



Assessment of sustainable tourism development in Windhoek, Namibia

Baseline study for the preparation of the
'Targeted Windhoek Tourism Development Strategy'

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List of abbreviations

CBD	Central Business District
CBNRM	Community Based Natural Resource Management
DAC	Development Assistance Committee
DEA	Department of Environmental Affairs in the Ministry of Environment and Tourism
DoT	Directorate of Tourism and Gaming in the Ministry of Environment and Tourism
EAPAN	Environmental Assessment Professionals Association of Namibia
EIA	Environmental Impact Assessment
ETIS	European Tourism Indicator System
GIZ	Gesellschaft für Internationale Zusammenarbeit
GSTC	Global Sustainable Tourism Council
HAN	Hotel Association of Namibia
HDI	Human Development Index
IPCC	Intergovernmental Panel on Climate Change
MET	Ministry of Environment and Tourism
MSME	Micro, Small and Medium Enterprises
NATH	Namibian Academy for Tourism and Hospitality
NSA	Namibia Statistics Agency
NTA	Namibia Training Authority
NTB	Namibia Tourist Board
NUST	Namibia University of Science and Technology
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
PDM	Popular Democratic Movement
POI	Point of interest
POS	Public Open Spaces
TAN	Tour Guide Association Namibia
TASA	Tour and Safari Association of Namibia
SDG	Sustainable Development Goals
SWAPO	South-West Africa People's Organisation
UNEP	United Nations Environment Programme
UNWTO	World Tourism Organization
WMARS	Windhoek Managed Aquifer Recharge Scheme

1. Introduction

The development policy guidelines of the Free Hanseatic City of Bremen describe the city's efforts with regard to development cooperation in the global South. The aim of these efforts is to contribute to poverty reduction, ecological sustainability and the strengthening of human rights and democracy worldwide. As part of these international efforts, an initiative was launched in 2001 to support the development of the Namibian city Windhoek. In recent years, projects on sustainability in particular have been carried out in the form of cooperation between the two cities. Bremen and Windhoek have cooperated on various projects in the past and are bound by a city partnership agreement. The City of Windhoek has approved a new 'Targeted Windhoek Tourism Development Strategy' in 2018. The successful bidder, PricewaterhouseCoopers was confirmed and the project started from July 2018.

In view of the fact that the tourism strategy should also include sustainable aspects, a cooperation with the Free Hanseatic City of Bremen and the University of Applied Sciences Bremen was initiated. The objective of the research team from Bremen is to analyze, evaluate, and assess the impact of tourism in the Windhoek. The objectives of sustainable tourism development are based on four main target areas. Institutional, economic, socio-cultural and ecological aspects are analyzed in order to give recommendations for further sustainable tourism development in Windhoek. The central idea of sustainable development is the maximisation of positive impacts and the minimization of negative impacts in the respective sustainability dimension.

Highlighting the significance of tourism on political level can develop greater awareness and understanding of the substantial contribution of tourism. The central aspects of sustainable tourism are the promotion of equity and development, improvement of quality of life in the host community, provision of high quality experience for the visitor and the conservation of the environment (Mason 2010, p. 109).

Since Windhoek is a city destination, topics like cultural tourism are of particular importance. Many Southern African countries in the region have identified the development of cultural tourism as one of the key growth areas in tourism (Saarinen 2016, p. 409). Namibia needs to be distinguished from other Southern African countries due to its history and the set-up of the economy. This is why this study takes the following topics into special consideration. Namibia is among the countries with the most pronounced unequal distribution of wealth worldwide. This has to do with Namibia's colonial legacy which transferred wealth to a limited group of individuals at the expense of the greater number. Another factor that will be reviewed in this study is the high unemployment rate in Namibia, the issue of landownership and the scarcity of water in the city.

1.1 Research objectives

The research design of this study is exemplified by figure 1.

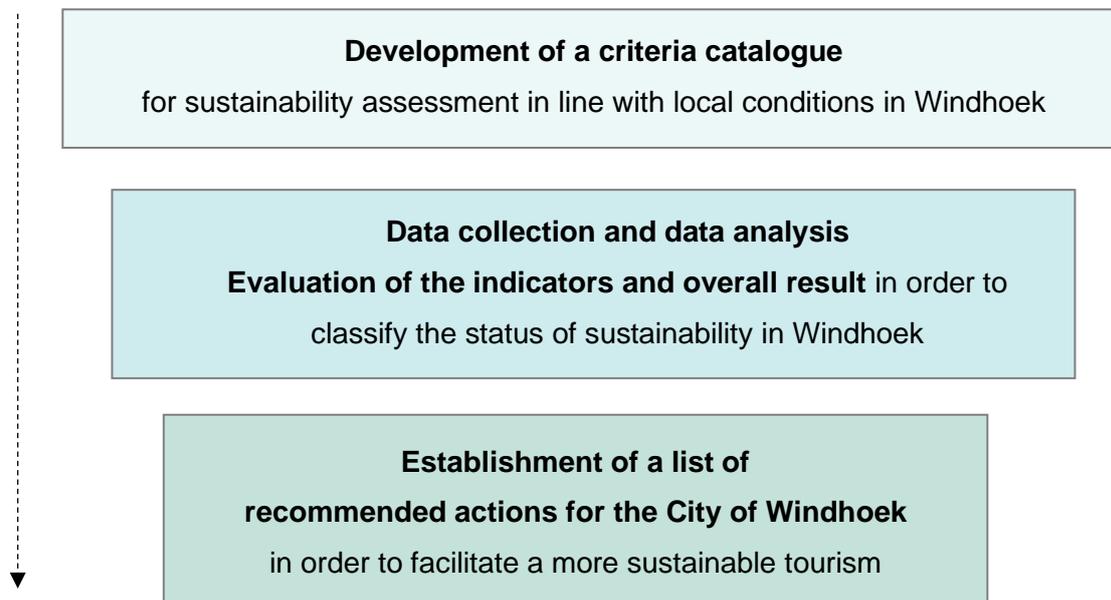


Figure 1 Research design (Source: Own figure)

The first chapter of this study focuses on the research environment in Namibia and local circumstances in Windhoek. In a next step, the principles of sustainable development in tourism will be presented. Subsequently, the research methodology will be described. This includes the set-up of the assessment tool, the data collection method, data analysis method and the evaluation method. The data for this study is collected using expert interviews, interviews with tourism enterprises, observations on site and surveys with locals and tourists. The data is then evaluated using the qualitative content analysis and a statistics programme. Following that chapter, the results will be presented dimension by dimension and finally evaluated with the help of a rating and evaluation methodology. Based on the results, recommended actions for the City of Windhoek in order to strengthen sustainability in tourism are listed. Finally, the scope and limitations of the work are described and the conclusion is drawn.

2. Research environment in Namibia

This chapter focuses on the conditions for research in Namibia. Every country has its own respective conditions that can be attributed to history, culture, society or politics. When conducting scientific research in a specific context, an in-depth knowledge of the area of interest is a key component. Understanding the motivation of stakeholders and prevailing structures facilitates a better communication when it comes to the implementation of new strategies. This is why the following chapter will analyse the external conditions in Namibia and local circumstances in Windhoek. Especially history and economic conditions will be assessed, keeping tourism development in mind.

2.1 External conditions in Namibia

The following chapter focuses on external historical and economic circumstances in Namibia that are closely linked to the current challenges. The chapter focuses on the current economic situation in the country stating data on inequality issues and their underlying basis. Finally, the last part of the chapter provides the reader with an overview of tourism data in Namibia and Windhoek, allowing for a better understanding of the sectors economic value and relevance.

The Development Assistance Committee (DAC) refers to Namibia as a Upper Middle Income Country according to the DAC list of ODA-eligible (Official Development Assistance) countries (OECD 2018). Namibia has a Human Development Index (HDI) of 0.647 which places it in the category of *medium* human development (United Nations Development Programme 2019). Unlike other indicators the HDI emphasizes “that people and their capabilities should be the ultimate criteria for assessing the development of a country, not economic growth alone” (United Nations Development Programme 2019). Another indicator for economic development is the Gini coefficient. It is a “measure of the deviation of the distribution of income among individuals or households within a country from a perfectly equal distribution. A value of 0 represents absolute equality, a value of 100 absolute inequality” (Human Development Reports 2013). The most recent value from 2015 assigns Namibia a Gini coefficient of 59.1 being one of the highest values worldwide (The World Bank 2019). The unequal distribution is rooted in the historical development of income patterns, which continue to shape society to this day. Figure 2 shows the share of total income distribution in the country by quintile from poorest to richest. It becomes evident that even in 2015 more than 60% lie with the richest fifth of the population.

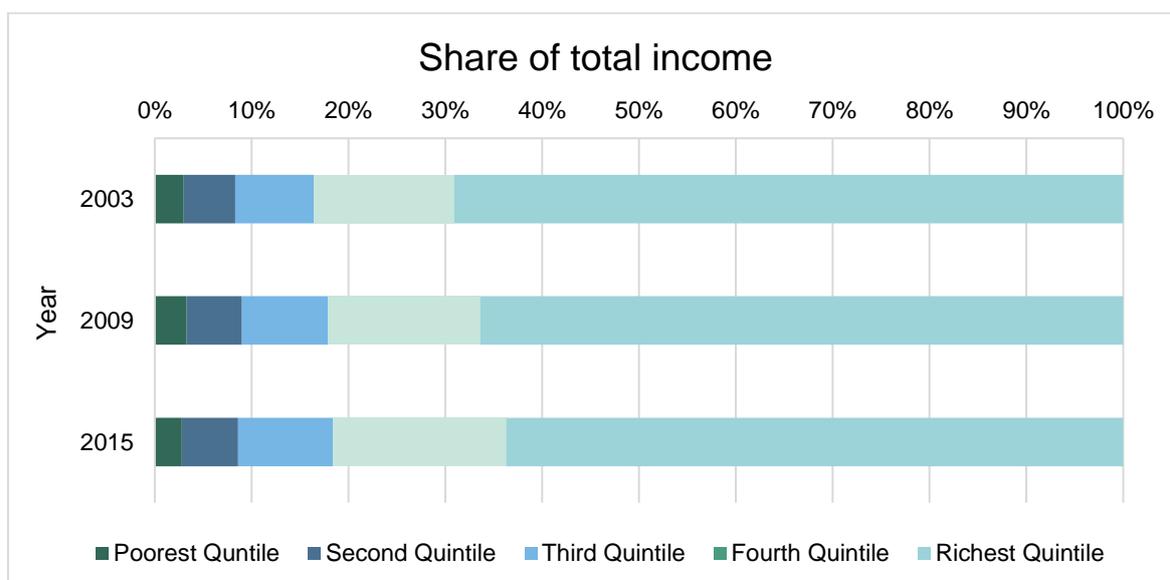


Figure 2: Distribution of income by quintile (Source: Own figure based on data from The World Bank 2019b)

This distribution is largely due to the fact that the black population was excluded for a long time while the Boers, Germans and English secured political and economic power for themselves. Even today after the white Namibians have almost completely withdrawn themselves from politics, they remain active in entrepreneurship. Despite the fact that only 1% of the population still has purely German roots, they play a major role in the economic, social and cultural spheres. This way the value and what one perceives in everyday life is much greater and much more prominent than the mere figure of 1% (Welt 2019). Despite the fact that the German colonial period only lasted for approximately 30 years its influence on the country's identity is incomparable to the South African influence. Even though streets have been renamed and various monuments have been erected in honor of the heroes of the liberation struggle, it is peculiar that German monuments have been left mostly untouched (Rodrian 2009, p. 31). German colonial heritage is often a symbol of oppression, foreign rule and nationalism but still forms part of many cities, among them Windhoek. Not only concerning historic sites but also in respect to economic and cultural aspects, the German influence on Namibia is still strongly pronounced to this day (Rodrian 2009, p. 23). Besides the historically evolved cultural and economic structures, the topic of landownership contributes to the lasting inequality in Namibia. Like many other southern African countries, Namibia has experienced land expropriation on a grand scale. Modalities of possible land reforms between the black ethnic groups have by no means been clarified and there is a complex structure of land claims (Hunter 2004, p. 3). The question of whether the land should be returned to its former owners (restitution) or simply redistributed to disadvantaged population groups (redistribution) has still not been clarified everywhere (Rodrian 2009, p. 32). One way of finding a solution to the unresolved question of land distribution is by so-called conservancies. The Community Based Natural Resource Management (CBNRM) approach has been established in rural areas, where communities are actively involved in nature conservation and enjoy rights of ownership over natural resources in their native country (Beckert 2014, p. 19). The strategies and laws of the CBNRM programme are cited as examples of how historical inequalities can be overcome (Beckert 2014, p. 61).

