. Excellent quality liquid hand-washing soap. Pleasant aroma. Extensive quantities of two-ply toilet paper. Addition of accessories such as air fresheners, flowers, hand cream to create a pleasing environment.

8 Hand towels - linen not as high quality as found above (replaced after each use). Slightly smaller or thinner paper towels with easy to use dispenser. Hot-air hand dryer not excellent (loud or less efficient). Very good quality liquid, hand-washing soap (not a bar of soap).^Â Pleasant aroma. Sufficient two-ply toilet paper.

7 – 6 Good quality paper toweling system but possibly thin, small paper (disintegrates easily when wet) Large and loud hot-air hand dryer. Adequate quality liquid, hand-washing soap. Neutral aroma. Adequate quantities of one-ply toilet paper.

5 - 4 - 3 Loose paper towels that are thin and disintegrate easily. No dispenser. Slight unpleasant aroma. Liquid soap in poor dispenser. Adequate quantities of one-ply toilet paper.

2 – 1 Towels that are very thin, small, scratchy, old, fraying, some holes, stained, faded. Low absorbency. Not replaced after each use. No hand drying facilities. No soap. Poor, unacceptable aroma. No toilet paper.

15. Lighting

10 – 9 Lighting effective for all purposes particularly at washbasins and mirrors. Excellent lighting in all cubicles (even when door is closed). Excellent quality fittings. Recessed lights.

8 High standard of light fittings centre, main light plus adequate light at washbasins and mirrors. Possibly supplementary lights.

7 – 6 Centre light well positioned providing adequate light, even in closed cubicles.

5 - 4 - 3 Dim centre light. Stark fluorescent tube on ageing fittings.

2 – 1 Gloomy, badly placed, ageing, damaged light fittings.

Menu and wine list

16. Menu and wine list appearance

10 – 9 Excellent presentation appropriate to the market (maybe verbal, temporary i.e. blackboard or permanent). Attention to detail in all aspects of print, layout and descriptions. Clear, informative layout. Wines should be listed per cultivar. Attractive design in excellent condition. No grease, thumbprints, wine stains, written corrections, etc. Wine set out in clear sections and all available. All menus and wine lists clearly legible, given the lighting in the restaurant. No incorrect spelling. Words appropriately used to describe dishes and wines. All verbal descriptions clearly, accurately and eloquently presented.

8 High standard of presentation. May show a little wear, although not dirty. Where wines are not available – they should be clearly marked. No written corrections. Good, clear and accurate verbal descriptions.

7 – 6 Clear layout but not top quality production. Clean, not worn or grubby. Large majority of wines available and those that are not, clearly marked as such. Concise, “rattled off” but clear verbal descriptions.

5 - 4 - 3 Basic but legible. Scrappy appearance, over-used, stained. Many wines out of stock and not marked. Vintages wrong. Verbal descriptions not totally clear.

2 – 1 Dirty, dog-eared. Difficult to read. Wine list out of date, bears little relation to what is available. Unintelligible verbal descriptions.

17. Menu content

10 – 9 Well-balanced menu. Excellent range of dish options catering for different tastes and requirements (i.e. vegetarian dishes should be available). Variety of cooking styles available. Excellent use of seasonal ingredients. Complimentary range of starters, entrees and desserts available. All dishes to be appropriately described. Charges for dishes to be clearly detailed and legible. Minimum charges, services charges, payment terms, etc to be clearly detailed and legible.

8 Good range and variety of dishes, covering at least starters, mains and desserts (but not considered to be excellent). Vegetarians considered. Perhaps menu not quite as discerning as above. Good description of dishes. All charges clearly described and legible.

7 – 6 Variety in dishes and cooking styles available – but not extensive options. Some dishes with appropriate descriptions. Charges are clearly depicted.

5 - 4 - 3 Limited range of dishes available and limited options in terms of cooking style. Charges listed but not that clear.

2 - 1 No variety. Only one cooking style available. Menu illegible and unclear.

18. Wine and beverage list content

10 - 9 Sommelier or qualified, trained wine advisor to assist diners with their wine choice. Knowledge of in-stock and out-of-stock wines by year. Excellent variety of wines and beverages available. Wines from a variety of different cultivars available. Excellent description of wines available, (verbal or written) including year. A variety of good quality wines available by the glass. Excellent variety of beverages, liqueurs, liquor, etc. Variety of different brands per type of beverage.

8 Good range of wines from a variety of cultivars. Good variety of appropriate beverages but perhaps only one brand per option. Possibly only local beverages (with limited international brands) available. Good description of wines (verbal or written).

7 - 6 Wines from a number of different cultivars available but limited choices within each. Alternatively good number of different brands within limited cultivar range. Good, standard range of beverages.

5 - 4 - 3 Limited range of standard wines and beverages available.

2 - 1 No variety and choice in beverages. Only unbranded products available.

Food and beverage

19. Meal presentation

10 – 9 Well laid out on appropriately sized plate with attractive and complementary garnish or display. Pleasing combination of colors, textures, and shapes. Extremely imaginative and exclusive in concept and outstanding execution. Extreme attention to care with attention on visual appeal. Ingredients meticulously integrated with plate design. Highest skill applied to meal presentation.

8 Obvious care and attention to detail with visual effect but perhaps not with the highest degree of skill. Tendency to standardize garnish or display. Attention to food placement and design. Creative and artistic use of garnishes. Selection provides variety in texture, color, substance, theme and temperature.

7 – 6 Attractive. Neat arrangement on plate. Complimentary garnishes to enhance overall appeal.

5 - 4 - 3 Unadorned and straightforward. No attempt to enhance appearance. Limited variety of colors and textures. No careful arrangement.

2 – 1 Badly presented. Inappropriate garnish. Dull combination. Lukewarm. Some drying out of food, wrinkled skin on sauce. Incorrect temperature.

20. Beverage presentation

10 – 9 Appropriate glasses for all beverages. Beverages presented, poured and displayed according to internationally accepted etiquette and the guest's specific request. Wide variety in

beverage presentation. Wide variety of different glass types available. Guest's asked how they would like their beverage presented. Cognizance should be taken of changing styles in the F&B industry.

8 Some variety in different presentation styles for beverages, but overall presentation technique - standard. Presentation good, in appropriate glasses. Wines stored and poured appropriately.

7 – 6 Beverage presentation standard, unexciting. Overall good use of different glasses.

5 - 4 - 3 Limited range of different glass types. Some attempt at basic etiquette.

2 – 1 Beverages presented in inappropriate glasses, tins, etc. No knowledge of basic beverage presentation etiquette.

21. Quality of ingredients

10 - 9 Skilful use of finest, fresh ingredients. Wide variety of different ingredients used. Preferably all dishes made fresh, on-site (pre-prepared ingredients and dishes are acceptable but quality is important and it should be indiscernible from freshly prepared). Could be simple style but with great attention to detail and quality. Everything prepared to the right degree.

8 High quality, fresh ingredients. No evidence of the use of artificial enhancers and discernable convenience items (i.e. pre-prepared in some manner, canned, frozen, pre-baked, pre-proportioned, individually wrapped, etc).

7 – 6 Mixture of fresh ingredients and high quality pre-prepared ingredients for meal components. Limited evidence of convenience items.

5 - 4 - 3 Basic ingredients, including use of convenience items. Low quality food.

2 - 1 Poor quality ingredients, poorly prepared. Dried out.

22. Texture and flavor

10 - 9 Interesting textures with layers and depth of flavor. Perfect flavor of different ingredients discernable. Perfect balance of a complex range of different flavors and textures. Texture and flavor according to menu specifications and guest's specific requests. Correct and appropriate textures. Pleasant aroma.

8 Correct texture of main ingredients. Well-balanced flavors. Appropriate flavors are discernable. Pleasing aroma.

7 - 6 Good and appropriate flavor. Correct texture of main ingredients.

5 - 4 - 3 Basic blend of flavors. Imbalance of flavors.

2 - 1 Inedible. Unacceptable flavor and or texture. Bland, no flavor. Incorrectly cooked. Badly flavored too much salt, burnt, etc. Unpleasant aroma.

23. Culinary skill and temperature

10 - 9 Flawless and meticulous execution of all cooking methods. On a par with international culinary trends. Variety of cooking techniques applied to dishes. All menu items are prepared from scratch and in-house (prepared ingredients or dishes should not be discernable from fresh, in-house preparation). With the exception of classic dishes, food is prepared in a manner that is highly imaginative and adventurous. Classic dishes correctly and expertly executed. Food served at the appropriate temperature. All dishes cooked correctly.

8 Advanced degree of culinary skill evident throughout. Variety of cooking techniques efficiently executed. Food correctly cooked. Food served at the appropriate temperature.

7 - 6 Adequate culinary skill. Correct cooking techniques applied. Food served at the appropriate temperature.

5 - 4 - 3 Average to limited degree of culinary skill evident. Incorporates limited variety of cooking techniques. Incorrect temperature, slightly too hot or too cold.

2 - 1 No culinary skill evident. Food at incorrect temperature, too hot or cold. Cooking techniques incorrectly applied.

24. Sundries

10 - 9 Appropriate range of sundries e.g. breads, condiments, sugars, butters, herbs, spices, etc as per the character of the establishment. Clean, easy to dispense cruets, at least half full. Excellent quality. Covered after dinner sweets and toothpicks of excellent quality.

8 Good quality and appropriate range of sundries. Clean, easy to dispense cruets. Good quality (covered) after dinner mints, sweets and toothpicks.

7 - 6 Limited range of good quality sundries. Alternatively good range of standard quality sundries. Clean cruets.

5 - 4 - 3 Inappropriate sundries, but quality acceptable. Limited range of sundries as would typically be expected. Some standard sundries absent. Difficult to dispense cruets

2 - 1 No sundries. Dirty, sticky condiment, salt and pepper dispensers, etc. Empty cruets. Stale bread. Uncovered sweets and toothpicks.

Services and service

25. Reservations

10 - 9 Efficient and helpful telephone reservation. All details taken down and checked and all necessary information about the establishment given (i.e. booking policy, licensed, minimum charges, corkage, smoking, children, dress code, etc). May call to confirm or provide written or SMS confirmation. Overall personalized approach to reservation. Prompt service.

8 Reservation dealt with promptly and all necessary information taken and provided. High degree of telephone etiquette evident. Guest information confirmed for accuracy. Thanks patron for calling.

7 - 6 Reservation dealt with fairly well and all necessary information taken and provided.

5 - 4 - 3 Name taken. Minimal information given. Casual approach to bookings.

2 - 1 Name not taken. Surly, off-hand phone manner. Failure to properly record booking. Failure to answer telephone or return messages. Information not available.

26. Welcome, attitude and seating

10 - 9 Courteous greeting from maitre d' or someone of similar authority. Patrons addressed by name. Warm friendly smile. Helpful attitude. Help with provision of information about the establishment. Orientation provided. Attempt to establish a good rapport and show willingness to please. Patrons offered use of pre-dining area. Patrons shown to table and seated. Table preset per reservation. Management of queue efficiently and effectively handled (time provided is adhered to, list kept up-to-date, friendly and pleasant attitude). Charges from lounge or bar are transferred to dining room. Menus and wine lists presented promptly.

8 Courteous greeting by host or hostess. Personal assistance provided as appropriate. Cheerful demeanor and attitude. Patrons shown to table and given necessary information. Encouraged to ask if anything else required. Menus provided promptly. Extra place settings removed.

7 - 6 Greeting from host or hostess. Offers a seat in waiting area if seating is delayed. Pleasant appearance. Willingness to help when asked. Casual guidance to table or self-seating. Menu and wine list presented at appropriate time.

5 - 4 - 3 Unenthusiastic welcome, just doing the job. Limited assistance from staff. Menu not presented promptly. Queue not managed efficiently – time taken is significantly longer than indicated.

2 - 1 Off-hand behaviour. Clear indifference to patrons, irritation at being asked for anything. No greeting. Menus not presented or presented at the door. Queue poorly managed, not kept up-to-date, name left off the list, time not adhered to, etc.

27. Management efficiency

10 - 9 Prompt, thorough acknowledgement of guest comments or complaints. Management confirmation of guest experience. Patron needs anticipated. All guest comments, complaints handled at management level. Complaints handled promptly and courteously. Management identification of problems that may arise. An excellent dining experience would be an evidence of management efficiency (often behind the scene).

8 Good responses to any requests, but patron needs aren't anticipated.

7 - 6 All requests dealt with pleasantly.

5 - 4 - 3 Rather unwilling response to any requests.

2 - 1 Off-hand manner. Marked reluctance to give any help. No manager present.

28. Meal service

10 - 9 Cheerful, friendly, polite, well-trained staff. Well-informed about food and wine. Extensive menu knowledge, including how dishes are prepared. Thorough knowledge of specials. Appropriate description of menu and specials provided. All descriptions presented in a clear tone and at an appropriate pace. High standard of personal cleanliness. Prompt and efficient service. Correct cutlery and glasses supplied for each meal. Good judgment on timing of courses and drinks. Any further needs responded to. Guest needs anticipated. Polished, professional manner. Plates are only cleared when all meals are finished (or if guest requests plate to be cleared). All food should be presented simultaneously to correct guest specifications. Internationally accepted high standard of serving etiquette and protocol to be observed.

8 Well-motivated, willing, helpful, attentive staff that shows evidence of aspiring to an excellent standard, but may fall a little short. Could benefit from more training.

7 - 6 Willingness to be helpful and attentive. More enthusiastic than polished, but trying to do their best. Would benefit from further training. Staff always present and respond helpfully when asked.

5 - 4 - 3 Low skills but basically pleasant. Informality bordering on inefficiency. Not really interested, but respond in reasonably helpful way to requests. Conversely well skilled and trained but lacking social skills, arrogant, insensitive. Staff difficult to locate at times. Do what they are asked without enthusiasm. No rapport. Little interest. Stacking of plates at the table. Stretching across the table to access plates, etc.

2 - 1 Off-hand, indifferent, unskilled staff. Slow service. Disinterest. Inefficient staff missing for long periods of time. No willingness to be helpful. Ignoring customers they are serving. Little product knowledge. Stacking of plates on the table.

29. Wine and beverage service

10 - 9 Sommelier or trained advisor present. Drinks correctly served and presented. All bottles opened correctly at table and service etiquette followed. Top ups offered. Beverages served from left and cleared from right. If necessary partially full bottles to be stored in ice-bucket. Remove all empty bottles and ice-buckets. Canned drinks opened at the table, request if guest would like their drink poured. Attention to detail, patrons' glasses kept half full at all times. No need for patrons to request for topups or help themselves. Efficient, courteous service.

8 Some slight lapses in beverage etiquette. Attempt at excellent standard.

7 - 6 Overall good service, but lapses in serving etiquette. Patron needs not anticipated. Service slightly slow.

5 - 4 - 3 Patron needs not anticipated. Patrons fill own wine glasses. Wine offered for tasting but no knowledge of wine or other standard serving etiquette evident.

2 - 1 Server with no wine training or knowledge. Bottle held between knees when opened. No taste poured for the patron. Beverages not presented to table.

30. Payment and departure

10 - 9 Waiter/waitress anticipates when patron wants the bill. Clear, legible, correct and well-itemized bill presented in a folder (consistent with theme). Bill typically accompanied by some form of complement such as mint or specialty candy. Server quickly, efficiently and discreetly handles settlement. Waiter/Waitress and Maitre'd willingly acknowledge patron's departure. Use of patron's name in all acknowledgements. All payments handled at the table.

8 Server anticipates when patron wants the bill or reacts quickly to patron request. Clear, legible, correct and itemized bill presented in a folder (consistent with theme). Bill typically accompanied by some form of complement such as mint. Server quickly and efficiently handles settlement. Server and greeter willingly acknowledge patron's departure.

7 - 6 Bill presented on a plate, in a folder or on a tray upon request from patron. Server and greeter willingly acknowledge patron's departure.

5 - 4 - 3 Bill presented after meal or upon request. Pay at cashier. Server handles payment with limited enthusiasm. Server briefly thanks patrons or says farewell.

2 - 1 Bill not presented after meal or upon request. Repeated request for bill. Incorrect charges or items on bill. No farewell on departure. Unacceptably slow processing of bill and payment. Bill presented in a dirty, unacceptable folder.

Housekeeping

31. Public areas

Includes all general public areas visible to patrons such as open kitchens and work areas, pre-dinner areas, patios, gardens, pavements, etc but excluding the eating/dining areas.

10 – 9 All well cleaned and vacuumed. All surfaces, high and low, dust free, no cobwebs. Table surfaces well-polished, no smears. Ashtrays clean. No fingerprints or smudges on windows or glass doors. No fingerprints on door plates, light switches, etc. Flowers fresh and well arranged. Newspapers, books, etc up to date and tidy. Overall excellent standard of cleanliness evident and neat appearance.

8 Generally very good level of vacuuming and dusting. All surfaces, high and low, dust free, no cobwebs. Table surfaces well-polished, no smears. Ashtrays clean. Everything tidy and well arranged.

7 – 6 High level of cleanliness. Pre-dinner area may have “lived-in” feel.

5 - 4 – 3 Clean but with some dust on high and low surfaces. Personal clutter. Dying plants, flowers. Smears on surfaces.

2 - 1 Generally neglected housekeeping – carpet badly vacuumed, floors dirty. All surfaces dusty. Cobwebs, dead insects. Evidence of pests. Dead/wilting plants or flowers. Ashtrays full and dirty. Dirty glasses, cups on tables.

32. Dining and eating rooms

10 – 9 Excellent standard of cleanliness in all areas no evidence of previous meal. Efficient cleaning and vacuuming. Tables always set to highest standard. Waiter station neat and orderly. Restaurant fully set when not in use complete with flowers, crockery and cutlery. During meal times vacated tables are cleared, cleaned, provided with fresh linen (neat and tidy). Crumbing of tables executed flawlessly.

8 Generally high standard of cleanliness no dust, etc. May be some clutter.

7 – 6 Always tidy and clean in time for beginning of meal service. Generally good standards of dusting, tidiness. Some tables remain unset during meal service but have been cleared and cleaned.

5 - 4 – 3 Not always at its tidiest. Bottles, glasses, menus on surfaces. Generally clean but may be some dust on high or low surfaces. Pot plants and flowers neglected. Crumbing of tables poor, crumbs dropped onto the floor.

2 - 1 Dusty, crumbs on carpet, surfaces smeared, ring marked, dead or dying flowers. Untidy piles of menus etc scattered around. Marks, stains on tablecloths, dirty ashtrays. Dirty cutlery and crockery on tables.

33. Public toilets

10 – 9 Fastidious attention to hygiene. All surfaces gleaming. Clean, fresh smell. High level of efficiency. Toilets, including access area to toilets are kept clean throughout use of restaurant. Lots of toilet paper available.

8 Generally very high standard, but perhaps one or two slight lapses.

7 – 6 No evidence of dust, hairs or grime. Surfaces all clean. Floor clean, vacuumed and free from dust.

5 - 4 - 3 Generally clean but lacking attention to detail. Dust on low and high surfaces and in inaccessible places.

2 - 1 Low standard of housekeeping dust on all surfaces. Long term encrusted grime in inaccessible places, dirt and hairs on floor, in corners. Flooring around toilet stained, smelly. No toilet paper. Toilet paper on floor, blocked toilets, leaking toilets, etc.

34. Appearance of staff

The nature of the establishment will be taken into account as formality may vary significantly.

10 - 9 Clean, neat, appropriate clothes that fit properly. Generally smart, well-groomed appearance. Sleeves and trousers the right length. Clothing fresh and well ironed. Hair clean and under control. Hands and fingernails clean. Standard of dress uniform throughout serving staff. Polished shoes. Uniform appearance, quality and type consistently applied across all staff

8 Approaching excellent, but lacking the final touch. Perhaps some items a little ill fitting. All clothing clean. Standard of dress uniform throughout serving staff. Excellent standard of personal cleanliness and grooming.

7 - 6 A noticeable attempt to be smart. No stains, tears, etc but dressed for comfort rather than smartness. All clothing clean. Very high standard of personal cleanliness and grooming.

5 - 4 - 3 Clothes starting to look worn, rumpled, lived in, but basically clean. Hair a bit uncontrolled.

2 - 1 Clothing dirty, stained, frayed, holed. Dirty shoes. Hands and fingernails grubby. Hair unwashed and out of control. Unshaven. Personal hygiene lacking.

36 Additional Requirements for Gold and Platinum Star outlets

36.1 General

All Platinum Star outlets should have private guest toilets located within the same property as the restaurant and under the control of restaurant management. Alternatively if only public toilets are available then the Platinum Star outlet owner/manager should ensure that these public toilets are continuously monitored and kept clean.

36.2 Services

Table Reservation

All Gold and Platinum Star outlets should offer a table reservation service.

Wine List

A wine list with a good selection of wines must be available and management/waiting staff must have adequate knowledge of the different varieties on the menu.

Table Appointment

Table appointment: High quality cutlery, crockery, glassware and linen. Appropriate table cloths and placemats to be used.

Food Menu

Food menu should offer a variety of items: entrees, seafood, poultry, meat dishes, salads, desserts, and dishes for vegetarians.

Noise Levels

Entertainment/background music (where available) should be set at the appropriate noise level.

Table Spacing

There should be adequate space between tables to ensure privacy for conversation.

Food and Beverage Minimum Requirements

Food & Beverage Outlets

Definition

Food and Beverage (F&B) outlets are commercial establishments offering eating and drinking facilities to customers. Meals can be prepared on the premises or bought in to be consumed on site or to take away. Examples of F&B outlets include Restaurants, Coffee Shops, Quick Service Restaurants; Bars, Pubs, and Taverns. Minimum Requirements for Food and Beverage Grading

1. General

1.1 Safety and Security

A high degree of general safety and security should be maintained.

All reasonable precaution must be taken to secure the personal safety of patrons and staff and prevent damage to or theft of their possessions.

Information on procedures in the event of an emergency should be clearly displayed in the F&B outlet (exit signs, etc).

There should be adequate levels of lighting for guest safety and comfort in all public areas, including stairwells and car parks.

1.2 Cleanliness and Hygiene

A high standard of cleanliness should be maintained in all parts of the establishment. Particular attention should be paid to toilets, kitchen and food storage and preparation areas.

Each F&B outlet must have a valid and current *Certificate of Acceptability* to handle food - issued by the Environmental Health Services Division of the local Department of Health. This certificate must be valid for the current owner (the certificate is issued in the name of the person in charge of the establishment, when this changes a new certificate is required).

The *Certificate of Acceptability* should be displayed in a conspicuous place in the food premises – for public viewing. Alternatively where the display is impractical a copy should be made available on request.

Management should commit to a program of optimum hygiene covering all aspects of food handling. Vigilant and competent supervision is essential (verbal and/or written policy confirmation required).

With regard to hygiene, it is mandatory for each F&B outlet to comply with the **TGCSA Hygiene Checklist** included in the **F&B Grading Criteria** document. In addition, all employees should be clean and appropriately groomed and dressed.

1.3 Statutory Obligations

Premises are expected to comply with all relevant statutory and national, provincial and local government regulations. Assessors may request that relevant documentation or proof of compliance be presented at the time of the assessment. This includes, inter alia:

- Provincial registration (if applicable);
- Business registration which entitles the establishment to legally operate;
- Public liability insurance;
- Evidence of a smoking management policy;
- Health, hygiene and food safety regulations (an appropriate and valid hygiene certificate);
- Liquor license (if applicable);
- Compliance with national and local authority regulations including (but not limited to);
 - Fire safety certificate;
 - Compliance with building regulations – in particular with regard to accessibility.

1.4 Access

There should be no discrimination to accepting patrons based on their race, citizenship or nationality, gender, ethnicity, physical or mental condition, etc.

However, notwithstanding the above, management has the right to refuse access in the interest of other users of the establishment.

Establishments should be open on the days stipulated by management and advertised as such.

Appropriate service and facilities should be available on all days that the establishment is open (unless advertised otherwise).

1.5 Courtesy

The highest standard of courtesy should be shown to patrons at all times.

Guest complaints should be dealt with courteously and promptly (including those received via the Tourism Grading Council's Consumer Feedback mechanism).

1.6 Marketing, Reservations and Pricing

There should be friendly and efficient service appropriate to the style of the establishment.

All enquiries, requests, reservations, correspondence and complaints should be handled promptly and courteously.

It should be made clear to patrons what is included in the prices quoted including service charges and other surcharges.

Prices for all meals and beverages served at the establishment should be clearly displayed and/or presented and available on request. Prices should include VAT.

Menus and wine lists, where appropriate, should be clean and well presented and provide accurate descriptions (where applicable) of the meals and beverages on offer. Menus and wine lists may be presented verbally.

Full details of the establishment's cancellation policy should be made clear to patrons at the time of booking. Details of any in-house policies e.g. no smoking or no children should be communicated at the time of booking.

Each customer should be provided, on request, with details of payment due and a receipt of payment. The bill should be clearly presented and well laid out.

Facilities and services provided by the establishment should be described fairly and truthfully to all visitors and prospective visitors, whether by advertisement, brochure, website, verbal communication or other means.

2. Buildings

2.1 Exterior

Grounds and gardens under the control of the operator should be neat and appropriate.

The exterior of the property must be well maintained and in a sound and clean condition.

There should be appropriate signage (suitable to the requirements of the market) to direct patrons to the main entrance of the establishment.

Paths under the control of the operator should be well lit and directional signage should be provided.

2.2 Interior Maintenance

The interior of the building/s including all fittings, fixtures and furnishings must be maintained in a sound and clean condition and must be fit for the purpose intended.

All electrical equipment should be safely maintained and in good working order.

3. F&B Outlet Areas

3.1 Reception Area

A clearly designated reception or “wait to be seated” area should be provided. A moveable podium is also considered appropriate.

3.2 Dining Area

A dining area should be provided which is available during operating hours with appropriate seating.

3.3 Public Toilets

Public toilets should be provided for the use of patrons (located within close proximity – these need not be the property of the establishment). Ideally the toilets should not be connected directly to the kitchen (refer to Hygiene Regulations).

The number of sanitary conveniences provided per member of staff and maximum number of patrons must be in accordance with South Africa’s Hygiene Regulations.

All toilets should be well maintained, clean and frequently checked.

At minimum a basin with running water, toilet, toilet paper, liquid soap and a hand drying mechanism (clean towel per user, paper towels, hot air dryer, etc) should be provided. Toilet cubicles should be lockable.

Fabric towels for hand drying purposes may only be provided if they are washed and replaced after a single use (Hygiene Regulations).

3.4 Food and Beverage

All food and beverage should be hygienically stored, prepared and presented.

3.5 Service

Staff should demonstrate adequate levels of product knowledge and provide efficient service.

Management and staff should be well trained, attentive, polite and helpful. They should be dressed in clean, well-fitting clothes and be personally well-groomed.

4. Additional Requirements for Gold and Platinum Star outlets

4.1 General

All Platinum Star outlets should have private guest toilets located within the same property as the restaurant and under the control of restaurant management. Alternatively if only public toilets are available then the Platinum Star outlet owner/manager should ensure that these public toilets are continuously monitored and kept clean.

4.2 Services

Table Reservation

All Gold and Platinum Star outlets should offer a table reservation service.

Wine List

A wine list with a good selection of wines must be available and management/waiting staff must have adequate knowledge of the different varieties on the menu.

Table Appointment

Table appointment: High quality cutlery, crockery, glassware and linen. Appropriate table cloths and placemats to be used.

Food Menu

Food menu should offer a variety of items: entrees, seafood, poultry, meat dishes, salads, desserts, and dishes for vegetarians.

Noise Levels

Entertainment/background music (where available) should be set at the appropriate noise level.

Table Spacing

There should be adequate space between tables to ensure privacy for conversation.