The redistribution of wealth is not only limited to measures of this kind. The current president of Namibia, Hage Geingob drafted a new bill on the New Equitable Economic Empowerment Framework (NEEEF) in 2017, which would make it "mandatory for white-owned businesses to sell a 25 percent stake to blacks" (Nyaungwa 2017). Some argue that "Namibia [has] not seen significant transformation in the 27 years of independence from apartheid" manifested by "overwhelmingly dominant business ownership" by Namibia's white population (Nyaungwa 2017). The proposed empowerment plan failed as it was heavily criticized. The main arguments were based on the fact that "empowerment initiatives should not lead to distinctions based on race, as it would negatively impact race

relations" and that existing empowerment efforts should rather be increased so that poor Namibians of any origin would benefit (Nyaungwa 2017).

In conclusion it can be noted that the separation of rich and poor Namibians is still strongly determined by ethnicity and that the unresolved issues of a land reform and economic empowerment remain contributing factors.

The following paragraph gives a short overview on economic tourism figures in Namibia. Since the study is focused on Windhoek this information is aimed to act as an anchor to exemplify the value of tourism in Namibia and not at taking away from the main research object. It has to be noted that data collection and monitoring is done on a national and constituency level but not for individual cities, which result in a lack of available data for Windhoek. Since its independence Namibia has recorded a strong increase in tourist arrivals. In 2017, the foreign arrivals were 1.6 million which is a 2.2% increase from 2016 (MET 2017, p. 4). The number of tourists in Namibia is expected to rise to more than 1.7 million tourists in 2020, which is notable, considering the country has only 2.3 million inhabitants. 78.4% of overseas tourists indicate leisure/ holiday as the main purpose of their trip, while 55.7% of African travellers identify visiting friends/ relatives as the main purpose (MET 2017, p. 7). The contribution of travel and tourism to total employment was 15.7% in 2019. The total contribution of travel and tourism to the GDP amounted to 10.9% in 2019 (WTTC 2019, p. 1). Data on arrivals, employment and GDP contribution for Windhoek in particular is not published. 27% of the total tourist arrivals in Namibia originate from overseas with Germany being the most dominant market with 8.2% in 2017 (MET 2017, p. 8). Figure 3 shows the distribution of monthly arrivals in 2017.

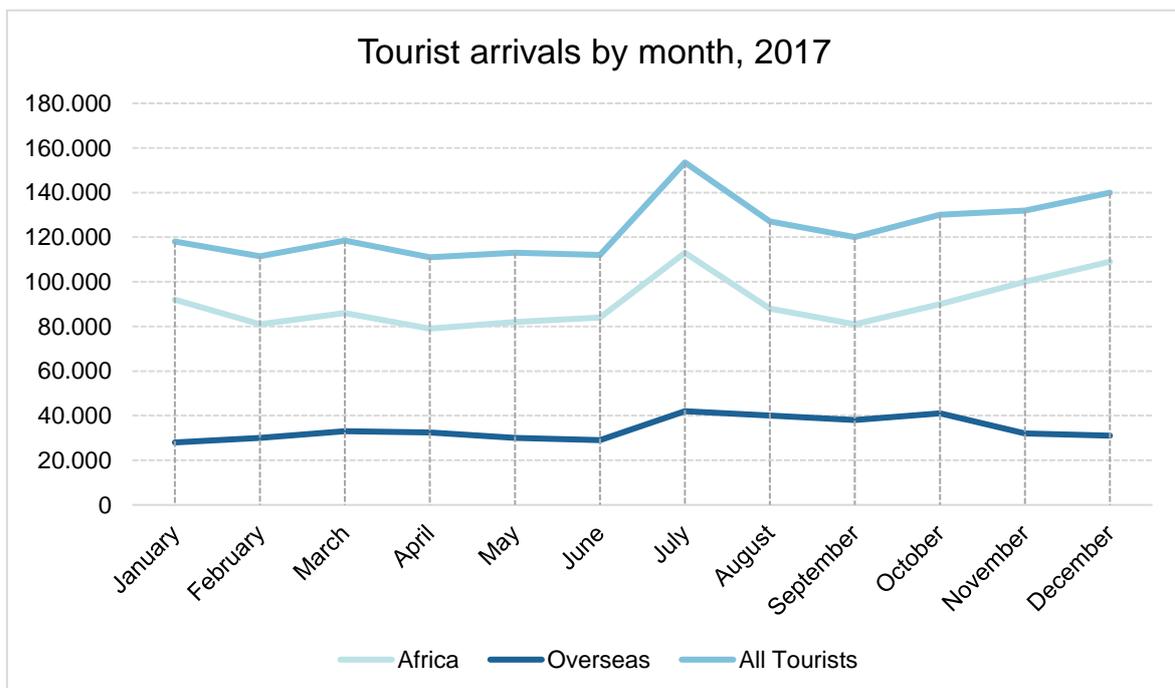


Figure 3 Tourist arrivals by month in 2017 (Source: Own figure based on approximated data from MET 2017, p. 28)

July was the preferred month for travelling to Namibia with 10.3% of tourist arrivals, followed by December with 9.4% of arrivals (MET 2017, p. 26). The most visited urban centres in Namibia are Windhoek and Swakopmund (MET 2013, p.21). Windhoek is visited by 70% of all holiday tourists (MET 2013, p.21). International tourists spend around one tenth of an average of 11.6 days of their stay in Windhoek (Marschall 2013, p. 76). This allows for the conclusion that the data on overseas travelers' seasonality can be transferred to Windhoek since the city is usually used as an entering or exiting point. Same goes for the nationality of travelers. Further information on how Windhoek acts as a gateway for travelers will be given in the following chapter.

2.2 Local circumstances in Windhoek

After an examination of the external conditions in Namibia has been carried out, this chapter will deal in more detail with the local circumstances in Windhoek. Windhoek will be examined under geographical, socio-cultural and touristic aspects.

Windhoek is located in the Khomas region, which is divided into ten constituencies: John Pandeni, Katutura Central, Katutura East, Khomasdal, Moses IlGaroëb, Samora Machel, Tobias Hainyeko, Windhoek West, Windhoek East and Windhoek Rural (Khomas Region Council 2019). The Khomas region is split up into the escarpment of the Khomas Hochland and the inland plateau. The city is surrounded by three main mountain ranges named Eros mountain, Auas mountain and Khomas Hochland. For this reason, hills and valleys dominate the cityscape. The main urban centre of the Khomas region is Windhoek. The city has a total area of 5,133 km² and a population of 334 580. Being the capital city, seat of government and therefore administrative, legislative and judicial centre of the country, Windhoek plays a crucial role for the countries' economy and welfare (The City of Windhoek 2017, p. 6). The City of Windhoek disposes of a good road infrastructure, water and electricity supply, telecommunication and digital infrastructure, hospitals, banks and financial institutions, restaurants, shopping facilities and hospitality. Windhoek is linked to the national railway system and to all major roads. The main point of entry for visitors is the Husea Kutako International Airport located 30-45 minutes from the city. It is worth noting that 90,7% of the total of tourist arrivals to Namibia by air take place via this airport (MET 2017,p. 21). Thus, also making it the gateway to Namibia for 84,0% of international tourists from Europe and North America (Steinbrink et al. 2016, p. 25). This means that the vast majority of overseas visitors start and end their stay in Windhoek. Many visitors begin their itinerary directly at the airport by renting vehicles right after their arrival and by driving off to the country side immediately on their first day. For most holidaymakers, a stay in the city is therefore not usually part of the programme but primarily rather serves as a start and ending point (Steinbrink et al. 2016, p. 26). The majority of travellers spend the first and last day of their stay in Windhoek, using this time to run errands, organize their trip, buy souvenirs and groceries and visit a few relevant sights (Rodrian 2009, p. 96). Compared to the other

activities that the tourists have planned during their stay in Namibia, Windhoek seems rather boring and like it has very little to offer. The image of the city is largely characterised by its administrative function and is still considered rather 'un-African' which makes it particularly unattractive to overseas-visitors (Steinbrink et al. 2016, p. 26). This impression is compounded by the fact that moving around Windhoek can be difficult and time-consuming. Holidaymakers that come to Windhoek as part of an organised tour usually visit the main tourist attraction with their tour bus and a tour guide. Travellers with individual itineraries will mostly be found walking around the city centre, exploring the sights in closest proximity. Despite the fact that the country's dominant focus lies on nature and wildlife tourism, city tourism and cultural tourism have gained importance over the last years (Steinbrink et al. 2016, p. 25). Windhoek is the centre for colonial-heritage tourism (Rodrian 2009, p. 44). Historic buildings and monuments from the German colonial period are still marketed with emphasis and generate high visitor numbers. Among them the Alte Feste, Christuskirche, Windhoek Train Station and Tintenpalast are of greatest significance. Besides the colonial places of interest, a number of sights displaying Namibia's independence and the more recent history have enlarged the list of existing attractions. Among them is the Independence Memorial Museum, which is devoted to apartheid history and the liberation struggle of Namibia and the Heroes' Acre at the outskirts of the city (Steinbrink et al. 2016, p. 26).

In addition to that, tourists can enjoy the Craft Market in central Windhoek, displaying Namibia's rich art heritage. A variety of stalls offer handicrafts such as paintings, jewellery, woodcarving and textile products (Saarinen 2016, p. 412).

Most of the main tourist attractions are located in the central business district (CBD) within walking distance from each other. Other main areas of interest however, are located outside the CBD. In order to grasp the layout of the entire city it is important to understand the underlying historic structures, which are still visible today. The essence of the apartheid city was the spatial separation of the 'races' defined by the South African government and a restriction of freedom of movement, especially of the black population. The district Katutura was founded in the 1950s as a settlement for blacks and was the result of colonial and apartheid urban planning aimed at the spatial separation of the white, coloured and black population (Seckelmann 1998, p. 223).

Despite the end of this rule the spatial separation can still be seen in the layout of the city. Areas inhabited by white residents like Klein Windhoek on one side of the CBD contrast settlements like Khomasdal, which is mostly inhabited by coloureds or Katutura in the north-west, where the majority of Windhoekers live and which is mostly inhabited by the black population. In recent years these rigid structures have softened and an influx of people with different cultures moving around different parts of town can be noted. This new understanding of diversity and cultural exchange has caused township tourism in particular to establish itself in Windhoek in recent years, transforming the former Katutura township

into an integral part of city tours (Rodrian 2009, p. 42). Integrating the visit of Katutura into the tourism product highlights the city’s cultural diversity and its heterogeneous structure. The former slogan of the city marketing used to be ‘City of many Faces’ but has now been changed to ‘Gateway to endless opportunity’.

It becomes evident, that the appeal of Windhoek lies within its many facets which reflect the distinctness of various cultures and their heritage. Shaping a tourism product out of this conglomeration of attractions is a difficult task. Table 1 highlights the main strengths and weaknesses of Windhoek from a tourism perspective.

Strengths	Weaknesses
Availability of goods and services	Transportation in the city due to insufficient public transport facilities
Diversity of different cultures and ethnicities	Crime and insecurity
Rich cultural heritage	Lack of African image
Existence of many attractions	No possibility to experience the attractions
Cleanliness	Lack of information for visitors
	Closing hours of businesses and tourism attractions

Table 1 Strengths and weaknesses of Windhoek (Source: Own table based on Steinbrink et al. 2016, p. 27)

Encouraging tourists to spend more time and money in Windhoek before heading off to the rest of the country is a matter of communication and valorisation of the existing resources. Tourism and business operations are mainly owned and run by the white minority. Ownership and participation structures are rigid and have been manifested over years. Local residents have little benefit from tourism and residents of disadvantages city areas hardly get in touch with the tourism product. This situation can only be changed by empowering and encouraging locals to engage into tourism businesses and by conveying the possible turnover of this industry and its entering possibilities. This is why this study will mainly focus on social and economic aspects of sustainable tourism management.

3. Principles of sustainable development

The following chapter will introduce the concept of sustainability in the tourism sector. Moreover, the tools for the assessment of sustainability in tourism destinations will be presented and the current availability of sustainability seals in African tourism is discussed. The Global Sustainable Tourism Council (GSTC) defines sustainability as “using resources in an environmentally responsible, socially fair and economically viable manner, so that by meeting the needs of current users, the possibility of their use by future generations is not compromised” (GSTC 2019a). Tourism can act as a catalyst enabling sustainable businesses practices in a destination.

3.1 Sustainability in tourism and approaches to sustainability assessment

The objectives of sustainable tourism development are based on four main target areas. These are referred to as institutional or management dimension, economic dimension, socio-cultural dimension and ecological dimension. The central idea of sustainable development is the maximisation of positive impacts and the minimization of negative impacts in the respective dimension (Hartmann and Stecker 2019, p. 3).

Figure 4 illustrates that the management dimension has touchpoints with every other dimension because it is responsible for sustainable governance mechanism and securing legal and organisation framework. The economic dimension covers tourism earnings, government revenues, employment and the contribution to regional development. Potential negative impacts are inflation, opportunity cost and an over-dependence on tourism (Mason 2010, p. 45–46).

The socio-cultural dimension mainly focuses on the benefit of tourism to local communities, cultural heritage and visitor management. The ecological

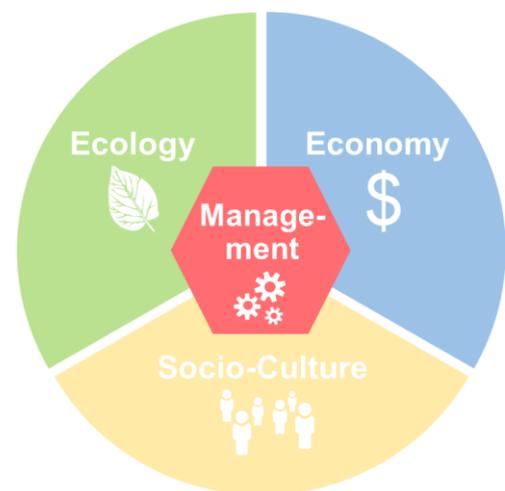


Figure 4 The four dimensions of sustainability (Source: Own figure based on German Tourism Association 2017)

dimension is concerned with natural resources, the conservation of the environment and the protection of these assets against tourism influences. The key components of any sustainability assessment should be promoting equity and development, improving the quality of life in the host community, providing a high quality of experience for the visitor and maintaining the quality of the environment (Mason 2010, p. 109).

The field of tourism research has concentrated on sustainable tourism and its development for quite some time. This is why, various approaches for the assessment of sustainable tourism have been developed. Most systems are based on a number of criteria and indicators that evaluate the performance of a touristic destination or enterprise according to the four dimensions of sustainability. An important objective for “sustainability assessment [is] to define the areas where corrective actions would be necessary and to evaluate if the chosen mitigation measures will lead to the desired improvement of the situation“ (Schianetz et al. 2007, p. 372).

Due to the fact that various approaches for the measure of sustainable tourism have already been developed, a number of criteria and indicator sets is already part of the scientific understanding. The most widely acknowledged organization to publish a set of indicators is the GSTC. The GSTC regulations “are the guiding principles and minimum requirements that any tourism business or destination should aspire to reach in order to protect and

sustain the world's natural and cultural resources, while ensuring tourism meets its potential as a tool for conservation and poverty alleviation" (GSTC 2019b).

Further details about the set-up of the criteria catalogue used in this study will follow in chapter 4.

The criteria catalogue for sustainable tourism can be used for tourism enterprises as well as for destinations. In the latter case, it can help the DMO to identify warning signs and fields that require action, it can act as a tool for communication and for informing relevant stakeholders, it can initiate exchange between important tourism player and act as a comparative medium over a period of time or between other destinations that were assessed based on the same system (Rein and Strasdas 2017, p. 310). As of now, certification systems for destination are typically developed on a continent- or national-level. The complexity of destination management and the individual circumstances in each destination contribute to the difficulties in finding a global approach. The following chapter will give an overview of the current certification landscape in Southern Africa.

3.2 Sustainability seals in Southern African tourism

The following subchapter focuses on sustainability seals in Southern Africa, mainly concentrating on initiatives in Namibia and its neighbouring countries.

These certifications are the most widely recognized seals for African tourism destinations: Tourism Excellence Uganda by TourtCert, Kenya Eco-Rating Certification Scheme, Responsible Tourism Tanzania and the Green and Ecotourism Certification Program Botswana. South Africa has a number of seals, among them Fairtrade Tourism South Africa, Greenline Certification South Africa, Green Tourism Active (GTA) South Africa and The Green Leaf™ Eco Standard South Africa. The only certification scheme in Namibia is Eco Awards Namibia. Figure 5 illustrates the most relevant certifications in order to facilitate the understanding of the following introduction of each seal.



Figure 5 Sustainability seals in Southern African tourism (Source: Own figure © Eco Awards Namibia, Fair Trade Tourism, Green Tourism Active, Green Leaf, Green Line and EcoTourism Botswana)

Apart from the fact that many certifications exist, their market penetration is relatively small. "This structure calls for an optimization and adaption of existing systems to the prevailing conditions of the different nations focussing on Southern African countries in particular" (Ecotrans 2019).

Fair Trade Tourism South Africa promotes "fair and responsible business practice across Africa through [a] membership and certification programmes (Fair Trade Tourism South

Africa 2019). They operate as a non-profit organisation and became a GSTC members in 2015 (GSTC 2019). GTA is a more complicated system that involves four stages of certification. It aims at accommodation, tour operators, restaurants, wine farms, retailers and shopping centres. GTA is a GSTC recognised standard and member of the GSTC (Green Tourism Active 2019). Green Leaf offers “certification assessment tools for the performance management of any international organisation or property” (The Green Leaf TM Eco Standard 2019). Their certification does not include destinations. Green Line offers responsible tourism products to customers as well as certification for tourism businesses (Greenline Certification South Africa 2019). The Botswana Tourism Organization became a GSTC member in 2011. They offer the Botswana Ecotourism Certification System (GSTC 2019).

None of these organisations offers a certification of destinations. Since their focus is mostly on rural accommodation, little relevance for city tourism can be derived.

The Namibian certification called Eco Awards was formalised in 2007. The organisation is based on a “partnership of institutions, both civil society and government, that have come together to form an Alliance to promote and facilitate sustainable tourism in Namibia.” Among the partner organisation are the City of Windhoek and the NTB (Eco Awards Namibia 2019). They focus on the certification of accommodation establishments and tour operators. Between two and five desert flowers are awarded depending on the degree of compliance. There are three tour operators and four accommodations certified in the City of Windhoek (Eco Awards Namibia 2019). Their criteria catalogue takes local conditions in Namibia into consideration. Social aspects like fair employment, discrimination, training and medical aid are covered. Environmental aspects like the dry climate, water shortages and threats to wildlife are also taken into account. That makes their criteria catalogue a best practice example for further research in Namibia. Some indicators from the Eco Awards Namibia catalogue also contribute to this study as they emphasize country-specific factors that global catalogues like the GSTC cannot cover. The set-up of the criteria catalogues for this study will be explained in more detail in the following chapter.

4. Methodology of sustainability assessment in the City of Windhoek

This chapter explains the methodology that is used to structure, collect, analyse and evaluate the data for this study. In the first subchapter the set-up of the criteria catalogue will be explained. The second subchapter focuses on the data collection methods used in this study. Subsequent to this, the method of data preparation and processing is explained. The chapter finishes off with the presentation of the evaluation approaches that are used in this study to classify the indicators.

4.1 Criteria and indicators for the evaluation of sustainable tourism

The following chapter introduces the method that is used to set up the criteria catalogue for this study. Before the development of criteria and indicators can take place, a goal level has to be established. The overall goal for this study is the long-term development of sustainable tourism. The tourism sector should “embrace the principles of sustainable tourism and focus on the achievement of sustainable development goals (SDGs)” (UNWTO 2013, p. 17). Tourism development should respect economic, social and environmental impacts which is why the UNWTO and the UNEP have identified 12 aims for sustainable tourism. They endeavour to deliver “economic benefits to destinations and communities, through competitive, viable tourism businesses that create employment, as about minimising adverse impacts on the environment” (UNWTO 2013, p. 19).

The goals that are identified for each of the four dimensions are translated into criteria in order to identify subject areas that contribute to the achievement of the goals. A variety of organization has already developed criteria catalogues for tourism destination since the topic has been part of tourism research for some time. As described in chapter 3.1, the most prominent organization is the GSTC. The criteria used in this study are not only based on the GSTC, but also consider criteria catalogues of other organisations. The first one of them is the European Tourism Indicator System (ETIS) which has been developed by the European Commission. Moreover, the ‘Guide to Sustainability in German Tourism’ by the German Tourism Association is considered as best practice. Apart from that, the criteria catalogue of parastatal organisations and certification businesses was used. Among them are the Eco Awards Namibia accommodation and tour operator criteria, which provide insight into local conditions (see chapter 3.2). Aspects from the destination catalogue of TourCert and the Kenya Green Destination Guidelines have also been added to the criteria catalogue for this study.