Food & Beverage Hygiene Checklist

Name of F&B Establishment: _____

Date: _____

STAFF HYGIENE (PERSONAL HYGIENE AND STAFF FACILITIES)**Yes or No COMMENTS**

Staff Uniforms are appropriate and suitable

Jewelry and make-up worn is appropriate

Staff observed to be healthy in general and wounds covered

Procedure: Reporting of illnesses

First Aid Kit accessible and adequately equipped

Staff hand-wash basins adequate and easily accessible, with anti-bacterial hand soap/sanitizer and nail brush available

Hand-drying facilities adequate and disposable

Policy: No smoking in food areas

Staff Toilets / ablution facilities clean and well maintained with toilet paper available

Staff area waste bins adequate

RECEIVING AREA**Yes or No COMMENTS**

Loading dock clean and in good condition

Wall, floor and ceiling finishes appropriate

Procedure: Temperatures of perishable food products checked

STORAGE AREAS (DRY, FRIDGES, FREEZERS)**Yes or No COMMENTS**

Storage areas clean and in good condition

Procedure: Stock rotation (FIFO)

Different types of stock items stored separately

Thermometers adequate

Wall, floor and ceiling finishes appropriate

Lighting and light coverings adequate

Storage containers appropriately covered

PRODUCTION AREAS (PREPARATION & COOKING)

Yes or No COMMENTS

Tabling and work tops suitable
Wall, floor and ceiling finishes appropriate
Preparation and Cooking areas clean and in good condition
Procedure: Maintenance of cold and hot chain maintained
Procedure: Proper sanitizing procedures in place during production
Waste bins, bin liners and lids adequate
Equipment (including oil) and canopies adequately clean
Shelving suitable

SCULLERY AND CLEANING

Yes or No COMMENTS

Wall, floor and ceiling finishes appropriate and drainage adequate
Equipment, crockery and cutlery cleaned correctly stored in scullery and cleaning areas
Shelving material suitable
Scullery and Cleaning areas clean and in good condition
Bins clean and in good condition with bin liners
Procedure: Regular removal of bins and waste
Cleaning materials labeled correctly and SABS (or similar) approved
Procedures: Cleaning schedules
Chemicals correctly stored
Policy: Staff training regarding use of chemicals

SERVING AREAS

Yes or No COMMENTS

Serving areas suitability of tabling and worktops
Serving areas appropriate finishes (wall, floor & ceilings)
Serving areas suitability of shelving material
Serving areas appropriate ventilation
Condiments and serving utensils correctly stored, clean and maintained
General fabric maintenance
Equipment in general good condition and clean
Customer and serving areas clean
Tableware appropriately stored
Procedure: Evidence of maintenance programs
Customer toilets clean, in good condition and well maintained (toilet paper available)
Customer toilet hand basin, liquid soap/sanitizer and hand drying facilities available
Waste bins adequate

DISPOSAL / YARD / PEST CONTROL

Yes or No COMMENTS

Bins/skips adequate and well maintained
Procedure: Cleaning/sanitizing of bins and regular refuse removal
Refuse area clean in general
Refuse area suitably located
Procedure: Pest control (including staff training)
All items to score "yes" in order to meet minimum requirements

GRADING ASSESSOR DATE

F&B ESTABLISHMENT REPRESENTATIVE DATE

Designators

The Quality Assurance award consists of a Star grade which results from the assessment accompanied by one of the designators below. In line with other VisitScotland Quality Assurance Schemes, the designators give clear information to visitors on the type of facility or attraction.

The designator types are:

Visitor Attraction

This covers all attractions not listed below such as visitor centres, heritage centres, churches, garden centres, steam railways, day trips etc plus retail outlets with major demonstrations/exhibitions.

Leisure Centre

This covers leisure pools, swimming pools and sports centres.

Arts Venue

Includes theatres, art centres, cinemas etc. The assessment does not take into account the content of the performances or events as they will vary, often on a weekly basis, but assesses general customer care, quality of facilities, lighting, accessories etc.

Tourist Shop

Includes retail outlets which are primarily in existence for tourists e.g. whisky centres, woollen shops/mills, and may include demonstrators or exhibitors.

Activity Centre

This covers centres providing outdoor pursuits such as horse riding, off road driving, watersports, golf ranges etc.

Garden

This covers gardens open to the public, especially where a house associated with the garden may not be.

Tour

This includes tours such as walking tours, wildlife tours etc.

Castle

May be inhabited or ruined and can include structures which were originally castles but have evolved into houses over the centuries and have retained the title of castle.

Historic House

Houses or palaces of historic significance.

Museums

Used to display a collection of artifacts of historical or other significance.

Historic Attraction

Usually denotes an attraction that is not a castle or historic house, but of historical significance, or indeed may relate to a period or pre-history or very early history.

Garden Centre

Includes retail outlets specialising in the sale of plants and gardening supplies. Retail area may also include gifts and accessories.

Wildlife Experience

A variety of attraction types including wildlife visitor centres, boat trips and walking tours which offer an nature-based experience with possibilities of viewing flora and fauna in a natural or protected environment.

When applying to the scheme each applicant should indicate the designator they feel would be most appropriate for their attraction. This can be discussed at the time of the visit, where the Quality Advisor's advice may be that another designator is more appropriate.

Pre-arrival

1. Brochure / leaflet

- Appropriate information given, ie. opening times, entry charge
- Information factually correct
- Ease of use
- Promotion of attraction experience
- Literature available which is effectively displayed and distributed
- Availability of information in reception/entrance areas
- Adequacy of information, especially maps and printed guides
- Display of material for other attractions
- Range of available language versions

2. Road and Directional Signs

- Appropriate advance signage
- Content and accuracy
- Legibility
- Brown and white tourism signposting
- Opening periods, indication of seasonality

3. Appearance of Grounds

- Condition of access roads, driveways, paths, steps
- Maintenance, upkeep and tidiness
- Overall Appearance

4. Car Park (Not assessed for Historic Attraction / Historic House / Castle)

- Quality of parking area, surface
- Indications of where to park
- Differentiation between cars, coaches, etc.
- Access
- Adequate for level of use

Arrival

1. Signing

- Directional signing to reception or entrance
- Clarity of notices
- Up-to-date information
- Cleanliness/maintenance of signs
- Language version of signs
- Advisory notices, closure of all/elements of attractions
- Use of corporate identity

2. Appearance of Buildings/Appearance of Ticket Office (Tours)

- General decor/maintenance and repair
- Welcoming look

3. Price display

- Relevant price display with full range of prices, concessions
- Location of price display

4. Welcome / Attitude / Efficiency of Staff (Reception/entrance staff)

- Warm, friendly welcome, attitude, professional style, good customer care
- Range of information given at time of payment
- Information given on prices, guide books
- Capability to cope with variety of languages

5. Appearance of Staff (Reception/entrance staff)

- Corporate clothing and name badge, where appropriate
- Staff distinguishable and suitably dressed
- Smart and presentable appearance

6. Interior Layout (Reception Area - not assessed for Historic Attraction / Historic House / Castle)

- Adequacy of entrance area
- Ease of access/egress
- Clear where to enquire/pay

7. Decor / Maintenance (Entrance, pathways, ticket area, hall, etc)

- Quality and condition
- Good decorative order in keeping with attraction
- General maintenance, e.g. lighting, doors

8. Cleanliness

- Litter bins and general tidiness
- Overall level of cleanliness in reception/arrival area
- Smart, tidy appearance
- High standard of housekeeping and attention to detail

Catering

1. Layout (Not assessed for Historic Attraction/Historic House/Castle)

- Appropriateness of layout to the catering facility
- Style of service effective within establishment
- Positioning of furniture, ease of movement within catering area
- Self-service hatchery in relation to the tables

2. Menu Presentation

- Location of menu
- Style and quality of menu
- Clear indication of price
- Helpful descriptions and information

3. Food Presentation & Quality

- Food quality, including temperature, flavour, presentation, etc
- Use of local or seasonal ingredients
- Balance of choice available, eg. healthy option, children's menu
- Visual appeal of food

4. Attitude/Efficiency of Staff (Catering Staff)

- Warm, friendly welcome, attitude, professional style, good customer care
- Efficient service appropriate to style of operation
- Consistent standard of service
- Efficient/prompt attention to requests
- Regular/efficient cleaning of tables

- Attention to detail especially hygiene standards
- Sufficient levels of staff, training, competence, supervision
- Ability of staff and facilities to cope with demands

5. Appearance of Staff (Catering Staff)

- Corporate clothing and name badge, where appropriate
- Staff distinguishable and suitably dressed
- Smart and presentable appearance
- Evidence of attention to hygiene

6. Ambience/Atmosphere

- Related to type of attraction and facility
- Conducive to eating, including lighting, decor, heating, design themes
- Level of noise/disturbance
- Style and theme of decor and furnishings is appropriate to facility
- Table appointment is appropriate to style and theme of facility
- Use of architectural features
- Use of music

7. Decor/Maintenance (Catering Area)

- Quality and condition
- Good decorative order in keeping with attraction
- General maintenance, e.g. lighting, doors

8. Cleanliness (Catering Area)

- Litter bins and general tidiness
- Overall level of cleanliness
- Smart, tidy appearance
- High standard of housekeeping and attention to detail
- Evidence of attention to cleanliness with regard to hygiene, including cutlery and crockery

Retailing

(Where shop is not main attraction and where applicable)

1. Layout - not assessed for Historic Attraction/Historic House/Castle

- Goods for sale are provided in an area set aside for that purpose
- Use of reception is acceptable but attention to space/clutter will be assessed
- Layout suitable for size and type of shop
- Sufficient space for customers to move around, especially when busy

2. Merchandise

- Range and variety of stock
- Range appropriate to size or type of attraction

3. Presentation

- Goods attractively and conveniently displayed
- Quality of display units
- Pricing is adequate and effective
- Similar goods displayed together
- Location of items clearly indicated (larger shops only)
- Favorable environment in which to shop

4. Attitude/Efficiency of Staff (Retail staff)

- Warm, friendly welcome, general attitude, professional style, good customer care
- Efficient service appropriate to size of establishment
- Efficient and prompt attention
- Sufficient level of staff, training, competence, supervision
- Good level of product knowledge, ability to deal with enquiries

5. Appearance of Staff (Retail Staff)

- Corporate clothing and name badge, where appropriate
- Staff distinguishable and suitably dressed
- Smart and presentable appearance

6. Decor/Maintenance

- Quality and condition
- Good decorative order in keeping with attraction
- General maintenance, e.g. lighting, doors

7. Cleanliness

- Litter bins and general tidiness
- Overall level of cleanliness
- Smart, tidy appearance
- High standard of housekeeping and attention to detail
- Attention to display shelves

Toilets

(Where applicable)

1. Layout (not assessed for Historic Attraction/Historic House/Castle)

- Clear directional signs to and at facility

- Sufficient space to use facility
- Hand basins, etc are well laid out
- Opening of doors does not cause obstruction

2. Fixtures and Fittings (Including wash hand basins and toilets)

- Range and provision
- Quality of cubicles
- Range of fittings, e.g. children, sanitary bin, etc
- Levels and condition of lighting
- Quality of ventilation and extraction fan
- Quality of additional machines

3. Decor/Maintenance

- Standard of interior decor and maintenance
- Condition of sealed surfaces
- Paintwork fresh, bright and well maintained
- Safety of electrical connections and fittings
- Maintenance of door locks, taps, hooks, etc

4. Adequacy of Provision

- Sufficient toilets to meet demand
- Baby room
- Childrens facilities
- Sufficient soap, towels, toilet paper, etc

5. Cleanliness

- Standard of cleanliness - grouting, bins
- Good overall level of housekeeping
- Condition of surfaces around wash basins and cubicles
- Evidence of regular cleaning

Visitor Attraction / Castle / Museum / Historic House / Tour / Historic Attraction / Garden

This criteria covers castles, ancient monuments, visitor centres, museums, galleries, heritage centres, unmanned historic buildings, churches, special tours such as walking tours, steam railways, day trips, gardens, etc. plus retail outlets with major demonstrations/exhibitions.

1. Orientation

- Clarity for visitors to obtain maximum benefit
- Authenticity/accuracy of information provided
- Evidence of information being updated
- Clear/concise information on guided tours, etc., where appropriate
- Overall feeling of attraction, understanding of theme, routes, etc

2. Layout (Not assessed for Historic Attraction/Historic House/Castle)

- Layout/Spaciousness (Bus/Boat Tours)
- Route (Walking Tours)
- Sensible and understandable layout/route
- Clear instructions and explanations on layout
- Appropriate layout in relation to type of facility

3. Audience level

- Presentations capable of being understood by a wide audience
- Displays cater for varying needs, e.g. Children, elderly, budget, etc
- Audiences' interest held by interpretation
- Use of foreign languages

4. Interpretation/Information

- Clarity of displays, e.g. Easy to follow and understand
- Significance of displays, etc. made clear at outset
- Relevance and appropriateness of the interpretation within overall theme or topic
- Comprehensiveness of interpretation experienced during visit
- Information on purpose of attraction, society, etc.
- Opportunity or suggestions for follow-up information, where appropriate

5. Presentation

- Suitability of chosen medium, e.g. Audio visual, exhibition panels, events, etc
- Maintenance of medium provided, mechanical exhibits, etc
- Technical standard of presentation, e.g. Structures, graphics, photographs, etc
- Effectiveness of design within overall building
- Quality of experience
- Effectiveness of lighting to produce quality effect
- Provision of lighting suitable for practical use
- Or Experience/Expectation (Tours)
- Quality and content of experience
- Expectations met

6. Decor/Maintenance (Attraction Area)

- Quality and condition
- Good decorative order in keeping with attraction
- General maintenance, e.g. lighting, doors, etc
- General maintenance of display areas
- Or Appearance of Transport (Bus/Boat Tours)
- General maintenance/appearance of transport

7. Attitude/Efficiency/Knowledge of Staff (Attraction Staff, excluding guides, etc)

- Warm, friendly manner, general attitude, professional style, good customer care, etc.
- Efficiency and expertise to deal effectively with questions, etc

8. Appearance of Staff (Attraction Staff, including guides)

- Corporate clothing and name badge, where appropriate
- Staff distinguishable and suitably dressed
- Smart and presentable appearance

9. Guides/Other Staff (Where appropriate).

- Provision of guide services
- Range of languages and communication skills
- Knowledge and quality of presentation
- Enhancement of visitors' experience
- Awareness of special needs
- Or Comfort (Bus/Boat Tours)
- Quality of transport interior/fixtures & fittings (Air conditioning/sun blinds/personal lights, etc.)
- Legroom/Comfort of seating
- Or Audience Management (Walking Tours)
- Co-ordination/Management of Group

10. Internal Signing (Directional signing) (where applicable)

- Ease of use, quality, presentation, etc
- Layout of information
- Visual content awareness and language versions
- Use of corporate identity, where appropriate

11. Balance/Mixture of Content and Facilities

- Appropriate balance of individual components in enhancing the overall visit
- Balance of individual components in relation to the overall theme/topic
- Or Itinerary (Tours)
- Varied and interesting itinerary to suit the audience

12. Cleanliness

- Litter bins and general tidiness
- Overall level of cleanliness in reception/arrival area
- Smart, tidy appearance
- High standard of housekeeping and attention to detail

APPENDIX E: QUESTIONS TO ASK TOUR ASSOCIATIONS

Hello,

We are a group of students from Worcester Polytechnic Institute in Worcester, MA, USA conducting research regarding the implementation of a grading scheme for tourism businesses on behalf of the Namibia Tourism Board (NTB). The NTB is a government mandated organization which encourages tourism throughout Namibia. This interview will help us to gain a better understanding of your perception of grading schemes and what criteria should be included in one.

Your participation in this interview is completely voluntary and all responses will remain confidential.

Thank you, we appreciate your help!