In a third step, indicators that “define the criteria with quantitative or qualitative parameters” are added to the criteria catalogue (Hartmann and Stecker 2019, p. 4). When choosing the indicators, factors like the wording, the measured item and the form of measurement must be considered. The establishment of the catalogue is based on the three criteria of scientific research which are reliability, validity and objectivity. This consideration allows for the possibility “to attain reliable, usable and unambiguous evaluations” (Hartmann and Stecker, 2019, p. 4). Indicators that have a specific relevance for sustainable tourism development in Windhoek are selected to become core indicators. They will be weighted double in the final evaluation. A fourth step consists in assigning a norm to each indicator. A norm is a reference value which is based on international standards or best practices. The norm allows a classification of the indicator depending on its compliance with the norm. This classification is obtained using a rating system of zero, one or two points that expresses the degree of fulfilment with the norm (Hartmann und Stecker 2019, p. 4). In this study 0 points is the worst result and 2 points is the best.

The indicators are rated based on the findings from various methods of data collection. This multi-dimensional approach is called *triangulation*. It refers to the “use of multiple methods or data sources in qualitative research to develop a comprehensive understanding of phenomena” (Carter et al. 2014). This approach supports the validity of the research. A so-called *verifier* which specifies the methods used to collect data is assigned to each indicator.

The primary and secondary data collection methods of this study are explained in more detail in chapter 4.2.

Figure 6 illustrates the hierarchical process in the set-up of the criteria catalogue. The colour scheme at the evaluation level will be explained in more detail in chapter 4.4.

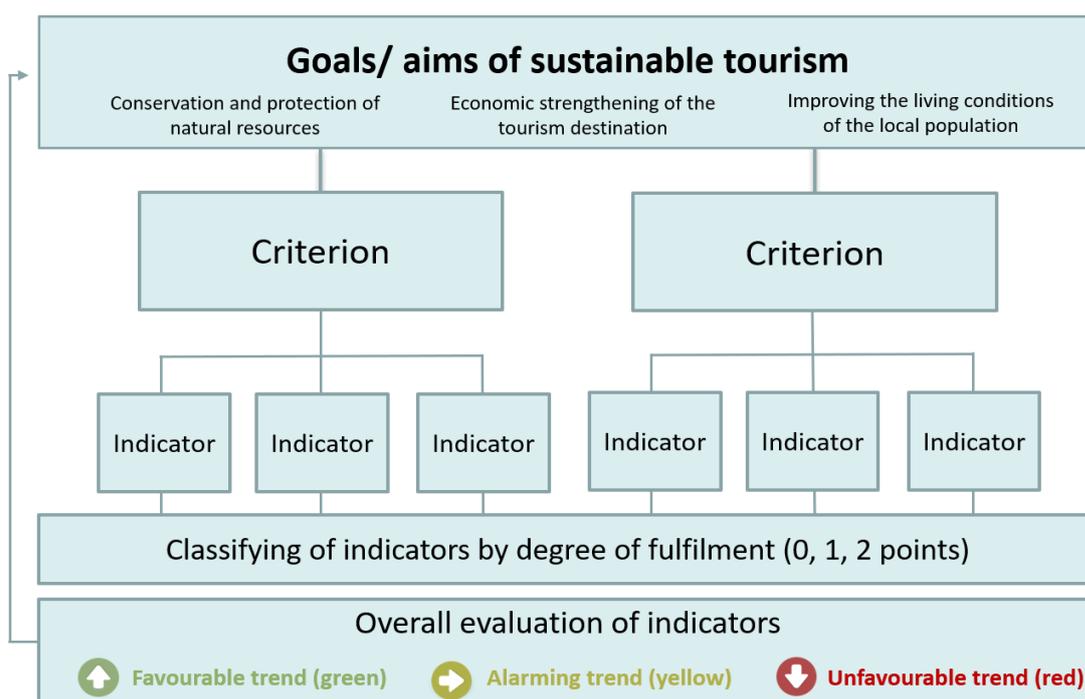


Figure 6 Hierarchical framework for the formulation of criteria and indicators for sustainable tourism (Source: Own figure based on Stecker, 2018)

4.2 Data collection methods

The following chapter focuses on the methods that are used to collect data for the assessment of the indicators. The four main methods used in this study are secondary research, expert interviews, tourist and resident surveys and observation on site. The combination of qualitative and quantitative approaches allows the author to collect data on a broader level. Moreover, the combination of multiple verifiers reduces bias and supports a more accurate result. The secondary research takes place before the field research whereas the interviews, surveys and observations are conducted during a field trip to Windhoek between September 09th and September 22nd 2019. The four approaches are explained in more detail below.

Secondary Research

The secondary research focuses on the evaluation of secondary sources. This desktop- and library-based approach allows the authors to collect data from a multitude of sources such as laws, statistics, scientific papers, press releases, governmental reports and strategic plans, destination-level tourism policies and newspaper articles. Marketing material such as the tourism website, brochures, printed items and other communication materials are analysed as well. Secondary research is not only used for the assessment of many indicators but also provides the basis for the content of chapter 2 and 3. Conducting the secondary research before the fieldtrip facilitates a better preparation and understanding of the circumstances on site.

Expert interview

The second method of data collection used in the research design of this study are expert interviews. Sprondel defines an expert as a person with special knowledge which, in contrast to general knowledge, comprises complex, integrated knowledge and is also constitutively related to the exercise of a profession (Bogner and Menz 2002, p. 42). Experts are thus in a position to make subject-related statements on certain topics based on their knowledge and experience. In order to guarantee a broad spectrum of information, representatives of the City of Windhoek, educational institutions, private associations and private entrepreneurs are interviewed. An open, semi-structured interview is chosen for the expert interviews. This allows the interviewee to speak as freely as possible by creating the conditions for an open discussion. The issues addressed in the interview have already been analysed in advance in order to create an interview guideline (Mayring 2016, p. 67). The guideline is also of great importance, as it enables a comparison of the statements in the evaluation of the results. The interviewee should be able to answer freely and should not have any predefined answering options. Depending on the expert's area of expertise, specific questions related to the 70 indicators are posed. The experts are selected according to their relevance for a specific topic and based on exchange on site. Special attention is paid to the consideration of experts from different thematic fields, in order to generate a comprehensive opinion. A total of eight interviews with nine experts is carried out. The following table briefly introduces the experts and explains their field of expertise.

Expert	Field of Expertise
Grace Pujatura with Olehile Thataone and Emma Amukuuaya	City of Windhoek - Tourism Department and Tourism Office
Mary-Ann Kahitu and Olavi Makuti	City of Windhoek - Environmental Department
Clarence Rupingena	City of Windhoek - Strategy Advisor: Smart Cities and Transport
Hazel Milne	Programme Coordinator Eco Awards Namibia

Liesl Liebenberg	NUST Hotel School Manager, NUST Lecturer, Water Crisis Expert
Prosper Mageza	Manager TASA (Tour & Safari Association)
Thomas Müller	CEO Rainmaker digital (Digital marketing and service provider for tourism businesses)

Each interview is recoded using a recording device and then transcribed. In addition to that, another 12 interviews with hotels and restaurants and 6 interviews with tourist attractions are conducted. The interview partner is either an owner, CEO, curator or general manager on site. Each one of these interviews is based on a structured guideline. The questions are partly close-ended multiple choice questions or open-ended questions asking for the existence of certain programmes and items in the enterprise. The focus of these interviews is the collection of data on employment in tourism enterprises and on sustainability efforts taken by the individual enterprises. This is why the interviews are not recorded but only evaluated quantitatively.

Tourist and resident survey

Another instrument of data collection are tourist and resident surveys. The survey is carried out based on questionnaires that have been set-up before the field trip. It is designed for interviews with individual travelers and travelers that are part of a group tour.

Carrying out the survey on site in Namibia entails various advantages. Tourists are physically present in the research area which makes it easier for them to recall their experiences. Impressions have only recently entered their minds and can therefore be reproduced quicker and with more accuracy. When selecting respondents, a balanced cross-section of gender, origin and age is considered. Pedestrians are approached randomly. The questions are asked in face-to-face interviews by the research team and by students from NUST university. All interviews are conducted in English or German using the same guideline. The interviews take place in Central Windhoek at Independence Avenue, Zoo Park, Craft Centre, Christ Church, Independence Museum and the Railway Station. The interviews in Katutura are conducted in Havana, Soweto and Oshetu Market, Katutura State Hospital and Penduka. The evaluation reveals that a total of 82% of all surveys was conducted in the CBD while 18% were conducted in Katutura.

The following section will explain each question of the questionnaire guideline in more detail. The full questionnaires can be found in the appendix. Questions 1-2 of the tourist questionnaire aim at collecting statistical data. They are close-ended questions with one answering possibility. Question 3 is an open-ended question asking for the nationality of the participants. Question 4 focuses on the use of transportation by tourists during their stay and is linked to indicator D5.3. The question is a multiple-choice question with a maximum choice of two answers. Question 5 focuses on the sights visited by tourists during their stay. Based on this question, both the popularity of the individual attractions can be

measured as well as the preference based on the origin of the tourists. This question is a checklist question which gives the participants the freedom to choose one or more of the options available. "It should be ensured that options are placed in a random sequence rather than in any preferential order. Apart from the options selected by the researcher, an option called 'others' should be provided" (Sreejesh et al. 2014, p. 152). This field can help to discover options "of which the surveyor would otherwise have remained unaware" (Sreejesh et al. 2014, p. 151).

Question 6 is linked to indicator C3.5 and is intended to verify whether tourists have sufficient historical and cultural knowledge to be able to properly understand the attractions. Question 7 refers to indicator C4.1 and examines the knowledge of tourists regarding options to financially support the community. Both questions are close-ended questions with an additional option for a free response. Questions 9-13 only refer to indicator C2.5, whereas question 8 also serves indicator A4.3. A Likert-type scale of 1-5 was selected to quantify the degree of agreement with the statement. A choice from 1 (strong disagreement) up to 5 (strong agreement) was formulated. 5 options have been chosen because "most researchers recommend that a middle alternative should be offered in order to prevent respondents who have a moderate or neutral opinion from having to use an alternative category, thereby systematically distorting the data" (Menold and Bogner 2016, p. 6). It was ensured that the wording would always give 1 as the worst result and 5 as the best so as not to confuse the respondents. Question 10 is therefore posed in the negation. It is important that the graphical representation of the scale reflects "the symmetry of the scale and the equidistance of the response options" (Menold and Bogner 2016, p. 10).

The considerations from above apply to the resident questionnaire as well. Questions 1 and 2 refer to statistical data. Question 3 addressing indicator C4.2 and question 4 addressing indicator B5.1 are both close-ended questions with an additional option for a free answer. The aim is to discover programmes that are known by residents of which the researcher, however, is unaware. Questions 5-7 refer to indicator C4.3, C4.4 and C4.5. As with the tourist questionnaire a Likert-type scale of 1-5 was selected to quantify the degree of agreement with the statement. The same considerations as above apply to the choice of scale, the number of options and the order in which they are presented. The only difference is that 1 is the best option and 5 is the worst. Question 8 is another close-ended question with a free comment section that aims at collecting information about the residents' knowledge concerning community involvement for the set-up of codes of conduct at tourist attractions. Question 9 verifies if the respondents work in the tourism sector in order to collect further data about working conditions in the industry. The questionnaire ends here should this not apply. Questions 10-15 are respectively linked to indicator B3.1 – B3.6. Every question is a closed- ended question, asking for a single answer out of the options provided. Since question 11 and 14 ask for very personal information a 'no comment' option

is offered. Question 12 specifies a variety of options, since having working hours and rest periods that are flexible does not necessarily imply that the employer is violating the law. Generally, a high number of close-ended questions has been chosen because they are usually less time consuming and easier to respond to. The questionnaire is discussed with the students from NUST university before conducting interviews, in order to ensure a correct understanding of the questions and to clarify the attitude during the survey.

A total of 126 tourists responded to the questionnaire. The share of 40% females, 57% males and 3% without indication shows a fairly balanced gender ratio.

The age distribution can be found in figure 7. The strong representation of 15-59 year-olds can be explained by their ability to travel overseas and their willingness to participate in an English survey. Packaged-holiday travelers are generally older and have less time since they follow a tight schedule. 61% of respondents originate from a European country, 25% from Namibia or another African country and 13% from other continents. A detailed display of the statistical data can be found in the appendix.

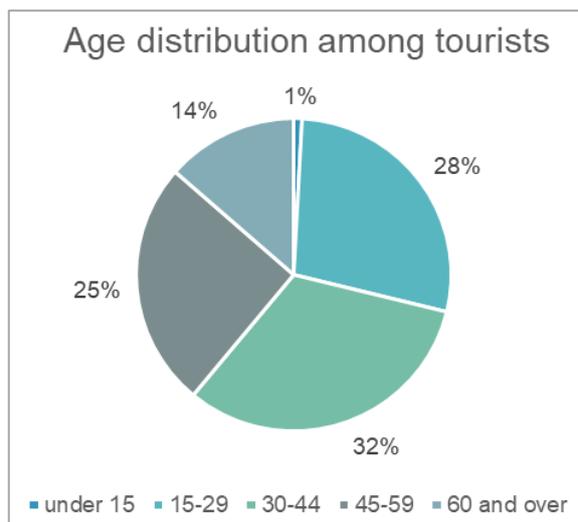


Figure 7 Age distribution among tourists (Source: Own figure based on own data)

Among the 215 residents 48% of respondents were female, while 51% were male. The age distribution is indicated in figure 8. The overrepresentation of the 15-44 year-olds can be explained by their willingness to answer a questionnaire and by the fact that the working population is more likely to be around in the central business district during weekdays. Out of the 215 residents 73% claimed to work in tourism or a sector directly related to tourism.

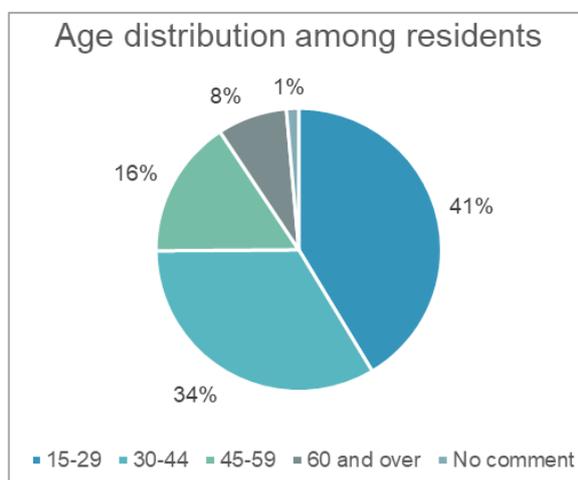


Figure 8 Age distribution among residents (Source: Own figure based on own data)

Residents taking part in this survey originate from the following cultural backgrounds: Herero, Nama, Ovambo, San, Himba, Damara and German or have a mixed background. A detailed display of the statistical data can be found in the appendix.

Observation

The last method used for data collection is observation. Scientific observation distinguishes between participant and non-participant observation. In this case, the non-participant observation method is used. The observer remains outside the process and observes the situation from the outside. Since this observation does not focus on social interactions, but rather on the existence of different items, the involvement of the researcher is not relevant. The applicable literature distinguishes between structured and unstructured observation. The first case applies to this study in which the researcher adheres to a specific observation schedule (Girtler 2009, p. 62). The structured or standardized observation works with a predefined theoretical observation scheme and fixed observation categories that are applied to the observed object (Lamnek and Krell 2016, p. 531). In this case, checklists that verify individual aspects at the locations of observation are used as an observation scheme. The observation takes place in the field and is unannounced in order to be able to capture the normal situation. The observation is carried out at the following locations in Windhoek: Tourist Information, Husea Kutako airport, railway station, bus station, transportation hotspots, tourist attractions, hotels and restaurants. In total 25 tourist attractions, 7 hotels and 10 restaurants are observed. The choice of the tourism enterprises that are observed is based on a random selection. Hotels and restaurants that are particularly relevant for tourism are observed in the CBD, Klein Windhoek, Windhoek West and Katutura. The map in figure 9 exemplifies the areas of Windhoek and the geographical distribution of the tourist enterprises around the city.

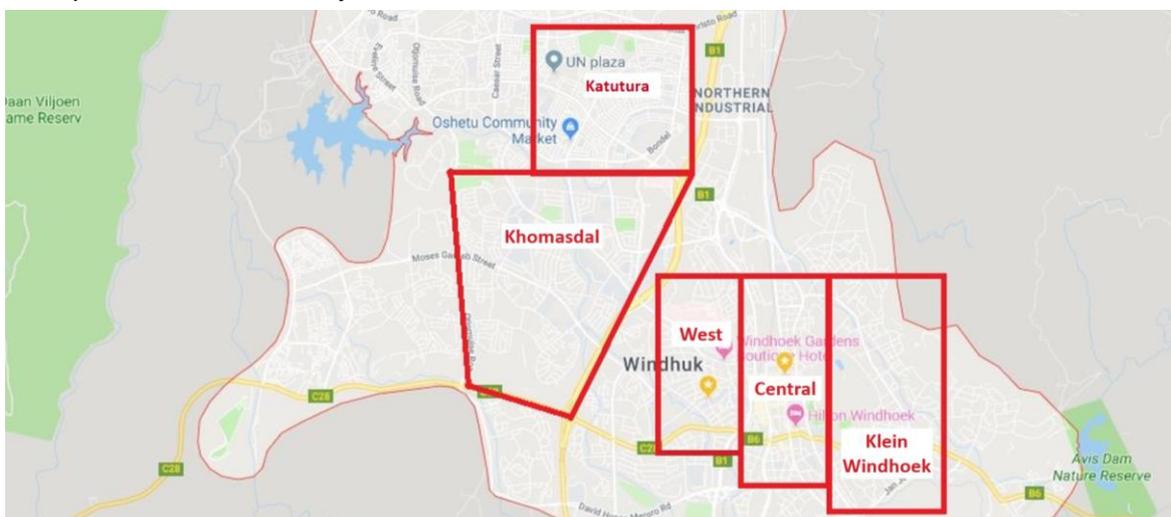


Figure 9 Zoning map for observation in Windhoek (Source: Own figure based on Google Maps)

A mixture between high-class hotels, guest houses and hostels is ensured. The restaurants range from high-class establishments to street cafes. The tourist attractions are mostly located in the CBD and Katutura. Others like Heroes Acre or Daan Viljoen Reserve are located outside the city area.

The data is recorded using check lists with check boxes. When recording data, difficulties may occur if this process is not performed at the same time as the observation.

It is clear that the ability of the observer to memorize the situation is limited and that the actual process of memorization is in turn influenced by selective perception that is difficult to control (Lamnek and Krell 2016, p. 574). For this reason, the observed data is recorded directly on site. Every observation must be judged critically due to the subjectivity involved. Increasing the degree of objectivity in this particular observation is attempted by using a clear scheme and by guaranteeing that every observation is conducted by the same researcher. In some cases, a situation does not permit a clear assessment exclusively by observation. For many indicators, what has been observed is therefore verified again by an interview.

4.3 Data analysis methods

The following chapter explains the methods used for the preparation and processing of the collected data. The interviews are interpreted using a qualitative content analysis. The results of the survey and of the observation are processed using Microsoft Excel.

The first step of the content analysis is a transcription of the interview material for further processing. A complete written version of the verbally collected material is produced by literal transcription, which forms the basis for interpretative evaluation (Mayring 2016, p. 89). Since reading exactly transcribed texts can be very difficult, a transfer into normal written English is used as protocol technique in this paper. That means that possible dialects are removed and sentence errors are corrected. This method is used whenever the thematic level of what is said is of central importance (Mayring 2016, p. 91).

The evaluation of the interview material is based on a qualitative content analysis. This technique is centered in the systematic analysis of texts by categorizing the material step by step (Mayring 2016, p. 114). Since the structure of all interview guidelines is based on the indicators, a thematic categorisation has already been carried out. The creation of a category system according to Mayring is therefore obsolete. When assessing the individual indicators, quotes from the transcribed texts are used to determine the rating.

The data collected in the surveys is processed using the statistics programme Excel. Each answer option is entered into a table. The questionnaires are then decoded one after another by recording fulfilment and non-fulfilment with a binary system. This technique allows an uncomplicated reading of the frequency per answer using a sum formula. Socio-demographic data such as age, gender or origin can then be drawn directly using filter functions for the individual features. Answers in the free textboxes are typed in and sorted according to their frequency. The initial design of the questionnaire enables a straightforward evaluation based on this method.

The same technique is used for the observation checklists. Each feature is tagged with a reference to the corresponding indicator and is then marked with a 0 or 1 to indicate its compliance. Accordingly, ratios and shares of specific features within hotels or restaurants can be determined easily.

4.4 Performance rating and dimension evaluation method

The following subchapter explains the evaluation method that is used to determine the degree of fulfilment for each indicator and to assess the general state of the city tourism in Windhoek. After preparing the collected data for further use, each indicator is rated based on the findings from secondary and primary research. The result that was actually measured is compared with the norm, to be able to determine the degree of fulfilment by rating the indicator with 0, 1 or 2 points. In order to classify these results on a dimension-level, an evaluation system is required. "A standard is needed to measure the progress towards (or regress away from) sustainable tourism development, as the assessment of progress cannot be judged and determined unless a standard is provided" (Ko 2005, p. 443).

The tourism researcher Christian Baumgartner uses a so-called traffic light system to classify the individual indicators. This allows for a translation of the 0, 1 and 2 point rating into red, yellow and green. The red category indicates an absolute need for action, the yellow category indicates an alarming limit and the green one indicates a safe condition (Baumgartner 2008, p. 213). Baumgartner then defines thresholds based on which the entire dimension can be rated. The classification can be found in table 2.

Evaluation of the dimension	Result of the individual indicators
Dimension is acceptable	2/3 or more of the individual results in the green area, no result in the red area
Dimension is conditionally acceptable	Less than 2/3 of the individual results in the green area, no result in the red area
Dimension is not acceptable	One or more results in the red area

Table 2 Evaluation of the sustainability dimensions (Own table based on Baumgartner 2008, p.213)

Based on the evaluation of each dimension Baumgartner then proposes a combined dimension evaluation as per the table 3 below:

Assessment	Sustainability	Condition
Sustainability in tourism	Sustainable	All dimensions green
Predominantly positive	Mostly sustainable	Minimum two dimensions green , none red
Alarming limit, need for action	Little sustainable	One dimension red or more dimensions yellow than green
Problematic in short/ medium term	Unsustainable	No dimension green or more than one red

Table 3 Combined dimension evaluation (Own table based on Baumgartner 2008, p.214)

It becomes evident, that Baumgartner only describes a destination as fully sustainable if all four dimensions are classified in the green area (Baumgartner 2008, p. 214).