1. How long has the association existed?
2. How many members are in the association?
3. How long is the approval process for a business to become a member of your association?
4. What are the steps involved in gaining membership?
5. How were the codes of conduct developed?
6. Do these codes of conduct apply to all members, or are there more specific codes that apply to different levels of membership? If yes, how?
7. What is the governing structure of the association? How are decisions made?
8. How do you ensure that your members are complying with association's codes of conduct?
9. The NTB is interested in extending a grading scheme to businesses such as those in your association. What business practices should such a grading scheme assess?
10. Do you feel a grading scheme would be too similar the association's code of conduct? If yes, how?
11. Would you support the creation of a grading scheme by the Namibia Tourism Board?
12. Do you think it would be feasible for the Namibia Tourism Board to implement a grading scheme for tourism businesses such as trophy hunting operators, activity operators, and tour and safari operators? If yes, could you please go into detail?
13. What could be some potential difficulties in applying a grading scheme to businesses in your organization?

TOURISM ASSOCIATION INTERVIEW: HAN

Date of Interview: April 27, 2010

Interviewees: These interview questions were answered via email.

1. How long has your organization existed?

HAN was founded in 1987 as the Hotel Association of Namibia, then some 8 years later changed its name to Hospitality Association of Namibia, as the majority of our members are not only the hotels, but lodges, guest farms, resorts, rest camps, pensions and B&B's. In 2005 we underwent another restructuring within HAN, and added another Grouping for those businesses who also provide direct services in terms of accommodation and catering, - hence restaurants can also become full members of HAN.

2. How many members are in the association?

Currently, we have 350 members, of which 275 are full accommodation members, 7 Head Offices of lodge/hotel groups, 4 restaurants, 7 Camping Safari Undertakings, 20 supporting members, (publishers, suppliers, etc) 29 associate members and 5 honorary members.

3. How long is the approval process for a business to become a member of your association?

HAN membership is voluntary, and the pre-condition we have is that the entity is registered with the Namibia Tourism Board, where such registration is possible through the regulations. Restaurants are as yet not registered, -but would have to then supply their "certificate of fitness" / health inspection certificate or license to operate from the municipality in which they operate.

4. What are the steps involved in gaining membership?

Interested parties submit an application to HAN, this is scrutinized, where necessary presented to the Han Executive, and can be approved if all information is submitted, within a month.

Membership is renewed annually by payment of annual membership fees. These vary, depending on the size of the operation, and membership type.

5. How were the codes of conduct developed?

The founders of the Association drafted the HAN Constitution, as well as the Code of Conduct, which I will present in a separate document. These are based on the "best practices" of the hospitality industry and accepted norms and rules internationally.

6. Do these codes of conduct apply to all members, or are there more specific codes that apply to different levels of membership? If yes, how?

We only have one set of codes, and they are applicable to all, - - while not every point may be relevant for every category of membership.

7. What is the governing structure of the association?

HAN members elect an Executive Committee and a National Chairman at an AGM every two years, who are then tasked to lead the way forward for the Association. The Executive Committee, (10 members maximum), elect a Vice Chairman and designate portfolios to the Executive members in terms of marketing, labor, eco-tourism, etc, etc.

8. How do you ensure that your members are complying with the association's codes of conduct?

I must admit that HAN does not have an effective policing/inspection mechanism; - we rely on the reports of the public and other members. If a complaint comes in, we take it up with the member, investigate, have the member state his/her case, and should the contravention have been severe, - HAN as the right to terminate membership. This fortunately, as not yet happened.

9. The NTB is interested in extending a grading scheme to restaurants. What business practices should such a grading scheme assess (ex. Cleanliness, friendliness of staff, quality of food, etc.)?

Hygiene is probably the most important attribute in any food outlet, irrespective of size or type. Then of course, the size, type of good, variety, (buffet, a la carte), level of trained staff, furniture, appeal, design, all play a role.

10. Do you feel a grading scheme would be too similar to the association's code of conduct? If yes, how?

We do not have a separate Code of Conduct for Restaurants, so the grading scheme would be a novice.

11. Would you support the creation of a grading scheme by the Namibia Tourism Board?

Most definitely!

12. Do you think it would be feasible for the Namibia Tourism Board to implement a grading scheme for restaurants? Please go into detail.

HAN has been trying to encourage Restaurants to become part of the organized private sector tourism structures, i.e. invite them to join the association, to be able to have a unified voice for representation, debate and development. I must admit that we have not been very successful in this regard. Because HAN membership is voluntary, - there is also no "pressure" on restaurants to group & organize themselves.

While HAN does believe that the catering industry forms a crucial part of tourism,- there has been a strong argument that restaurants do NOT ONLY serve tourists, but the local inhabitants too, hence the apprehension to classify them as tourist industry, and levy them in this regard. The local community would then be “burdened” with a tourism levy, - although they do not see their “eating out” as having anything to do with tourism.

13. What could be some potential difficulties in applying a grading scheme to restaurants?

The restaurants are already subjected to a fairly strict health regulation/inspection from the municipality health inspectorate, - so I do not think that there could be too much resistance/obstacles in the way of regulating/grading the restaurants. My advice is that the NTB works very closely with the mentioned authorities, so that the inspections co-inside with what is being done already.

Date of Interview: April 7, 2010

Interviewees: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has the association existed?

Since 1995.

2. How many members are in the association?

For the time being there are 65, although some of them are no longer active because they have not paid their fees.

3. How long is the approval process for a business to become a member of your association?

It doesn't really take long. It usually takes a few months.

4. What are the steps involved in gaining membership?

They need to be registered with the Ministry of Trade and Tourism and the NTB. They have to be already operating a company in the community. They really have to be a community organization. It could be a private company as long as it benefits the local community.

5. How were the codes of conduct developed?

Yeah, I don't know it off the top of my head though and the place where the written copy of them is is locked right now.

6. Are there different levels of membership in the association?

Yes, there are Gold, Silver and Bronze memberships. Gold members make over 100000N each year and pay 400N for their membership fee. Silver members make between 50000N and 100000N a year and pay 300N a year, and business that make less than 50000N a year are bronze members and pay 200N a year. The benefits are similar for each in that they are advertised through our website and have networking opportunities.

7. What is the governing structure of the association? How are decisions made?

For the time being there is just me and the director, though at times we will have up to five employees.

8. How do you ensure that your members are complying with association's codes of conduct?

It can be a challenge. We try to watch and make sure that the businesses are benefiting the community.

9. The NTB is interested in extending a grading scheme to businesses such as those in your association. What business practices should such a grading scheme assess?

The community lodges need to be upgraded, the employees need more training in hospitality, and the tour guides could use more knowledge. Some of the lodge owners need more knowledge on how to operate them, and at some there is a language barrier where they can't speak anything other than the local language. Many also don't have communication, even cell phones. Those things could all be looked at in the grading.

10. Would you support the creation of a grading scheme by the Namibia Tourism Board?

Yes, it is a good idea. It could help provide some motivation for the companies to improve themselves.

11. Do you think it would be feasible for the Namibia Tourism Board to implement a grading scheme for tourism businesses such as trophy hunting operators, activity operators, and tour and safari operators? If yes, could you please go into detail?

You need to be aware of our situation, much improvement is needed for many of these places.

12. What could be some potential difficulties in applying a grading scheme to businesses in your organization.

Communication is definitely the big thing, and some of the places need a proper reception area and more training for the employees.

Date of Interview: April 15, 2010

Interviewees: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has the association existed?

Probably around 1972 or 1974, but I don't know exactly. But it has been around for quite a long time. I believe professional hunting was started in 1969 for the first time around and it was formalized somewhere around 1972 and NAPHA was founded under a different name somewhere around that time under a different name.

2. How many members are in the association?

That is always difficult to say since our members are not that prompt with their payments. We used to base our calculations on a 65% membership of all professional hunters, and we just got official statistics from the Ministry of Environment and Tourism, but they do not quite make sense and do not seem totally correct. But, of all the hunting professionals in this country we average around 480, 500 members. To give you a clear idea, about 65% of all professional hunters are members of NAPHA.

3. How long is the approval process for a business to become a member of your association?

That's actually a very straightforward process. You have to apply and with that application, you have to submit some documents: you need to submit your registration as a master hunting guide as a professional hunter. That system is an old system and I hope it is about to change depending on how the Ministry of Environment and Tourism perceives it.

4. What are the steps involved in gaining membership?

As a hunting professional you need to submit documents of being a registered hunting professional, plus your first aid which is a registration requirement, your insurance, and stating you are a hunting operator in good standing. That will be presented to the executive committee and they will decide yes or no.

5. Do these codes of conduct apply to all members, or are there more specific codes that apply to different levels of membership? If yes, how?

Code of Conduct is 3 or 4 pages long, and we also have a short code of conduct. We look at what we require an outfitter to do. First of all he has to obey the environment and labor laws of this country. He has to treat hunting clients with respect and wildlife with respect. When it comes to wildlife, we look at the old cultural wildlife laws of treating the wildlife respectfully. We try to set a framework in which people can operate decently

while respecting the laws of this country. We also have different levels of membership: ordinary members are normal hunting operators or hunting professionals, extraordinary members are people who have an interest in the hunting industry but are not hunters such as wives of hunting professionals or operators that hire hunting professionals but are not hunting professionals themselves, and sponsoring members are people overseas that have an active business in hunting and want to know what is going on.

6. What is the governing structure of the association? How are decisions made?

We have the president, the executive committee consisting of the president, vice president, treasurer and two ordinary board members. We have a chief executive officer, a personally assistant to the chief executive officer, and a receptionist.

7. How do you ensure that your members are complying with association's codes of conduct?

This is very difficult and is one of the problems we have. The whole situation is that NAPHA is a voluntary organization. If somebody does not obey their code of conduct, we have two organs of dealing with it. If it is conduct related, it goes to the boards man. If there are legal issues with it, the disciplinary committee deals with it. We are not directly involved in finding the person guilty or having a say. The worst thing that can happen to you is you resign as a member, which is a problem. There is a possibility of a statutory body or a dilution of rights to hunting organizations to have better control over our members. We do not have control of our members and at the end of the day it is a voluntary decision if you want to be a member or not.

8. The NTB is interested in extending a grading scheme to businesses such as those in your association. What business practices should such a grading scheme assess?

Our children grow up hunting, and once he turns 18 he can take an exam to become a hunting professional. Once he goes to college he learns something new, and then comes back later on and retires to start a hunting business after his father dies and takes over the hunting operation. He theoretically has no skill or experience, so why would you try to grade him lower than someone who at 18 took his exam and started hunting? The reason I am saying this is because our hunting industry has changed. When we started out as hunters they were typically farmers or ranchers. These are people with business background and then started a hunting operation as a side line that developed into a full time professional business. Over the last 10 years we have seen a lot of youngsters in the business that start after they finish school. I use a lot of these people and they have no idea about the economy, and you have to keep in mind that many of the customers are businessmen from the United States that are interested in the economy and politics, and young people have no idea. This takes away from the experience since they are not educated. I fear that this will boomerang. He may be a good hunter, but around the campfire he has nothing of interest to talk about. This is all based on education. So you need to figure out how you grade skill and experience. Someone with no experience could run a top notch operation, or you could have someone who has been in the business

for years that cannot talk a straight sentence and has a negative attitude of our politics. This is why I think skill and experience should not be graded.

There are people out there that are doing a lot of hunts, but they are very well organized with lots of professional hunters and land available. They are doing a lot of hunters with a lot of animals but it is good quality and excellent. These things need to be identified. Then you have the guys that are very well organized but get a lot of complaints and can't find the animals and the professional hunters are late. These are the things that need to be in a grading system and identified.

The grading needs to be a living thing. I could present you with a top notch operation and get 5 stars, but they get non-stop complaints, so something has to happen. If someone doesn't have the capital and starts off on the wrong foot, but over time gets a new hunting truck and new rooms, and can have an upgrade from 1 star to 4 stars. There needs to be the room for change as a living system.

Also, the system cannot be voluntary. Someone could go to an operation that has no stars, and someone will ask why and they will degrade the system. Either you all participate or no one participates. It doesn't help you if you have no stars and other operations have stars it will not be beneficial. We are doing similar marketing with NAPHA, where we say you should hunt with a NAPHA member. If 5 people that take part in the star system and 5 don't, then the ones that don't will degrade the system to such an extent where the customer would come away and say he's right. You cannot start out with a system that will be born dead.

With respect to how many hunters are going at the same time, that may be a good aspect that has to be in perspective. There are operators that do have 3 or 4 groups out at the same time but they are hunting over 50,000 hectares. However this needs to be verified since some operators theoretically has access to the land, but he does not hunt over all that space. If you have one hunter at a time you can handle a certain amount of people, but once you go beyond it you cannot hunt anymore.

The people who are doing the grading need to understand; they cannot just take a piece of paper and check everything off.

There needs to be a differentiation between housing that is dedicated to hunters and tourists and those that have people stay in their house. There is a difference if there is a garden where people can sit and have a drink. If the wife comes along and doesn't go on the hunt, she needs something to do during the day. There needs to be a variety of hunting areas to offer. Those that offer more should get a higher grading so long as they are organized. Quality of game plays a very important role.

Type of game available could be a sub grading, but why do you want to grade it? People have top notch operations with a good hunting area, but they are only specializing in 5 animals. The guy with 20 animals might not do a good job. Why should someone who

hunts elephants get a higher grading? At the end of the day, it is what do you offer and what is the quality of that experience, and that is what needs to be graded.

Fenced compared to open range can be part of the criteria but I do not know how you want to do that. That is one thing that needs to be qualified some way or another, but you need fixed criteria. For example, Etosha Pan, is it fixed or open range? It's fenced. Now if I'm hunting in Etosha for argument's sake, what do I say? Is it fenced or open range? If we have that standard, then I agree with it. But what size do you consider free range? It's good to say we will grade it but you need to think about it. You need to consider if on one side of the fence has rain and one doesn't during the dry season, and the game cannot move because of the fence. If it is fenced, it is fenced no matter the size. A rule is a rule.

As for the interactions between hunting staff, how are you going to grade that? If they know they are being graded, they will be very nice and get a good grade, but every other day they will swear at you. Anything that is not objective can be changed. If you are coming to inspect I cannot change my camp. Yes I can change the quality of the service and how I present myself, try hard today and forget everything tomorrow. The guy made us believe he has a top notch system, but he gets a lot of complaints, which shows the need for a living system.

There needs to be a way of verification. Every tourist needs to have the ability to anonymously complain. It would not be mandatory, but if you have a complaint you should be allowed to complain without having the guy owning the operation watching you. At the airport for example, when he is long gone from where the guy is, he can fill out the form and send it in. You cannot give him the opportunity once he is gone because he will forget, but while he is still here he needs the opportunity to give comments to make sure we are doing a good job.

The quality of equipment provided in a hunting operation is important. Even though a lot of people market the old traditional way of hunting, we walk and hunt on foot, you still need a way to get from point A to point B.

9. Would you support the creation of a grading scheme by the Namibia Tourism Board?

Yes.

Additional Comments:

Principally I am very much in favor of a grading system. I think it is high time that we do get a system in place for the simple reason that there are differences in operations and in operators and the client ahead of time needs to be able to know what to expect and what not to expect. Obviously the way the operation is run makes a big difference and the people who employ it make a difference along with the hunting areas and the equipment. I think these things need to be enclosed in a grading system.

The biggest fear I have is something rigid. Things change over time.

Date of Interview: March 24, 2010

Interviewees: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has the association existed?

TASA has been in existence for about 20 years.

2. How many members are in the association?

There are 138 members ranging from affiliate, association, provisional and full members. We also have 115 tour guide members, which were brought in last year as a new membership base. No one previously took ownership of the tour guiding, so TASA decided to do that.

3. How long is the approval process for a business to become a member of your association?

Our board meets on a monthly basis, so the longest it will take is a month. It can be one day, it can be a month, so the longest turnaround time is a month for the full membership and the provisional. The Affiliate and Associate depend on how long it takes for the applicant to submit their documentation.

4. What are the steps involved in gaining membership?

We have a list of requirements we need to go through before a business can become a member. This list includes:

- Complete Application
- 2 Brochures
- Code of Conduct
- Pay Application Fee / Record Receipt Number
- Namibian Road Transportation Permit
- Air Charter License
- Public Liability Cover
- NTB Registration
- Status in Namibia (Namibian / Work Permit)
- Founding Statement
- Receiver of Revenue Registration
- On approval, send e-mail to members for objections
- If no objections, then send letter of confirmation with invoice
- Secure membership Payment
- Add to membership list / e-mail list / Website
- Issue Certificate

We do not look at anyone without the NTB registration. If we get a cover letter saying they have applied and they are in the application process, then that will suffice. Their status will remain pending until this is resolved and they are officially registered with the NTB.

We do not want to accept a member with baggage, for example if there is any money outstanding.

5. Do these codes of conduct apply to all members, or are there more specific codes that apply to different levels of membership? If yes, how?

There are two separate codes of conduct – one for membership and one for tour guide membership.

6. What is the governing structure of the association? How are decisions made?

We have an executive committee, known as our board, and everything has to be approved by the board before a business can become a full member. The affiliate and associate membership applications are handled by the business manager with a bit of correspondence to the board. The provisional membership and the full membership, which require far more information, has to go through the board.

7. How do you ensure that your members are complying with association's codes of conduct?

There is too much information that has to go through the board. Our members have enough to worry about with the day to day running of their companies. It is not really necessary for them to be bothered about something, however they are the deciding group per say. Documentation must be in place, and we need ongoing communication. If a particular business has a gripe with another member, they contact us and we investigate the situation. The harshest course would be to revoke membership, but to my knowledge that has not happened before.

8. The NTB is interested in extending a grading scheme to businesses such as those in your association. What business practices should such a grading scheme assess?

I am completely thinking out of the box now. If you are a game lodge, you have to have game. You would be surprised, since in Southern Africa for example there are game lodges per say with only 10 wildebeests and 10 zebra. There needs to be some type of criteria, such as do you need the big five to be a 5 star location.

Service, especially for children, is very important. If you are a lodge advertising a product for children, what are you actually providing? Some people go to places and want to come back with their children, but they cannot come because of the game. Children will run off and do what they want to, so things like that are important.

When it comes to tour and safari operators, what types of guides do you have? Do you have entry level guides, brand new guides that are not qualified? Do you have platinum rated, gold rated, silver rated, or entry level? What type of feedback do you get back from clientele? How many languages do they speak? In Namibia, we have lots of foreign tour guides and we want to have Namibia-based operators training Namibians in various languages, which is an ongoing process.

Liability and safety are also important.

It is also very important to take into consideration the international norms. We need to set up a forum where we can talk to South Africa and Botswana so we can get global input.

9. Do you feel a grading scheme would be too similar the association's code of conduct? If yes, how?

It would be very valuable.

10. Would you support the creation of a grading scheme by the Namibia Tourism Board?

Yes.

11. Do you think it would be feasible for the Namibia Tourism Board to implement a grading scheme for tourism businesses such as trophy hunting operators, activity operators, and tour and safari operators? If yes, could you please go into detail?

What I would like to see the creation of a forum including the various individual associations together with the various governing bodies like FENATA and also with the NTB to get together to talk about one particular association and figure out how it is going to be. In principle, yes I would agree to it, but with the creation of a forum. What might be good for one group might not be good for the rest and might not be applicable to all. We need the forum so we can all sit together, give our input and take in what others have to say and then actually set up this grading system. The NTB can take control of it, but they must be open to suggestions. Transparency is also very important, since the attitude for many is "what's in it for me?"

Additional Comments:

Different types of memberships:

Affiliate: You fit in the Tourism and Safari market, but are not directly involved.

Associate: If your company is operating into Namibia, but you have no property or no registered company in Namibia, for example an American-based tour operator operating into Namibia looking for assistance from TASA for visa requirements.

Provisional: Starting level of membership. You must go through the process of becoming a silver level then gold level before gaining full membership. You must also have positive feedback.

Full: Highest level of membership, which also includes full voting rights. You need to be a member for at least once year before you can be promoted to the final level.

Voting Rights:

In terms of policy, when it comes to our code of conduct and constitution, any submissions for changes to the code of conduct go through our members, and only full members have voting rights. All members have input, down to affiliate and associate members.

International Influence on a Grading Scheme:

I would actually like to see the international take on what is out there for a grading system. This does not need to be just tour and safari but it can also be taken from hotels for example. Being a family man, what I want to see at a particular facility I want there to be options for my family. If I want to go out on a hunt, I want to be sure my family is being taken care of. There needs to be a seamless process from reservations, to payment, to arrival, to experience at the facility, to departure, to arrival back home, and that entire experience will be soured if one thing is lacking.

APPENDIX G: INTERVIEW QUESTIONS FOR BUSINESSES

Hello,

We are a group of students from Worcester Polytechnic Institute in Worcester, MA, USA. We're working with the Namibia Tourist Board to look at the feasibility of developing a grading scheme for businesses like yours. . The NTB is a government mandated organization which encourages tourism throughout Namibia. These interview questions will help us to gain a better understanding of your perception of grading schemes and what criteria should be included in one.

Your participation in this interview is completely voluntary and all responses will remain confidential. We assure you that there is no way for you to be traced through the answers you provide.

A sample of grading criteria that was derived from the Global Sustainable Tourism Criteria is attached. Please refer to this to understand what a ranking system may entail.

Please answer the following questions to the best of your ability.

Thank you, we appreciate your help!

Thank you for taking the time to participate in this interview. We appreciate your feedback. If you would like a copy of the results, or if you have any additional questions, please feel free to contact us at ntb@wpi.edu.

Potential Grading Scheme for Tourism Businesses					
	1 Star	2 Stars	3 Stars	4 Stars	5 Stars
On a Scale of 1-6, Average Score of Items Must Be:	0 or 1	2	3	4	5 or 6

Each criteria met is worth a score of 1 for categories A and B.

A: Maximize benefits to the environment and minimize negative impacts.

- Long-term sustainability management system
- Company is in compliance with relevant international or local legislation and regulations
- Personnel receive periodic training regarding their practices (environmental, sociocultural, health and safety)
- Customer satisfaction is measured and corrective action is taken where appropriate
- Promotional materials are accurate and complete
- Information about natural surroundings and local culture is provided to visitors

B: Maximize social and economic benefits to the local community and minimize negative impacts.

- Company actively supports initiatives for community development
- Local residents are employed, including in management positions. Training is offered as necessary
- Company offers means for local small entrepreneurs to develop and sell sustainable products based on area's nature, history, and culture
- Company is equitable in hiring women and local minorities
- Employees are paid a living wage
- Activities of the company do not jeopardize the provision of basic services such as water, energy, or sanitation to neighboring communities.

Each criteria met is worth a score of 2 for categories C and D

C: Maximize benefits to cultural heritage and minimize negative impacts.

- Company follows established guidelines in order to minimize visitor impact and maximize enjoyment
- Historical archeological artifacts are not sold unless permitted by law
- Business uses elements of local art and cultural heritage in its operations and designs

D: Maximize benefits to the environment and minimize negative impacts.

- Conserves resources
- Reduces pollution
- Conserves biodiversity, ecosystems, and landscapes

**All potential criteria were derived from the Global Sustainable Tourism Criteria.*

1. How long has your business been operating?
2. How many employees do you currently have?
3. How many customers do you have during an average week?
4. How do tourists find your business? (Advertising on website, brochure, etc.)
5. Are you currently a member of an association? (TASA, NAPHA, etc.)
6. If so what level of membership do you have?
7. What was your motivation in joining/not joining an association?
8. What are the advantages of being a member of a trade association?
9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?
10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?
11. If a grading system were to be established, what criteria would be most relevant to your business?
12. If your business was graded would you like the rating to be published on the internet or in a brochure?
13. A sample set of criteria is attached. How well would these criteria correspond with your business? Would such criteria be helpful?
14. If a grading system were to be created, would you volunteer to have your business graded?

TOUR AND SAFARI OPERATOR INTERVIEW: 1

Date of Interview: March 26, 2010

Interviewers: Jenna DeFilippo, Stephen Galucki, Kathryn Remillard

1. How long has your business been operating?

Since 1996; 14 years.

2. How many employees do you currently have?

Approximately 40 employees.

3. How many customers do you have during an average week?

June is empty, July and August are full. We get an average of 10,000 to 12,000 clients per year.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

We work with agencies that are preferred clients. We work with multiple French agencies and one German operator that is bigger than all the French agencies combined. We just dropped an English operator last year.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

Yes we are a member of TASA.

6. If so what level of membership do you have?

I have no clue.

7. What was your motivation in joining/not joining an association?

We want to be aware of everything that is going on in the industry.

8. What are the advantages of being a member of a trade association?

Businesses are able to help each other. For example, if a client has to cancel a booking that was made through us, we can give it to TASA and they will pass it to another business so it is not wasted. We are also up to date on information from the government.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

Everyone needs to work together. Do not impose a way of work, rather work with what is already in place to keep peace and better the industry,

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

It would be good depending upon how specific it is. The criteria about local employees are a disadvantage because we have French speaking clients so therefore we need French speaking employees. Be more specific and take the market into consideration.

Also regarding trained employees, field training should be addressed and the possibility of doing it under a contract so that newly trained workers do not leave to work for the competition.

11. If a grading system were to be established, what criteria would be most relevant to your business?

All would be relevant because we currently comply to everything. Also that skilled people are paid properly.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

Yes.

13. If a grading system were to be created, would you volunteer to have your business graded?

Yes.

Date of Interview: April 19, 2010

Interviewers: Jenna DeFilippo, Stephen Galucki, Kathryn Remillard

1. How long has your business been operating?

Well my current business has only been operating for a few months. I've done guiding previously as a free lance guide. But I've decided to start a business now; it's about 3-4 months.

2. How many employees do you currently have?

Just myself.

3. How many customers do you have during an average week?

Well I haven't had any customers for several months now.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

I had a website designed and brochures printed but it's not easy to get into the business like all the other companies that are already established and have got their customers, so I haven't had any customers.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

I registered with TASA last week.

6. If so what level of membership do you have?

Tour guide.

7. What was your motivation in joining/not joining an association?

Just to get some sort of assistance from them and get to know the other players in this venture.

8. What are the advantages of being a member of a trade association?

Well the advantages are that they include us, the small ones, when they go out looking for tourists at trade fairs and things like that. I think I'm too small on my own to compete on that level but if I join them and they help me out it will be wonderful.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

I have not had to make any changes to my business model.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

I don't see any disadvantages. The advantages are what I've said. They talk to people on a wider and broader level. I wouldn't be able to afford to go to trade fairs. Well I think it's a very good thing if you're going to have a grading scheme because there are unfortunately guides and tour operators out there that don't know the job, that haven't taken the courses, and I'm a bit worried what they tell the tourists because their knowledge and politics, some guys are very conservative, and I'm afraid that if they inform the tourists going to Namibia on the state of affairs in this country it won't be a true reflection. So I think it will be a very good thing to have a grading system that will go hand in hand with training and qualification.

11. If a grading system were to be established, what criteria would be most relevant to your business?

The NAT courses. Badge 1 and 2. It is tourism courses that cover astronomy, current affairs, eco-tourism, birds, geology, geography, history. That's all the courses that you have to pass with a 60-70% and then you get your Badge 1 or 2 or 3.

I think current affairs is very important that they should pass that also and have information on that because it hears the government of Namibia, what's going on, what has been achieved so far, the history and the past, and the government of today. Tourists and people from the outside really want to know what is going on, and if you don't know that information then you can't inform them.

And of course you must have experience in guiding. One or two or three trips doesn't mean that you are a good tour guide. So there must be some way that people can report back on how they feel about the tour guide, like a feedback system.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

Yeah, definitely.

13. If a grading system were to be created, would you volunteer to have your business graded?

Yeah, definitely.

Additional Comments:

My idea is to focus on small groups, so I won't go for the big tour buses. I'd like to specialize in camping. My specialization is in culture tourism, I've got an honors in anthropology so I'd like to take the people out and show them the cultures of Namibia, in small groups. There's not a big market at the moment for us but it's picking up.

Date of Interview: March 29, 2010

Interviewees: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has your business been operating?

Its been over 50 years, since 1956.

2. How many employees do you currently have?

There are 20 full time employees, and about 10 to 20 freelance tour guides that we use.

3. How many customers do you have during an average week?

We have roughly 6000 packs per year.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

Mainly overseas connections. Groups and things like that you try to get wholesalers from overseas who try to work with you or you try to work with them. They do their own programs and things like that and on the operator here. Then we've got our scheduled tours of course where we sell all the seats on the bus and then smaller groups or private tours or things like that on request.

Mainly a German market. Some Europe but mostly Germany.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

I am in the TASA organization and also SATA; South African Tourism Association. For SATA we do tours to Botswana and up to Victoria Falls and things like that. We only do tours to South Africa on request.

6. If so what level of membership do you have?

We are full members with TASA and an affiliated member of SATA.

7. What was your motivation in joining/not joining an association?

I think joining associations is very important because they are there for you and they liaise with the government.

8. What are the advantages of being a member of a trade association?

You've got a stronger lobby if you've got an association that negotiates things. It makes it easier if you have an association that can talk, it's more power.9. The association asks

its members to comply with a code of conduct. What does compliance mean for your business?