The author opted for adding a different approach to the existing evaluation scheme. The fact that the rating proposed in table 2 results in the non-acceptance of a dimensions if only one indicator is red, which can translate to a share of 5% in some dimensions, calls for a more differentiated approach.

In 1997 the sustainable development researcher Robert Prescott-Allen proposed a measurement tool for sustainability called the “Barometer of Sustainability”. This evaluation tool proposes that „the indices of human wellbeing and ecosystem wellbeing are expressed on a performance scale of 0-100. The scale is divided into five sectors: 100-81 good, 80-61 ok, 60-41 intermediate, 40-21 poor and 20-0 bad“ (Prescott-Allen 1997, p. 8). The Korean tourism researcher Tae Gyou Ko proposes a more detailed and sophisticated model which assumes “that the ‘excellent’ condition [...] in system quality is likely to be more ‘sustainable’, while the ‘bad’ condition is likely to be defined as more ‘unsustainable’” (Ko 2005, p. 439). His five-point scale which is divided into five sectors of 20 points each can be used to explain very precise and complicated information as the scales are divided into more detailed sections. Like Prescott-Allen, Ko measures the status of sustainability with a performance scale. Besides the five-point scale, he distinguishes a three-point scale that can be “useful in explaining relatively simple information to stakeholders” (Ko 2005, 439). Both scales are presented in table 4 below:

Evaluation	Performance rating	Evaluation	Performance rating
Sustainable	68–100%	Sustainable	81-100%
Intermediate	34–67%	Potentially sustainable	61-80%
Unsustainable	1–33%	Intermediate	41-60%
		Potentially unsustainable	21-40%
		Unsustainable	1-20%

Table 4 Scales of sustainability (Own table based on Ko 2005, p.439)

The performance rating of the three-point scale is similar to Baumgartner’s approach in table 2, who also divides the total results into thirds. The five-point scale, however, allows for a more precise rating of the dimensions status and facilitates better communication to stakeholders. The calculation method that is used to identify the degree of fulfilment of the entire dimension to be able to classify it as per table 4, is explained in the following. Based on the rating of each indicator and the weighting which depends on the basic or core status of the indicator, a mathematical formula can be used.

$$\frac{\text{Total points}}{(\text{Sum of all quantifiers} \times 2)} \times 100 = \text{Compliance with the goal in \%}$$

In this case, a rating of 2 points equals complete compliance with the dimension goal. A calculation like this can be found in the overall evaluation of each dimension in the chapters 5.1-5.5. A translation of the three-point scale into the traffic-light system is used at the end of each dimension to display the degree of fulfilment in a gauge chart.

Various recommendations can then be derived from the results of the criteria and indicator evaluation. They aim at improving current sustainability efforts or at implementing new

strategies and approaches. The most relevant recommended actions for Windhoek will be explained in a detailed list including a field of action, time frame and potential responsibility.

5. Detailed results: Sustainability dimensions in the case of Windhoek

The following chapter gives a detailed overview of the indicators within the four dimensions. The choice of each indicator and its norm are explained before rating each indicator based on the findings from the collected data. A table provides information on each indicator displaying its corresponding criterion, the name of the indicator, the verifiers used to collect data on that indicator and the norm that was set for the indicator. The distinction between basic and core indicators is indicated. The norm will not be explained in further detail if the contents of the table are self-explanatory. The norm including its number of points which is marked in bold writing is the one awarded to the respective indicator.

At the end of each dimension there is a final calculation that includes all points and each respective quantifier. This will allow the labelling of each dimension with a respective colour (red, yellow or green) according to the level of sustainability that has been achieved. In the last subchapter, the calculations and findings are classified using the method explained in chapter 4.4.

5.1 Management dimension

The management dimension is the first part of the criteria catalogue because it acts as a basis for other dimensions. This dimension is aimed at securing the existence of sustainable governance mechanisms, legal prerequisites and organisational framework that enable sustainable development to take place. On one hand this dimension focuses on strategic management plans that provide necessary requirements for sustainable tourism development. On the other hand, the dimension focuses on operative management, enabling active measures such as stakeholder incorporation or the implementation of programmes and strategic plans. The management dimension is really complex, comprising the highest number of criteria, which are the following:

- Criterion A1: Sustainable Destination Strategy
- Criterion A2: Destination management organization
- Criterion A3: Monitoring
- Criterion A4: Safety and security
- Criterion A5: Accessibility
- Criterion A6: Property Acquisition
- Criterion A7: Promotion
- Criterion A8: Sustainability certification

Criterion A1: Sustainable Destination Strategy:

In order to ensure long-term sustainable tourism activity in a destination, a multi-year strategy on local or regional level is imperative. The strategy acts as a conceptual framework and comprises strategic objectives, product development efforts and marketing and promotion concepts. The strategy should also consider economic, social and environmental impacts of tourism in the destination. This criterion consists of two indicators which discuss the mere existence of a strategy, its availability and its currency.

Indicator A1.1 Multi-year destination strategy that includes a focus on sustainability and sustainable tourism

The first indicator of this criterion verifies the existence of a destination strategy, that considers multiple years and clearly focuses on sustainability.

Criterion A1: Sustainable destination strategy									
Indicator A1.1 Multi-year destination strategy that includes a focus on sustainability and sustainable tourism									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of strategy</td> </tr> <tr> <td>1 P.</td> <td>Existence of strategy but either not multi-year or no emphasis on sustainable tourism</td> </tr> <tr> <td>2 P.</td> <td>Existence of a multi-year strategy comprising all dimensions of sustainable tourism</td> </tr> </table>		Core indicator	0 P.	Non-existence of strategy	1 P.	Existence of strategy but either not multi-year or no emphasis on sustainable tourism	2 P.	Existence of a multi-year strategy comprising all dimensions of sustainable tourism
	Core indicator								
0 P.	Non-existence of strategy								
1 P.	Existence of strategy but either not multi-year or no emphasis on sustainable tourism								
2 P.	Existence of a multi-year strategy comprising all dimensions of sustainable tourism								

This indicator is considered a core indicator due to its relevance for long-term sustainable development and its role as a framework for involved stakeholders. The points are awarded as per the table above. The City of Windhoek is currently working on a new “Targeted Windhoek Tourism Development Strategy”. The procurement process was finalized in 2018 and the successful bidder, PricewaterhouseCoopers, signed the letter of acceptance with the city (City of Windhoek 2018). The concept which is not openly published yet will be enriched by the findings of this study. Apart from the tourism strategy the City of Windhoek has published a “Transformational Strategic Plan (2017-2022)”, which is not directly aimed at tourism but comprises important topics for the city such as transportation, safety and security, risk management, renewable energy and water supply. On a national level the Ministry of Environment and Tourism has published papers called "National Tourism Investment Profile & Promotion Strategy 2016-2026" and "National sustainable tourism growth and investment promotion strategy 2016-2026". These papers cover objectives, growth targets, monitoring and evaluation systems and tourism investment. Targets for the City of Windhoek, however, are not mentioned specifically. Since this study evaluates the status quo of the situation in Windhoek 0 points are awarded for this indicator. For the past years a strategy exclusively focused on tourism did not exist.

Indicator A1.2 Up-to-date and publicly available multi-year destination plan or strategy

Besides its mere existence the destination strategy should be publicly available so that stakeholders can familiarize themselves with its contents. Moreover, only a paper which is up-to-date can act as a framework indicating the scope of projects and their due date. The last tourism strategy was directed towards the period 2003-2006.

Criterion A1: Sustainable destination strategy									
Indicator A1.2 Up-to-date and publicly available multi-year destination plan or strategy									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>The strategy is neither up to date nor publicly available</td> </tr> <tr> <td>1 P.</td> <td>The strategy is either not up-to-date or is not publicly available</td> </tr> <tr> <td>2 P.</td> <td>The strategy is up-to-date and publicly available</td> </tr> </table>		Basic indicator	0 P.	The strategy is neither up to date nor publicly available	1 P.	The strategy is either not up-to-date or is not publicly available	2 P.	The strategy is up-to-date and publicly available
	Basic indicator								
0 P.	The strategy is neither up to date nor publicly available								
1 P.	The strategy is either not up-to-date or is not publicly available								
2 P.	The strategy is up-to-date and publicly available								

This indicator is a basic indicator, since the focus about the strategy lies on its existence. Depending on the combination of availability and currency of the strategy, 0-2 points are awarded as per the table above. The two mentioned national strategies are up-to-date and publicly available. The Targeted Windhoek Tourism Development Strategy is not yet published. This is why 0 points are awarded.

Criterion A2: Destination Management Organization

This criterion focuses on the existence of a destination management organization (DMO). A DMO is the “organizational entity which may encompass the various authorities, stakeholders and professionals and facilitates tourism sector partnerships towards a collective destination vision. [Key activities are] coordinating and managing certain activities such as implementation of tourism policies, strategic planning, product development, promotion and marketing and convention bureau activities“ (UNWTO 2016).

Indicator A2.1 An organization (DMO) has responsibility for a coordinated approach to the management of sustainable tourism

The first indicator of this criterion verifies the existence of a DMO and its approach towards sustainability.

Criterion A2: Destination management organization
Indicator A2.1 An organization (DMO) has responsibility for a coordinated approach to the management of sustainable tourism

Detailed results: Sustainability dimensions in the case of Windhoek

<u>Verifier</u>	<u>Norm</u>								
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 40%;">Secondary Research</div> <div style="border: 1px solid black; padding: 5px; width: 40%;">Interview Grace Pujatura</div> </div>	<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="2" style="text-align: center;">Core indicator</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0 P.</td> <td>Non-existence of a DMO or other tourism institution with sustainability approach</td> </tr> <tr> <td style="text-align: center;">1 P.</td> <td>Existence of a DMO that treats the topic of sustainable tourism with no emphasis</td> </tr> <tr> <td style="text-align: center;">2 P.</td> <td>Existence of a DMO responsible for the management of sustainable tourism</td> </tr> </tbody> </table>	Core indicator		0 P.	Non-existence of a DMO or other tourism institution with sustainability approach	1 P.	Existence of a DMO that treats the topic of sustainable tourism with no emphasis	2 P.	Existence of a DMO responsible for the management of sustainable tourism
Core indicator									
0 P.	Non-existence of a DMO or other tourism institution with sustainability approach								
1 P.	Existence of a DMO that treats the topic of sustainable tourism with no emphasis								
2 P.	Existence of a DMO responsible for the management of sustainable tourism								

This is a core indicator since the DMO acts as a central entity that manages all the elements a destination is made up of, ideally ensuring a coordinated and sustainable approach to tourism. The norm is based on the GSTC recommendations. The department of economic development identifies a branch that is responsible for tourism in Windhoek. They say "The primary purpose of the Tourism Section is to transform the tourism sector and facilitate growth through sustainable and responsible development and promotional interventions" (City of Windhoek Department Portal 2019). Grace Pujatura states that "tourism is a section under the division of economic development" (cf.1.7). The tourism website cannot be accessed so it is unclear what type of content stakeholders can receive from there. Furthermore, there is a marketing and events management section. Their core areas are cooperate marketing, logistics and event management (City of Windhoek Department Portal n.y.b). Based on the findings 1 point is awarded for this indicator, since an organization has the responsibility for a coordinated approach of tourism management, however, lacking a sustainability emphasis.