It is very good if you have got standards. We have to go with the standards from Europe as well. Europeans have got a whole travel law, and if you don't comply with that travel law, you won't have tourists. Basic standards, and those standards are very high.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

I don't think there will be a disadvantage. It's always dangerous with gradings. It is very easy to say I graded somebody, but what are those criteria? What criteria do you take to grade somebody? That is important. For instance, I can take a 5 star hotel here and a 5 star hotel in Europe. Have they got the same standard? They won't. With standards, everything should be looked at globally, worldwide. You put standards here, and in Europe they've got other standards. Take for instance our vehicles. They are old. They are for our country and to drive on gravel roads. 80% of our roads that we travel do not have tar. The vehicles look robust and not so modern but it is useful in this country. So it is very difficult to grade somebody on things like that.

11. If a grading system were to be established, what criteria would be most relevant to your business?

It is always difficult to say what you grade on so you must be very specific and take the locality into consideration.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

Yeah I haven't got a problem with it.

13. A sample set of criteria is attached. How well would these criteria correspond with your business? Would such criteria be helpful?

If you haven't got some of those criteria you won't survive anyway. What does 'local residents' mean? We all are local residents. Communicating consultants need to speak German and things like that. If the locals qualify for the position, then of course they will be hired. In the company everyone must speak English, German, Afrikaans and things like that.

This is very difficult for us, it is easier for guest farms and lodges and such to get involved with direct contact to the people. Of course we make use of cultural things and we do go there, the Bushman project, and all that kind of thing. Of course we support things like that.

We try to minimize air pollution as much as possible.

14. If a grading system were to be created, would you volunteer to have your business graded?

Yeah.

ACTIVITY OPERATOR INTERVIEW: 1

Date of Interview: March 25, 2010

Interviewers: Jenna DeFilippo, Stephen Galucki, Kathryn Remillard

1. How long has your business been operating?

Started in 2006 but completed registration in 2009

2. How many employees do you currently have?

Two employees; me and my son. I am retiring but now that my son has finished school he will be taking over.

3. How many customers do you have during an average week?

We were not yet registered during peak season. Now there is one group every 2 weeks to every month. Business is currently very slow. Also, our location within Katatura affects the number of visitors we get.

We want superior people to come to our place. We don't want just ordinary people because they sometimes cause violence. For safety purposes, we control this with the price we charge.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

We just made our first brochure. We had a website but because the registration process took so long we could no longer afford it. We plan on making a new one once we have the funds. Also we want to get signs and direction boards to help tourists find our place.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

I am not currently a member but I am looking into joining TASA. I want to do so because there is currently no coordination between businesses. I want organization with tour operator coordination in order to combine my business with the bus route through Katatura. This way we will both benefit.

I am hesitant because it took 3 years to get registered with the NTB.

6. What was your motivation in joining/not joining an association?

We would like to join to obtain connections, but we don't want a long struggle.

7. If a grading system were to be established, what criteria would be most relevant to your business?

Safety, facilities, food services, and insurance would be important.

8. If your business was graded would you like the rating to be published on the internet or in a brochure?

The internet is more efficient. We will get a website when we get more income.

9. If a grading system were to be created, would you volunteer to have your business graded?

Yes, when we are on our feet.

Additional Comments:

We would like for the NTB to put all businesses on the internet. This could be done by increasing registration fees. This would help expand the tourism industry by providing pictures and descriptions of the businesses. Tourists would be able to find where to get city tours, where to eat, where to sleep, etc. It would be a center point for all information and data. People should be able to search using keywords to find a business that offers the services they are looking for. This would be a much more efficient website.

Date of Interview: April 17, 2010

Interviewers: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has your business been operating?

14 years.

2. How many employees do you currently have?

Including myself it's a team of 6.

3. How many customers do you have during an average week?

On average, I would say 60.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

We do have a website, I think most of it is word of mouth. There are brochures, but I think the majority of my business comes from recommendations from local businesses. I also do advertising in magazines.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

Yep, TASA.

6. If so what level of membership do you have?

I think we are an associate member, where I don't really rely on them for work permits or anything like that.

7. What was your motivation in joining/not joining an association?

I think it is a strong corporation that has a good mouth, and when we do need stuff to get done whether it does have to do with work permits, or whether it doesn't. They have tourism as their main goal and they are there to help us, and so any way that I can support them it helps me. And as far as Far-Out goes, we use TASA a lot as far as work permits and whatever. A few months ago there was an issue where they decided no more work permits for outside tour operators and that's the majority of our business through far out. TASA really stepped in, and FENATA but we are not a member of FENATA but I think that FENATA was really the main standing behind the voice for us.

8. What are the advantages of being a member of a trade association?

We don't actually have to be in Windhoek and meet the right people because they are there to be the voice for us.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

I think it stops a lot of fly by night businesses. I think that the NTB that was their main purpose of being established was to stop the fly by night people. To make sure that as a tour company you do comply with certain standards, that my cars do have fire extinguishers in them, my guides are first aid qualified, they are whatever and I think that's really good because for me as far as on the sandboarding side of things that if you don't have an association that regulates things than anybody can take a tourist sandboarding, they might have a horrible experience, they go overseas and say that sandboarding in Namibia is terrible. So to have a regulating authority that makes sure that you comply by certain standards, that you are up to scratch, your guides know what they are doing they are qualified they've been educated they've got their first aid, then you know that you're running a good operation. And I know that any other sandboarding company that opens up, assuming they are NTB registered or a member of an association such as TASA that they do have those same regulations and therefore their clients won't go away with a horrible feeling.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

I think the biggest disadvantage, now I'm talking just sandboarding, is that it is a relatively unknown activity so you don't have your criteria. I've been very luck in the sense that up till now, for example the NTB, when I first registered with the NTB they came to me and asked me what the criteria should be for other companies. I mean what is sandboarding, where else in the world do they do it, I know they do it in Peru and a few south American countries and they have actually hurt my business because a lot of people come in here and say "oh I did it in Peru and it sucked", because they just give you a plank of wood and you put your feet through these velcro straps and they send you down the dune, and we don't do that at all. It does help to say that you have certain criteria, you need to have qualified guides that can instruct you on this, equipment is top of the line and inspected on a regular basis, not by, I mean who is going to inspect it, we inspect our own equipment because obviously there is no snowboard shop, there are no snowboard professionals, there is just us who know what works and what doesn't.

11. If a grading system were to be established, what criteria would be most relevant to your business?

I think it is necessary that you talk to the businesses themselves. When I first started my business I had qualified snowboard instructors. They trained Namibians. So in the beginning I would have said you need to be a snowboard instructor but now I would not say that is true. Some of my guides know sandboarding better than any snowboard instructor is ever going to know it, they've been on the sand for years they've never even seen snow but they know exactly what works on the sand, how to adjust the bindings, what stances work, everything. So I think that is a very grey area as far as sandboarding

is concerned. I think it is important that you know first aid, but first aid really focuses on CPR, but we also need to know if someone dislocates their shoulder, and the injuries that are likely to happen on the sand. We are not likely to have a guy have a heart attack because if you have a weak heart your not going to book sandboarding, and people aren't going to drown in the sand. But it is beneficial for us to know how to do a triangular bandage, to know the difference between a dislocated shoulder and a broken collar bone because it looks a lot the same. And to know don't try to treat it if something is really wrong, just take them to the doctor. Just know how to stabilize them and get them to a doctor. Sure you can say you have to be first aid qualified, but all they would really know then is how to recussitate someone and how to put them in the recovery position if they've been drowning. That has very little value. I would have for someone to step in and say in order to have a sandboarding company you have to have qualified snowboard instructors. That was a help in the beginning but it's not necessary now. I think that because it is not a standard sport you have to understand that I've been doing this for 14 years, I know what I'm doing.

12. If your business was graded would you like the rating to be published on the internet or a brochure?

I would say yes, because I think if my business was graded it would get an incredibly good rating but that wouldn't matter so much to me. As I said most of my clientele is word of mouth anyway, so when you have a good reputation I don't know if it would make such a huge difference. But I guess if the grading scheme were established and all the other companies were graded then obviously it would make other people question mine and I would want mine to be graded, but I don't particularly feel there needs to be a grading system. But I mean if I am traveling at I look at a hotel I certainly look at the grading system, I first go with word of mouth but if I am going a place that no one else has been then I look at the grading system.

13. If a grading system were to be created, would you volunteer to have your business graded?

Yes.

Additional Comments:

We really do cater to the client. We have people with little money to spend and we have people with unlimited budgets.

Namibia has got plenty to be desired when it comes to tourism. It will become more efficient as interest and communication increase. If a grading system helps communication then that will be great.

Date of Interview: March 23, 2010

Interviewers: Jenna DeFilippo, Stephen Galucki, Kathryn Remillard

1. How long has your business been operating?

Seven years.

2. How many employees do you currently have?

Ten employees.

3. How many customers do you have during an average week?

We have a major peak season, primarily from September to December, I would say we have about 70-80 people per week on average. Off peak season would be about 20-40 people per week.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

Advertising in brochures is only come by when people do an editorial or documentary of some sort when there's a special feature. Other than that I am fairly opposed to the cost of printing here, so I don't print brochures or things like that at all at this stage. But it has been revealed that for example when you have brochures and so forth printed outside the country that it becomes a lot cheaper. That is something I learned just last week. So we're talking about having 5,000 brochures printed for 1,000 Namibian dollars. It previously was \$5,000 for 1,000 brochures. Printing is a major expense and of course you have the quality of the work too. It's expensive. The internet is very useful for us. I have a website, and it is something that we constantly try to change and update. Blogs, Twitter, Facebook, YouTube, links like that are very good for social networking. I would say a lot of internet stuff. Local tour operators, when it comes to the tourism side of things, they also do a bit of help for us, some more than others. Also one has to regard the local business. So we're talking about local corporate groups that do a lot when it comes to activities and things like that. So I would say that in comparison to tourism corporates have become a major part of our business.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

I have applied for membership with TASA and as far as I know it is almost complete. We are also HAN members, Hospitality Association of Namibia.

6. If so what level of membership do you have?

An Associate Member.

7. What was your motivation in joining/not joining an association?

Well to be honest you stay up to date with government affairs because HAN is sort of a sounding board. Also, a mailing post so to speak, where a lot of people send information to. For example, within the tourism industry, guests come to HAN and request information. Members of HAN then pass information to them. Those kinds of things I find useful and of course it always comes down to networking.

8. What are the advantages of being a member of a trade association?

Networking and building a good reputation. Also give a symbol that you can use.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

We basically provide venues and events and each time it is almost like a custom job. It is then on that basis not really comparable to a hotel or restaurant so it is a bit difficult to actually put myself in that criteria.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

Not everybody wants to have a 5 star service. There are a lot of people that want an authentic experience, a Namibian experience. It is up to the individuals. A lot of people are interested in the alternative ways of life.

11. If a grading system were to be established, what criteria would be most relevant to your business?

The real basic criteria would relate to having hot water and flushing toilets. Give people a real understanding of what they can be expecting including infrastructure and the feeling that they could get. The interaction with the guest is very important as well. Also include organization and timeliness.

13. If a grading system were to be created, would you volunteer to have your business graded?

For sure.

Additional Comments:

We really do cater to the client. We have people with little money to spend and we have people with unlimited budgets.

Namibia has got plenty to be desired when it comes to tourism. It will become more efficient as interest and communication increase. If a grading system helps communication then that will be great.

Date of Interview: March 23, 2010

Interviewers: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has your business been operating?

About 4 years now.

2. How many employees do you currently have?

None. It is just me and my business partner; we are equal – 50/50. When I say we have no employees, we have them but very temporarily. For a short period of time there are about 20 or 50 of them. We do not employ them per say, but it is like a living museum so we pay them to do their job with our clients.

3. How many customers do you have during an average week?

During the year we have roughly 10 clients a month for trips lasting between 10 and 14 days.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

Our marketing is such that we have business partners in Europe where we run bush craft schools there. We make an agreement with them and they come once a year with their clients and we take them to the bushman. We do not need to make direct marketing; we just look for business partners overseas.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

I am a part of the Living Culture Foundation. I had the idea 6 years ago and a group of 5 of us created the association. The association is about creating or initiating living museums where people show how they live in the old times. We encourage them to start businesses by themselves and we are in the background helping out, especially with marketing.

6. If a grading system were to be established, what criteria would be most relevant to your business?

This type of company can only be compared to other similar companies, in this case internationally since we are the only ones here. Since we are the only ones, once could ask the clients to grade the experience to see if they decide it was excellent or not excellent.

7. If a grading system were to be created, would you volunteer to have your business graded?

Yes, definitely. It is a quality measure and I think it is good.

ACTIVITY OPERATOR INTERVIEW: 5

Date of Interview: April 17, 2010

Interviewers: Jenna DeFilippo, Stephen Galucki, Kathryn Remillard

1. How long has your business been operating?

6 years

2. How many employees do you currently have?

12 employees

3. How many customers do you have during an average week?

Full season we probably have about 50 to 60 per day which averages about 350 per week, 400 on a good week.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

Networking with a lot of the bigger companies such as Sense of Africa. Walk-ins. We rely a lot on word of mouth business. We have brochures but if your business isn't talked about it won't matter. So mostly word of mouth and businesses themselves.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

Marine Tour Association of Namibia (MTAN). We are a group of about 8 companies that are involved with regulating ourselves with marine operations and how to deal with marine life and rules on the water and then of course internal things.

6. If so what level of membership do you have?

Same level, we are just a governing body to control ourselves, but there is no law to be part of this association.

7. What was your motivation in joining/not joining an association?

The group pulled together that's why it was formed about 4 years ago. There wasn't anything to fall back so this was a way to pull the whole industry together. We're all doing the same thing so there's unity.

8. What are the advantages of being a member of a trade association?

Everybody knows what it's about. It's just a regulating body. There's no advertising, just a body that has come together.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

It's enforced by ourselves on the water because there's no water police that enforces our code of conduct so we rely a lot on the skippers if there's a problem to bring it to a meeting for a hearing so if we have a good enough reason we can actually remove someone's skipper license. It has some enforcement power but still there's no law controlling us which is not good.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

I think it can only be positive. If you have a grading system that puts you in a class that says you're 3 or 4 stars, clients will see their options.

11. If a grading system were to be established, what criteria would be most relevant to your business?

Grading on your guiding would be very important. That the guide is on a certain level that he has to be. Quality, you can look at food see what kind of level you are dealing with. Licenses. Maybe look at the boats themselves. You saw the small boats, then you saw our boats, so there's a big difference in quality. A grading system will push you to spend a little bit more money to offer a quality product. Also the info given.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

Of course, it's only a plus.

13. If a grading system were to be created, would you volunteer to have your business graded?

Yeah, definitely.

Additional Comments:

We'd try to push it through for MTAN for endorsement and credibility.