Indicator A2.2 Identification and integration of relevant stakeholder groups by the DMO

Tourism is a multi-sector discipline. Hospitality, tour operators, food services, cultural attractions and transportation are stakeholders that need to be considered. This is why the following indicator is aimed at stakeholder communications on part of the DMO.

Criterion A2: Destination management organization									
Indicator A2.2 Identification and integration of relevant stakeholder groups by the DMO									
<u>Verifier</u>	<u>Norm</u>								
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 40%;">Interview Hazel Milne</div> <div style="border: 1px solid black; padding: 5px; width: 40%;">Interview Grace Pujatura</div> </div>	<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="2" style="text-align: center;">Basic indicator</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0 P.</td> <td>The DMO does not consult with socially and economically relevant stakeholders</td> </tr> <tr> <td style="text-align: center;">1 P.</td> <td>The DMO only consults with some socially and economically relevant stakeholders marginally</td> </tr> <tr> <td style="text-align: center;">2 P.</td> <td>The DMO consults with socially and economically relevant stakeholders in regular dialogue</td> </tr> </tbody> </table>	Basic indicator		0 P.	The DMO does not consult with socially and economically relevant stakeholders	1 P.	The DMO only consults with some socially and economically relevant stakeholders marginally	2 P.	The DMO consults with socially and economically relevant stakeholders in regular dialogue
Basic indicator									
0 P.	The DMO does not consult with socially and economically relevant stakeholders								
1 P.	The DMO only consults with some socially and economically relevant stakeholders marginally								
2 P.	The DMO consults with socially and economically relevant stakeholders in regular dialogue								

Detailed results: Sustainability dimensions in the case of Windhoek

The norm for this indicator is based on industry best practices such as tourism round-tables or regular tourism forums. Grace Pujatura states that a tourism forum is a planned but that most communication currently takes place on a bilateral level (cf. I.10f). Hazel Milne states that meetings arise due to particular occasions such as the water crisis but not with regularity (cf. I.5f). This is why 1 point is awarded for this indicator. Stakeholders know each other and communicate through specific forums or association but not in regular dialogue.

Indicator A2.3 Assigned responsibility for sustainable tourism within the tourism organization

This indicator deals with enabling an individual with sufficient competences and time resources to take a lead in sustainable tourism development.

Criterion A2: Destination management organization									
Indicator A2.3 Assigned responsibility for sustainable tourism within the tourism organization									
<p><u>Verifier</u></p> <div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 10px auto;"> <p>Interview Grace Pujatura</p> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>No staff member is responsible for sustainable tourism</td> </tr> <tr> <td>1 P.</td> <td>The issue of sustainable tourism is dealt with subordinately among various team members</td> </tr> <tr> <td>2 P.</td> <td>A staff member is responsible for sustainable tourism. The employee has sufficient competence and time resources</td> </tr> </table>		Basic indicator	0 P.	No staff member is responsible for sustainable tourism	1 P.	The issue of sustainable tourism is dealt with subordinately among various team members	2 P.	A staff member is responsible for sustainable tourism. The employee has sufficient competence and time resources
	Basic indicator								
0 P.	No staff member is responsible for sustainable tourism								
1 P.	The issue of sustainable tourism is dealt with subordinately among various team members								
2 P.	A staff member is responsible for sustainable tourism. The employee has sufficient competence and time resources								

The norm of this indicator identifies the individual task, time resources and competences of potential team members in the DMO. Grace Pujatura states that the task is dealt with among different team members. However, since sustainable tourism is a topic that is “just coming up” no groundwork on its organization has been laid (cf.I.18f). Based on this statement 1 point is awarded for this indicator.

Criterion A3: Monitoring

The following criterion focuses on the existence of a monitoring system. In order to track trends and patterns in tourism, the development of an ongoing data collection over multiple years is essential.

Indicator A3.1 Active collection of data and public reporting of environmental, economic, social, cultural and tourism management issues

The purpose of this indicator is to verify whether the destination reviews any information and data available in the destination in a particular turn. This can be an analysis of the

Detailed results: Sustainability dimensions in the case of Windhoek

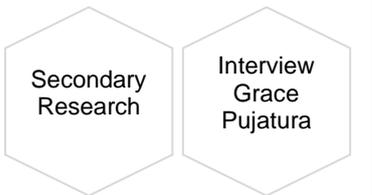
environmental factors during the preparation of a strategy paper, a SWOT analysis or an inventory of existing tourism products, infrastructure, socio-economy and natural resources. Proving the importance and value of tourism is difficult without having any numerical evidence. This is why data collection is indispensable in order to receive support from political level.

Criterion A3: Monitoring									
Indicator A3.1 Active collection of data and public reporting of environmental, economic, social, cultural and tourism management issues									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Secondary Research</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Interview Grace Pujatura</div> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td style="text-align: center;">Core indicator</td> </tr> <tr> <td style="text-align: center;">0 P.</td> <td>Non-existence of active monitoring and public reporting</td> </tr> <tr> <td style="text-align: center;">1 P.</td> <td>Existence of active monitoring, however, without publication or not containing all aspects</td> </tr> <tr> <td style="text-align: center;">2 P.</td> <td>Existence of active monitoring and public reporting</td> </tr> </table>		Core indicator	0 P.	Non-existence of active monitoring and public reporting	1 P.	Existence of active monitoring, however, without publication or not containing all aspects	2 P.	Existence of active monitoring and public reporting
	Core indicator								
0 P.	Non-existence of active monitoring and public reporting								
1 P.	Existence of active monitoring, however, without publication or not containing all aspects								
2 P.	Existence of active monitoring and public reporting								

A concept for sustainable tourism can only be formulated if data on the environmental, economic, social and cultural impact of touristic activities is available. This is why this indicator is deemed a core indicator. The points are awarded as per the table above. “All aspects” refers to the environmental, economic, social and cultural dimension. Grace Pujatura states that no tourism-specific monitoring takes place (cf.I.27f). The “Windhoek Mayoral Report” contains information on environmental, economic, social, cultural and tourism management issues. Moreover, the “Annual Council Performance Report 2017/2018” indicates environmental and economic developments (City of Windhoek 2018). Nevertheless, based on these finding 0 points are awarded for this indicator. Although, environmental and economic monitoring takes place, the data is not tourism-specific. Neither a SWOT analysis nor an up-to-date inventory of tourism products is available. In addition to that, economic data about tourism contributions and employment data is unavailable.

Indicator A3.2 Periodical review of the monitoring system

This indicator evaluates the currency of the data collection process.

Criterion A3: Monitoring									
Indicator A3.2 Periodical review of the monitoring system									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>The monitoring system is not reviewed periodically</td> </tr> <tr> <td>1 P.</td> <td>The monitoring system is reviewed every 5-10 years</td> </tr> <tr> <td>2 P.</td> <td>The monitoring system is reviewed less than every 5 years</td> </tr> </table>		Basic indicator	0 P.	The monitoring system is not reviewed periodically	1 P.	The monitoring system is reviewed every 5-10 years	2 P.	The monitoring system is reviewed less than every 5 years
	Basic indicator								
0 P.	The monitoring system is not reviewed periodically								
1 P.	The monitoring system is reviewed every 5-10 years								
2 P.	The monitoring system is reviewed less than every 5 years								

The norm for this indicator is divided as per the table above and based on a realistic monitoring system, since collecting data on all aspects of tourism is very time consuming. The last published version of the Mayoral Report dates back to 2016. Linked to the findings of indicator A3.1 and the statements from Grace Pujatura no continuity of data monitoring can be assumed. Hence, this indicator is insufficiently fulfilled resulting in a rating of 0 points.

Criterion A4: Safety and security

The following criterion focuses on safety and security measures. The image of a destination is highly influence by the perception of security in that destination, which has a direct influence on first-time visits and return visits. This criterion consists of four indicators.

Indicator A4.1 Crisis and emergency response plans that consider attraction sites and urban spaces relevant for tourism are existent and publicly available

This indicator considers the existence of an emergency response plan for the destination.

Criterion A4: Safety and security									
Indicator A4.1 Crisis and emergency response plans that consider attraction sites and urban spaces relevant for tourism are existent and publicly available									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Response plans are neither existent nor publicly available</td> </tr> <tr> <td>1 P.</td> <td>Response plans are existent, however, not publicly available</td> </tr> <tr> <td>2 P.</td> <td>Response plans are existent and publicly available</td> </tr> </table>		Core indicator	0 P.	Response plans are neither existent nor publicly available	1 P.	Response plans are existent, however, not publicly available	2 P.	Response plans are existent and publicly available
	Core indicator								
0 P.	Response plans are neither existent nor publicly available								
1 P.	Response plans are existent, however, not publicly available								
2 P.	Response plans are existent and publicly available								

Detailed results: Sustainability dimensions in the case of Windhoek

This indicator is a core indicator since safety and security are a prominent topic for travel to African countries. Only a destination which identifies the problems and assigns respective measures can effectively tackle the problem of crime in the long run.

The Department Portal of the City of Windhoek comprises an emergency management division. Their operations sections is set out "for protecting the lives and property of residents" (City of Windhoek Department Portal n.y.). Tourism is not mentioned specifically. In 2011 the Office of the Prime Minister published a National Disaster Risk Management Plan. It does not consider tourism in particular but covers identifying risks, early warning mechanisms, and channels for communicating warnings. Moreover, the Windhoek City Police Service confirms that data on crime and road safety statistics is "collected daily, analyzed and discussed weekly [...] on zonal basis" (City of Windhoek 2016, p. 32). Mary-Ann Kahitu and Olavi Makuti refer to a cooperate risk register (cf. I.27f.). The interview with Grace Pujatura reveals that individual buildings relevant to tourism have an emergency response plan but that the city as such does not (cf. I.43f). Observation in the City Museum shows that there is an emergency call unit. Despite the existence of these plans, the efforts seem to focus on residents and physical threats rather than security issues. A crisis and emergency response plan that consider attraction sites and urban spaces relevant for tourism is not existent. This is why 0 points are awarded for this indicator.

Indicator A4.2 Taxi licensing system with clear pricing and an organized taxi dispatch system at points of visitor entry

The fact that public transportation is merely existent in Windhoek forces tourists to rely on private car companies or taxis. Since fraud attempts and trickery between taxi drivers and tourists occur repeatedly, this indicator requires special attention.