Date of Interview: April 16, 2010

Interviewers: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has your business been operating?

14 years. And I've been involved as in day one.

2. How many employees do you currently have?

18. Ten full time guides, one workshop mechanic, two ladies in the store outside and four sales ladies/consultants in the office.

3. How many customers do you have during an average week?

Last years figure was about 20000 paid customers for the year. That's on various tours, combined figures for all the activities we offer.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

Our market is divided in three. We have our international tours, basically this is the overland trucks. Then we have walk in traffic, where they come here on their own. Third is the incentive market, where a mutual investor group comes and says we have so and so amount of packs and we want to use your services. Marketing is everywhere, newspapers in South Africa, magazines, internet, you shout it we do it.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

Yes, full member of TASA, full member of CTAN, CTAN is the coastal tourism association and then we've got a quad bike association between the six operators on the coast.

6. If so what level of membership do you have?

I think we are an associate member, where I don't really rely on them for work permits or anything like that.

7. What was your motivation in joining/not joining an association?

I think to the benefit of the quadbike industry. Because we as the quadbike industry overall have a very negative name all over the world. And we've decided that we have a set of norm standards, safety and all that, between us and for our own survival in this industry. That's why we've decided to be organized, and to do all of our tours guided. So if the bikes leading our premeases, there's a guide always accompanying it. Our norm is usually one guide for every five persons in a group. The reason for this is number one

environmental sake and two safety, the dunes are dangerous if you don't know what you're doing. We are members of CTAN to have a voice to the government, and TASA, and our own association just to look after our own rules and regulations and then we have one voice to speak to the ministry of environment and tourism.

8. What are the advantages of being a member of a trade association?

You need a voice. You need to be heard. And we need to show the positive side. Because the negatives there, the impacts there, so we just try to manage the impact and do the impact as minimal as possible and then obviously you get the private people using the same area, but those people are dealt with by the ministry of environment and tourism.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

It boils down to the tourist. At the end of the day you must be registered with the NTB. Which we are we are registered as an activity operator and as a booking office. They have a set of conduct and a lot of regulations meaning all of our vehicles need to be licensed, we must have all the insurance. There is no formal training for our guides, but being in the business for 14 years now I have quite a good idea on how to train guides, as I may say myself I think I have the best guides in the industry. They know these 30k of dunes by hand. At the end of the day they need to be concerned with the environment and the safety of the customer. At the end of the day it needs to be regulated, and I am glad that after 14 years they are finally making this area a park, so if you are out of line you will get a slap from somewhere.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

It boils down to there only being six operators in the field, and right now the main advantages I have now are that I can accommodate big groups and my service levels. Yeah it must be there, and I think it is what differentiates us from the rest of the industry here. We had safety inspectors from Angelina Jolie and Brad Pitt come twice, and they had this huge long list, and in both cases we were the preferred operator. We have a no nonsense approach and when it comes to safety and the environment there are no shortcuts.

11. If a grading system were to be established, what criteria would be most relevant to your business?

I think you must start with the outside and work your way inside. Outside meaning if you are working in sensitive environment, secondly your guides training should be in place. Then work backwards to what you are offering to the customers. In what condition your vehicles are in, you have ten vehicles to ten customers here. Are they all in running condition, do you have all the safety precautions, hows your safety briefing before. You

need first aid training for the guides. Is your workshop in place, how is the office. Who you belong to, how are you interacting with the ministry of environment and tourism, how are you contributing to the tourism industry as a whole.

12. If your business was graded would you like the rating to be published on the internet or a brochure?

I'll make sure it's published. If you are given five stars you must live up to those five stars always.

13. If a grading system were to be created, would you volunteer to have your business graded?

Definitely, Fact.

Additional Comments:

We really do cater to the client. We have people with little money to spend and we have people with unlimited budgets.

Namibia has got plenty to be desired when it comes to tourism. It will become more efficient as interest and communication increase. If a grading system helps communication then that will be great.

Date of Interview: April 16, 2010

Interviewers: Jenna DeFilippo, Stephen Galucki, Kathryn Remillard

1. How long has your business been operating?

Fourteen years.

2. How many employees do you currently have?

It fluctuates, but on average we will have 12 people.

3. How many customers do you have during an average week?

An average of about 18.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

Mostly I would say advertising; there are websites out there and brochures out there. We basically do it all, but the biggest thing is word of mouth.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

Yes we are. We are registered with the NTB, we are part of FAI which is Federal Aeronautical International, and we are part of the USPA, United States Parachute Association.

6. If so what level of membership do you have?

I have no idea.

7. What was your motivation in joining/not joining an association?

In a country like ours, there is room for a lot of people to do this kind of stuff and we need quality control. It was like the Wild West when I started and you could do anything, so you need these kinds of systems, which is why we support them.

8. What are the advantages of being a member of a trade association?

Again the same thing; you have quality control on the product and these guys obviously are a key player in ensuring that everything is done properly with no bullshit.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

The business has to run according to the code of conduct.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

This is a very difficult thing to try and influence. It's very difficult to try and get a grading system in like that. In a situation like myself, being the biggest operator in Africa, I would become a highly graded business. It's great for advertising too, and I don't see any disadvantages.

11. If a grading system were to be established, what criteria would be most relevant to your business?

Everything you have listed seems appropriate: experience, safety, facilities, planes, fuel, reliability. I think you have it down pat. For us in particular it's great because we have accommodations right here so you don't have to walk very far once you've jumped.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

Yea for sure anyone would. If you get a gold star in school, you would certainly show your mum. Yea anyone would like that. The bottom side of that is for the people that do not get good grades on their businesses.

13. If a grading system were to be created, would you volunteer to have your business graded?

Yes.

Additional Comments:

Overall at the end of the day, I think a grading system is a good thing. It's a part of our culture to do things until you get caught, so this is a good way to regulate it. There isn't enough force really now so this would be a good thing and the big guys love this kind of stuff. It takes a long time to get your business up to a certain standard, and for us in particular we are competing outside of Africa, so this would be great for us.

Date of Interview: April 16, 2010

Interviewers: Jenna DeFilippo, Stephen Galucki, Kathryn Remillard

1. How long has your business been operating?

We have been open since 2006, so for 4 years. We have been together as partners for just over a year.

2. How many employees do you currently have?

We have four. We make use of free-lance guides, but full time we have four employees.

3. How many customers do you have during an average week?

We are a fairly new company so it is difficult. If you look at December we have approximately between 15 and 20 in a day. For the season, we have about 50 a day average for different products.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

We have a very nice website, we advertise in Namibia Holiday and Travel and other similar books.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

Yes we are a part of Tour Association of Erongo, and CTA, the Coastal Tourism Association.

6. If so what level of membership do you have?

We just started. It's difficult since we have only been open for a year.

7. What was your motivation in joining/not joining an association?

The motivation is to have a standard because they have a standard. People know that if you belong to that association you need to have a certain standard or quality level.

8. What are the advantages of being a member of a trade association?

You can be categorized in a standard that the people know your product, and also they are a way of talking to NTB and the Ministry as a spokesperson for you through them. It makes it easier since they have more power, and you can stay in touch with the new development going on.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

Basically it all has to do with a standard or level. To be a part of things, you have to be at a certain standard or level, so they set the standard and you need to comply with that.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

Marketing point of view is number one. Also, people who come here would know that if they are booked through you, there is a knowledge of how there is a certain standard if the location has a certain amount of stars. It's like a hotel establishment where you would want to go to a 4 or 5 star place, and in that matter a grading system is very important.

11. If a grading system were to be established, what criteria would be most relevant to your business?

Safety, information. It depends on the activity but a briefing before is very important. Some activities don't have any information because they are more of an activity, but I think the guide you have is important, the information you are given is important, and safety is number one, especially when it comes to high speed activities. Safety criteria would include safety equipment if needed, strict rules like no speeding and staying on the track. Also if something happens, it's very important to have first aid and everything you need. Also communication is important, especially if there is no cell phone reception and you need two way radios or satellite phones.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

I think both are very important. If people are abroad and they want to find out more about you, of course you would need online. If people are in the country, you would use a magazine or something in hand. It depends on where you want to market, but both would be useful.

13. If a grading system were to be created, would you volunteer to have your business graded?

Yes.

Additional Comments:

I just think it is important that activities get graded according to the activity. You need to grade that specific activity, not different activities under the same criteria. Quad bikes in particular have a lot of negative publicity, so quad bikes would be graded lower than a dolphin cruise based on this mindset. If you put all activities in the same category, the quad bikes would always be lower because of this negative impact. It's like how you separate bed and breakfasts and hotels, they need to be separate.

TROPHY HUNTING INTERVIEW: 1

Date of Interview: March 30, 2010

Interviewees: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has your business been operating?

Amber Safaris has been operating since 1968.

2. How many employees do you currently have?

We are now a days more a training facility, a hunting school. But I can give you a good idea of what is required in the hunting business. A professional hunter usually works in a team. A team consists of the guide, a tracker, a Skinner, and depending on whether or not an accommodation establishment is not behind it, about 2 or 3 people that work in the background on camp logistics, a cook and 1 or 2 assistants depending on how big the operation is. That is generally how it is throughout the whole country. On our best times we were operating with ten professional hunters and we had about sixty people. But we are not operating on that size anymore.

3. How many customers do you have during an average week?

We have about ten to twelve clients a year now because I am approaching retirement. We are a pretty small operation right now.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

Normally through advertisements, I do a lot of writing for hunting magazines, so everybody after so many years more or less knows you.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

I am a member of the International Professional Hunters Association, the African Professional Hunters Association, umbutsman of NAPHA, chairman of the board of the academy that does all the training for the tour guides in Windhoek, Namibian Academy for Training and Hospitality. Virtually all of the tourism and hunting associations that count in the world.

6. If so what level of membership do you have?

Either honorary member or life member.

7. What was your motivation in joining/not joining an association?

When we started all this so many years ago, the motivation was to create something, and we created most of these associations.

8. What are the advantages of being a member of a trade association?

Together you can achieve more than as a single member, and together you can get things under control. We have been working on the ethics, especially in the hunting on all levels, that has been one of my main babies. That is why I am now umboltsman to look after all transgressions that happen in the country.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

Of course compliance means everything, and if they don't comply then we fine our members, especially in NAPHA, and if they break any of the codes that we have set up then they are in deep trouble.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

Well first of all the grading system will have to be understood by everyone who will take something out of it afterwards, being the clientele and the local outfitters. The grading system would have to be based on what you can offer hunting wise, what you can offer accommodation wise. It's the package, service wise and so forth. I would feel it would be beneficial, nobody has ever thought about grading hunting companies, but I think it would be beneficial to everybody and also to clients, if it is understood properly by everyone what it is all about and it should be a clean system.

11. If a grading system were to be established, what criteria would be most relevant to your business?

First of all, you are talking hunting, were not talking tourism. It would first of all have to be on hunting. It would have to be what he has to offer, what conditions hunting is offered whether it is just for people sitting around or if it is really for hunters. Who is participating in these hunts? I'm talking about the team I discussed with you earlier. The team is very important, and that would be the first one. The equipment that goes along with it, vehicles, guns, binoculars and all these things would have to be there. And then of course the experience of your people in the business. A professional hunter with one year experience he cannot expect to get five stars. He would have to be tested on that. And if the tracker was the kitchen man yesterday or is he a tracker that derives from the bushman community where everyone is a good tracker. These are all things that should be a part of the criteria. And then of course the accommodation and the safari experience. It's not good to have the tourists and hunters mixing up in the same place in

the evenings. You need to have the full nature feeling, sleeping under the stars, if its not raining of course. In the hunting industry though, accommodation is second. There should at least be a clean room or a clean tent in the evening, and there should at least be a shower with hot and cold water and a decent toilet. That's what people want. But they come not for the accommodation but they come for the hunting. Also game availability and trophy sizes. Various areas of the country have various average trophy sizes. Basic game to have available which you can find on most of the farms in this area are kudu, gamespak, otobeast, warthog, springbuck, steinbuck, deiker and smaller predators like karakul, jaguar, cheetah and leopard.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

Well if you go to NAPHA they have a brochure, they have grading not by stars but by A, B or C on what your whole product is and what you yourself think your product is representing. The animals you can offer on an A, B and C trophy wise. That is where the clients get, without stars, get a pretty good impression and a choice. And then you put in something extra, you know swimming pool or no swimming pool. I would propose this system to all the members of NAPHA, and I would not only make it voluntary, but I would make it that everybody has to do it. Because the bad guys, they will not participate in it, and if one is one and a half stars, he will pull himself up by the bootstraps and pull himself up to a higher level. We always said we should at least be a three star level on the hunting farms, and I would say that at least 80% are here in Namibia.

13. Could you look at some of the sample criteria provided, could you offer some of your thoughts on them?

Customer satisfaction is a must, but the system is self regulating in that regard. If someone has a bad experience he will tell his friends and everyone else around him. The information provided by a hunter must also include whether the hunting area is open or ring fenced. Professional hunters are not social workers, they are not required to spend their time assisting the local population.

14. If a grading scheme were to be created, would you volunteer to have your business graded?

Yes.

Date of Interview: March 24, 2010

Interviewees: Jenna DeFilippo, Stephan Galucki, Kathryn Remillard

1. How long has your business been operating?

The hunting side has been going since 1989.

2. How many employees do you currently have?

Thirteen employees, but they are not employed purely for hunting.

3. How many customers do you have during an average week?

If I have a good year then I have 20 hunters.

On the guest farm side I have about 48-50 percent occupancy on average for the year.

4. How do tourists find your business? (Advertising on website, brochure, etc.)

The clients that I get are almost always word of mouth. The new clients you get are mostly all from word of mouth. I think I didn't get one hunter from my internet page. I think there is too much money involved, and people need to know from friends. You don't want to risk it. While on the tourism side, practically all are from the internet. I may have a beautiful place, but that doesn't matter unless people know about it. The people need to know about you. I have brochures and advertisements in booklets in addition to my internet page. Though I don't think I get more than two or three percent from booklets. The internet is the best thing, for the money you can show much more information, and it is accessible twenty four hours a day.

5. Are you currently a member of an association? (TASA, NAPHA, etc.)

I was once chairman of NAPHA, I didn't like the way we were treated. Also I feel that the organization does not present enough benefits to members.

I am also a member of the hotel association of Namibia, HAN.

6. If so what level of membership do you have?

I was both a regular member and president of NAPHA at one time.

7. What was your motivation in joining/not joining an association?

At the moment I am a little bit disillusioned with associations. The organizations always say we are as good as the members, and I say you need to motivate the members to participate by showing them the benefits and that you are taking initiative.

8. What are the advantages of being a member of a trade association?

You get representation in the government, so that you don't have to always be watching the legal system and you have someone involved to make sure a law doesn't get passed that hurts the businesses. They also save us time by keeping information that tourists need to know before going to Namibia in a central location so I don't need to always be answering basic questions.

9. The association asks its members to comply with a code of conduct. What does compliance mean for your business?

The code of conduct deals mainly with ethical hunting and the way you treat your client. You must treat clients fairly and not cheat them. It is good because it gives an orientation to new hunters on what to do and what not to do. Ethical hunting basically means sticking to the laws of the country. You must obey the laws of the country you are in, regardless of what you can do in other countries.

10. Based on what you have seen of how a grading system is laid out, what benefits or disadvantages might this type of system present to your company?

The problem with grading is that it only gives a rough indication of a company. To me the best control is the client, because the client is always there. If he's not happy, then you make changes. If they are not happy then they tell you right there, if you want to stay in the business then you have to get your act together to do something about it. If you have someone from the government come, he's only seeing a snapshot of this particular day.

A grading scheme is only good for bringing in someone who has had no contact. If you don't know anyone you can get a rough indication of the quality. It is for the novice tourist. If you feel you need it, do it. I don't care how many stars I have, I have a certain image and I know that people are coming. No one has ever asked me how many stars I have.

11. If a grading system were to be established, what criteria would be most relevant to your business?

The accommodation part, food, friendliness of staff. Hunting is very difficult to grade though. One point is hunting pressure, which is how many hunters are visiting throughout the year. The more hunters that go through the lower ranking they should have. People may have good marketing, but not enough product. Some way of measuring the amount of game available to the amount of hunters going through. If someone has good game and fewer hunters going through, they should have a higher ranking.

It seems that a lot of grading systems go overboard, and exaggerate certain areas such as appearance and facilities that are not as essential to the overall experience.

Another thing to look at is the cars. Some cars will just have a wooden bench in the back, which is not comfortable for the hunters.

To me the best places are where there is good game and not too many hunters. Those places should get a higher ranking. There could also be a connection between the amount of game available and the number of hunters going through, that could be done.

12. If your business was graded would you like the rating to be published on the internet or in a brochure?

You need brochures and the internet as well. The brochure can generate initial interest, and lead people who normally would not find the website to it.

13. If a grading scheme were to be created, would you volunteer to have your business graded?

They can do it sure; it depends on how much time it takes though. It must be worth my time.

HAN CODE OF CONDUCT

21.1. The following Code of Conduct has been approved at the 1997 Annual General Meeting and amended at the 2005 AGM and is regarded as an integral part of this Constitution and thus binding to all members of the Association.

- 1) To maintain high standards of courtesy and hospitality and to ensure that facilities and services are appropriate to the establishment category and the NTB regulations for this category, as well as striving for a Star Grading for such category.
- 2) To describe fairly to all visitors and prospective visitors, the amenities, facilities and services provided by the establishment, whether by advertisement, brochure, word of mouth or by any other means.
- 3) To allow each visitor reasonable opportunity to view the accommodation prior to registration.
- 4) To make clear to visitors exactly what is included in all prices quoted for accommodation, including taxes, the prescribed NTB levy and any surcharges. Details of charges, if any, for additional services or facilities available, including catering, should also be made clear.
- 5) To give each visitor, on request, details of payments due and a receipt if required and preferably show the prescribed NTB levy as a separate item on the bill.
- 6) To adhere to, and not to exceed, prices current at the time of occupation for accommodation or other services, and to advise guests of any alteration in rates prior to registration.
- 7) To deal promptly and courteously with all enquiries, reservations, correspondence and complaints from visitors.
- 8) To ensure, within the bounds of legal liability, the safety of guests and their possessions.
- 9) To ensure that no guest is discriminated against in any manner whatsoever, notwithstanding the operator's Right of Admission.
- 10) To promote establishments belonging to HAN by displaying brochures, etc, in your establishment.
- 11) To promote HAN and its Vision by publishing the HAN logo on all possible publications, advertisements and documentation of your business
- 12) To go through the representative at the Executive Committee or the CEO should you in any way be unhappy about events or circumstances in HAN.
- 13) To pay all monies owing to HAN within a period of at least 30 days.
- 14) To, at all times, adhere to the laws of the country, especially those pertaining to the hospitality industry and the tourism industry.
- 15) To train staff to obtain high standards and professionalism in all HAN member establishments.
- 16) To encourage other establishments as well as business partners to become members of HAN.
- 17) To assist HAN in promoting Namibia in all respects as well as educational tours, which are arranged by Air Namibia or the Ministry of Environment and Tourism or the Namibia Tourism Board from time to time

18) To follow the Tourism Charter, adopted by the Industry in November of 2004, in any way possible for the HAN member establishment.

NACOBTA Membership Criteria

Who qualifies to be a member of NACOBTA?

1. Campsites
2. Rest camps
3. Shuttle service providers
4. Tour operators
5. Tour facilitators
6. Guides
7. Community lodges
8. Bed & breakfasts
9. Traditional homesteads/villages
10. Cultural groups
11. Information offices
12. Other activity based enterprises
13. Crafts outlets and other commodities
14. Conservancies with joint ventures

To be qualified as a member, the following need to be in place:

- A viable business/idea.
- Ability to contribute to poverty reduction in the area in which it operates.
- Ability to create employment.
- Previously disadvantaged Namibians.
- Community groups or individuals with tourism products.
- Formal or non-formal.

Membership is also open for corporate or supporting members whose main role is to contribute towards tourism SME support financially or otherwise. No ceiling in terms of membership fees.

What is in it for me?

NACOBTA offers the following benefits to its members:

1. Invitations to attend workshops and seminars at a discounted rate.
2. Access to the NACOBTA membership database.
3. A free NACOBTA newsletter.
4. Representation on various boards, e.g. Eco Awards.
5. The use of the NACOBTA logo on uniforms and sign boards.
6. Placement on the NACOBTA website at a discounted rate.
7. Representation at international trade fairs.
8. Nomination for awards.
9. Discounted training.
10. Advocacy and lobbying on sector related issues.
11. Inclusion in the NACOBTA CBTE booklet.
12. Assistance with bookings at a discounted rate.
13. Service provision at a discounted rate (e.g. business plans, proposals).
14. Preferential treatment through the tourism support programme.

15. Networking and exchange of information with other members.
16. Referrals to relevant institutions, opportunities and services.

Where do I fit in?

You can be placed under one of the following categories of membership:

1. Accommodation

- Campsites
- Rest camps
- Community lodges
- B&Bs

2. Services

- Tour operators
- Tour facilitators
- Shuttle service providers
- Guiding
- Game tracking
- Guided walks
- Information offices
- Museums

3. Activities

- Dance / performance groups
- Veldt food collection
- Cultural & crafts demonstrations
- Story telling

4. Commodities

- Crafts

What are my rights?

As a member of NACOBTA, you will have the right to:

- Nominate three members to represent you on the Board of Trustees.
- Inform NACOBTA about the needs of your enterprise.
- Provide feedback to NACOBTA on the service it provides to you.

What are my responsibilities and obligations?

- To represent NACOBTA in a responsible manner.
- To renew membership annually.
- To treat clients with care and professionalism at all times.
- To adhere to sound business principles at all times.
- To give NACOBTA access to financial and important documents.

What do I give in return for membership?

Members are expected to contribute to membership according to the following classes:

1. Gold membership

Enterprises generating an income of N\$100 001 per year and above. N\$400 membership fee per year.

2. Silver membership

Enterprises generating an income of N\$50 001 to N\$100 000 per year.

N\$300 membership fee per year.

3. Bronze membership

Enterprises generating an income of N\$1 000 to N\$50 000 per year.

N\$200 membership fee per year.

Benefits will be discontinued immediately if fees are not received by the deadline of 30 April each year. At the end of each year, you will receive an invoice for the fees of the ensuing year.

HUNTING CODE OF CONDUCT

- Abide by all the Laws and Regulations governing Namibia, including those specifically pertaining to the hunting industry.
- Show and demonstrate respect for all Fauna and Flora, the environment and the non-hunting and hunting public.
- Act responsibly towards all landowners and/or holders and clients.
- Maintain honesty and integrity at all times.
- Practise the principle of Fair Chase – as defined in this document.
- Abide by the Code of Ethics – as defined in this document.
- Ensure weapon safety as defined by the 10 GOLDEN RULES.
- Promote and demonstrate responsible management practices to ensure the sustainable use of the resource base and to maintain biodiversity.
- Exercise professionalism at all times in all aspects of the profession.
- Ensure sound and ethical social, business, hunting and environmental practices at all times.
- Promote hunting as a recognised and sustainable form of the utilisation of renewable natural resources.

FUNDAMENTAL RESPONSIBILITIES

- 1. Hunting**
- 2. Environment**
- 3. Social**
- 4. Business**

1. Hunting

At all times subject yourself to uncompromising fair and ethical hunting practices as defined.

Demonstrate a high degree of professionalism by:

- using the correct hunting methods and the correct equipment;
- the correct choice of adult trophy animals;
- ensuring full attention to safety and weapon-handling;
- ensuring the correct treatment of trophies;
- sound knowledge of the hunting areas and environment through continual learning;
- ensuring humane practices in the utilisation of wildlife;
- making every effort to follow up and track down wounded game; and
- ensuring that no wanton wastage of venison takes place (predator baiting allowed).

2. Environment

Set a good example by:

- upholding environmental protection standards;
- promoting and partaking in responsible management practices;
- ensuring ecologically sustainable 'off take'; and
- maintaining and ensuring the diversity of nature.

3. Social

It is of the utmost importance to the Namibian hunting industry that the true value of Namibia's wildlife resource is recognised by all parties.

Show respect for:

- different races, religions, cultures, traditions, gender and perceptions of the non-hunting public; and
- non-hunting tourists by avoiding exposure to hunters and vice versa in accommodation establishments or in the field.

Absolute discretion and showing exemplary manners should be displayed by:

- demonstrating integrity and upholding good relationships in all dealings with stakeholders;
- exemplary socially responsible behaviour to all concerned; and
- promoting community involvement and maximum benefits (labour, venison and monetary) in accordance with the Broad-Based Economic Empowerment (hereafter BBEE) principles.

4. Business

At all times:

- provide clear and transparent terms of business by contract and any agreement;
- be scrupulously honest in all business dealings;
- only advertise and promote deliverable products on the premise of the fair-chase principles; and
- provide acceptable regulated products and services to clients, and ensure that the client's/hunter's trophies (horns, skulls, capes and skins) are delivered in a good condition and within a reasonable time, to either shipping agent or taxidermist.

FAIR CHASE

Fair Chase by definition entails:

1. The pursuit of free wild animals, possessing the natural behavioural inclination to escape from a hunter, and be fully free to do so.
2. Wild animals are not to be hunted with an artificial light source or other similar technical equipment. A motorised or other (horse etc) modes of transport may not be used to chase the said animal.
3. No ethical hunter, while hunting, should take female animals with dependent young.
4. A wild animal should exist as a naturally interacting individual of a wild sustainable population located in an area that meets both spatial and temporal requirements of the population of which that individual is a member.
5. Wild animals should be hunted sustainably within an ecological functional system.

CODE OF ETHICAL HUNTING IN AFRICA

1. Hunting is to take place on the principle of Fair Chase as defined.
2. Abide by relevant laws, other legal requirements and recognised Code of Conducts.
3. Enhance by action, the survival of wildlife populations, protection of biodiversity and the promotion of sustainable utilisation.
4. Ensure humane practice in the utilisation of wildlife.
5. Use the correct hunting methods and equipment.
6. Engage at all times in fair and honest practices.
7. Educate others to benefit from sustainable use, conservation, correct procedures and in the ethics of hunting.
8. Recognition of the needs of indigenous rural communities relating to sustainable natural utilisation.

10 GOLDEN RULES OF WEAPON SAFETY

(Applicable to firearms and bows)

1. Treat every firearm with respect and as if it is loaded.
2. Be sure that the barrel and action of your firearm are clean of any obstruction.
3. Be conscientious of the direction in which the muzzle of your firearm is pointed.
4. Never point a firearm at anything you don't wish to shoot.
5. Be sure of the target before you shoot.
6. Never shoot a bullet at a flat hard surface or water.
7. Never climb a tree or fence, or jump a ditch with a loaded firearm.
8. Unload firearms when not in use, and store in a safe place.
9. When firearms are stored, there should be no ammunition in the action and/ or magazine.
10. Avoid the consumption of alcoholic beverages prior to, or during shooting.



Code of Conduct Tour Guide Membership

Aims

To ensure that the public receive the most professional service from Members.

To maintain and enhance the reputation and standing of the Association and its membership.

To abide by Namibian official legislation and statutory requirements as they relate to the travel and guiding industry.

Conduct between members and employers

Follow the pre-arranged itinerary as fully and as closely as possible.

Only use suppliers of products and services that have been approved by your employer.

Do not solicit further business from your clients as a freelance guide.

Do not solicit or take any commission for services provided that is not approved by your employer.

Carry out contractual obligations entered into with Principals in an honorable manner.

Conduct between members and clients

Treat guests with respect.

Act in a professional manner at all times when on tour or safari.

Ensure that all information supplied by yourself to guests is true and correct.

Act towards the best interests of guests at all times.

Conduct between members and other businesses

Treat suppliers to your tour or safari with respect as industry colleagues.

Request guide accommodation at hotels and lodges, only to the standard that is normally provided for guides.

Conduct between members and other guides

Deal fairly with each other and not damage the reputation, nor disparage the guiding practices of other guides.

Adhere to truthful statements and to good taste when called upon to express opinions of other guides.

Encourage other tour guides to become members of TASA.

Co-operate with FENATA and their members.

General

Maintain high standards of professionalism, courtesy and hospitality at all times.

Ensure, within bounds of legal liability, the safety of clients and all their possessions.

Do not discriminate against any person because of race, colour, sexual orientation, religion or any other reason.

Infringements

Any Member becoming aware of unethical practices on the part of fellow Members should advise the National Executive Council of TASA.

In the event of an infringement of this Code of Conduct all facts relating thereto will be fully examined by the National Executive Council of TASA.

The TASA National Executive Council's decision in regard to a reprimand or expulsion shall be taken in terms of TASA's Constitution and shall be binding on the Member.

By signing this form I declare that I understand that if I do not strictly adhere the details herein I could face expulsion from TASA without any compensation or refund.

Signature of applicant.

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Date.....

Tour and Safari Association of Namibia

P O Box 11534 * Windhoek * Republic of Namibia ** 36 Bismarck Street, Windhoek Central * Windhoek Tel : +264-61-238423 * Fax : +264-61-238424 * email : info@tasa.na * visa@tasa.na * www.tasa.na