Criterion A4: Safety and security									
Indicator A4.2 Taxi licensing system with clear pricing and an organized taxi dispatch system at points of visitor entry									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>The taxi licensing system is unclear and unorganized not following uniform standards</td> </tr> <tr> <td>1 P.</td> <td>There is a uniform standard, however pricing and dispatching are unclear and do not function accordingly</td> </tr> <tr> <td>2 P.</td> <td>The taxi licensing system is clear and organized at all POIs/ points of visitor entry</td> </tr> </table>		Basic indicator	0 P.	The taxi licensing system is unclear and unorganized not following uniform standards	1 P.	There is a uniform standard, however pricing and dispatching are unclear and do not function accordingly	2 P.	The taxi licensing system is clear and organized at all POIs/ points of visitor entry
	Basic indicator								
0 P.	The taxi licensing system is unclear and unorganized not following uniform standards								
1 P.	There is a uniform standard, however pricing and dispatching are unclear and do not function accordingly								
2 P.	The taxi licensing system is clear and organized at all POIs/ points of visitor entry								

The norm is based on the GSTC and points are awarded as per the table above. Clarence Rupingena clarifies that, "the [taxi] licensing is not done on a city level or a regional level

but on a national level. [The city does] not have that authority - the authority lies with the government” (cf.I.9f.). Despite a general Windhoek pricing fare “everybody is charging what they want [...] especially with women and tourists” (cf.I.25,27). Moreover, one has to distinguish between taxis “which are operating in the urban area” and “taxis that can move out of the urban area and go to the airport” (cf.I.16f). Issaskar Kiakaere warns that “taxis are often fake. One should not stop them from the street but rather use a shuttle or use the service ‘dial a cab’”. The observation at points of visitor entry reveals that the dispatch system and the pricing are unclear. The observation in the city also shows that the dispatch system is unclear since taxi drivers follow certain routes which are unknown to tourists and therefore often result in a rejection of passengers. This is why 0 points are awarded for this indicator. Every taxi has a number and a fare regulation they must abide by. However, taxi numbers are often faked, routes are barely comprehensible for visitors and passengers are often overcharged.

Indicator A4.3 Perception of safety by tourists

Safety is a basic human need whose perception is enhanced in unknown or foreign surroundings. This is why creating a safe environment for tourists is part of creating satisfied visitor that are willing to return to the destination.

Criterion A4: Safety and security									
Indicator A4.3 Perception of safety by tourists									
<p><u>Verifier</u></p> <div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 10px auto;"> <p>Visitor Survey</p> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Scale 1-5 (5 being the best), Average of all answers $x \leq 3.0$</td> </tr> <tr> <td>1 P.</td> <td>Scale 1-5 (5 being the best), Average of all answers $3.0 < x < 4.0$</td> </tr> <tr> <td>2 P.</td> <td>Scale 1-5 (5 being the best), Average of all answers $x \geq 4.0$</td> </tr> </table>		Basic indicator	0 P.	Scale 1-5 (5 being the best), Average of all answers $x \leq 3.0$	1 P.	Scale 1-5 (5 being the best), Average of all answers $3.0 < x < 4.0$	2 P.	Scale 1-5 (5 being the best), Average of all answers $x \geq 4.0$
	Basic indicator								
0 P.	Scale 1-5 (5 being the best), Average of all answers $x \leq 3.0$								
1 P.	Scale 1-5 (5 being the best), Average of all answers $3.0 < x < 4.0$								
2 P.	Scale 1-5 (5 being the best), Average of all answers $x \geq 4.0$								

The perception of safety by tourists is determined with the help of short questionnaire-based interviews. A scale of 1-5 was chosen as a norm and divided as per the table above. 125 tourists answered the question resulting in an average of 3,98. This is why 1 point is awarded for this indicator. It has to be noted that some tourists make a clear distinction between their perception of safety in the central business district and in Katutura.

Indicator A4.4 Safety precautions taken by the city government

The following indicator evaluates the actions taken by the city government to increase safety in tourism-relevant areas.

Criterion A4: Safety and security									
Indicator A4.4 Safety precautions taken by the city government (Security presence at POIs, Police patrols CCTV cameras, Public street lighting)									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of mentioned safety precautions</td> </tr> <tr> <td>1 P.</td> <td>Existence and clearly visible implementation of 1-2 aspects</td> </tr> <tr> <td>2 P.</td> <td>Existence and clearly visible implementation of 3-4 aspects</td> </tr> </table>		Basic indicator	0 P.	Non-existence of mentioned safety precautions	1 P.	Existence and clearly visible implementation of 1-2 aspects	2 P.	Existence and clearly visible implementation of 3-4 aspects
	Basic indicator								
0 P.	Non-existence of mentioned safety precautions								
1 P.	Existence and clearly visible implementation of 1-2 aspects								
2 P.	Existence and clearly visible implementation of 3-4 aspects								

The observation in the City Museum reveals that Windhoek is divided into 19 zones. Four officers are patrolling in each zone at all times to ensure safety and security. Grace Pujatura confirms that the police patrols at touristic hotspots and ATMs for visibility. Moreover, the city has installed billboards to caution tourists to be careful. CCTV is installed in most public areas in the CBD. In addition to that, the city produces a ‘Crime against tourism’ leaflet on an annual basis. The newest addition are city police officers on bicycles in Independence Avenue. Figure 10 shows a safety note in central Windhoek.

The observation at tourist attraction showed that 9 out of 15 attractions had a security guard, 4 out of 15 were regularly patrolled by police officers, 9 out of 15 had CCTV which was mostly self-installed and 2 out of 15 had street lighting. Concerning the latter one, it has to mention that people usually do not leave their house after sunset so security at night is not of utmost importance. Concerning the points of visitor entry, the airport and train station had security staff and CCTV in place. The indicator is awarded with 2 points, since security officers, police patrol and CCTV are existent and clearly visible at the vast majority of POIs.



Figure 10 Safety note by city police in central Windhoek (Source: Own photograph)

Criterion A4: Accessibility

The aim of this indicator is to define the framework conditions for travel by people such as seniors or people with disabilities. The United Nations Convention on the Rights of Persons with Disabilities aims towards the self-determined and equal participation of people with disabilities and at the same time calls for the implementation of these goals in tourism. This is why two indicators are part of this criterion in the management dimension and another two will follow in the social-cultural dimension.

Indicator A5.1 Policies supporting access to tourist sites and facilities for individuals with disabilities and others who have specific access requirements

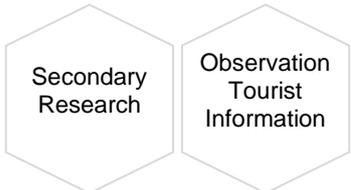
The first indicator verifies the existence of a policy on accessibility that sets the groundwork for tourism operations in this field.

Criterion A5: Accessibility									
Indicator A5.1 Policies supporting access to tourist sites and facilities for individuals with disabilities and others who have specific access requirements									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of an "access for all" policy</td> </tr> <tr> <td>1 P.</td> <td>Existence of an overview, however no support or specification</td> </tr> <tr> <td>2 P.</td> <td>Existence of an "access for all" policy with specification on tourist attractions and their accessibility</td> </tr> </table>		Basic indicator	0 P.	Non-existence of an "access for all" policy	1 P.	Existence of an overview, however no support or specification	2 P.	Existence of an "access for all" policy with specification on tourist attractions and their accessibility
	Basic indicator								
0 P.	Non-existence of an "access for all" policy								
1 P.	Existence of an overview, however no support or specification								
2 P.	Existence of an "access for all" policy with specification on tourist attractions and their accessibility								

The norm for this indicator is based on the GSTC and best practices in accessible tourism. The “Annual City Council Performance Report” identifies the following as a key performance areas: "Provision of subsidized transport to senior citizens and people with disabilities" (City of Windhoek 2018, p. 83). Clarence Rupingena also emphasizes: “The issues of universal access is being looked at but there is no stand-alone policy on it. We need to push for a stand-alone policy on that one” (cf.l.69f). Grace Pujatura confirms that there is no stand-alone policy on this topic (cf.l.59). This why 0 points are awarded for this indicator.

Indicator A5.2 Topic of accessibility in communication material from the DMO including marking of facilities and services

The first indicator verifies the existence of a policy on accessibility that sets the groundwork for tourism operations in this field.

Criterion A5: Accessibility									
Indicator A5.2 Topic of accessibility in communication material from the DMO including marking of facilities and services									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th></th> <th>Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>No mentioning of the topic in any means of communication from the DMO</td> </tr> <tr> <td>1 P.</td> <td>The topic of accessibility is listed in specific means of communication from the DMO</td> </tr> <tr> <td>2 P.</td> <td>The topic of accessibility is listed in all means of communication from the DMO. Facilities and services are marked accordingly</td> </tr> </tbody> </table>		Basic indicator	0 P.	No mentioning of the topic in any means of communication from the DMO	1 P.	The topic of accessibility is listed in specific means of communication from the DMO	2 P.	The topic of accessibility is listed in all means of communication from the DMO. Facilities and services are marked accordingly
	Basic indicator								
0 P.	No mentioning of the topic in any means of communication from the DMO								
1 P.	The topic of accessibility is listed in specific means of communication from the DMO								
2 P.	The topic of accessibility is listed in all means of communication from the DMO. Facilities and services are marked accordingly								

The norm for this indicator is based on the GSTC, best practices in tourism information centers and the design of information material and brochures. The points are awarded as per the table above. Means of communication refers to brochures, maps, the accommodation directory and the destination website.

Due to the fact that the official tourism website is not working the website my.na was checked for restaurants, accommodation and tours. Specific information for disabled access could not be found. The observation conducted in the tourism information shows that no means of communication mentioning the topic of accessibility were found. This is why 0 points are awarded for this indicator.

Criterion A6: Property acquisition

Since the unlawful expropriation of land runs through Namibian history, this criterion requires close attention. Laws and regulations regarding property acquisition can prevent historically rooted power relationships from distorting social structures any further (see chapter 2.1).

Indicator A6.1 Policy or legislation that considers indigenous rights, ensures public consultation and authorizes resettlement only when there is informed consent and/ or reasonable compensation

The only indicator in this criterion focuses on legal framework about property acquisition as well as verifying its operational implementation as part of the norm.

Criterion A6: Property acquisition									
Indicator A6.1 Policy or legislation that considers indigenous rights, ensures public consultation and authorizes resettlement only when there is informed consent and/ or reasonable compensation									
<p><u>Verifier</u></p> <div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 10px auto;"> <p>Secondary Research</p> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of a policy or legislation</td> </tr> <tr> <td>1 P.</td> <td>Existence of policy or legislation</td> </tr> <tr> <td>2 P.</td> <td>Existence of policy or legislation with clearly recognizable operational implementation in urban spaces</td> </tr> </table>		Core indicator	0 P.	Non-existence of a policy or legislation	1 P.	Existence of policy or legislation	2 P.	Existence of policy or legislation with clearly recognizable operational implementation in urban spaces
	Core indicator								
0 P.	Non-existence of a policy or legislation								
1 P.	Existence of policy or legislation								
2 P.	Existence of policy or legislation with clearly recognizable operational implementation in urban spaces								

This indicator is a core indicator, as land reform is a particularly important issue in Namibia. The norm is closely based on the GSTC recommendation for this indicator. The first aspect that need to be verified is the existence of a legislation. Article 16 of the Constitution of the Republic of Namibia “includes the freedom and protection of property:

- *All persons shall have the right [...] to acquire, own and dispose of all forms of immovable and movable property [...] and to bequeath their property to their heirs or legatees [...]*
- *The State or a competent body or organ authorised by law may expropriate property in the public interest subject to the payment of just compensation, in accordance with requirements and procedures to be determined by Act of Parliament“ (Melber 2018).*

This article covers the topic of acquiring immovable property as well as receiving a “just compensation” should one be expropriated. The second aspect that needs to be verified is the operational implementation in urban spaces. A newspaper article published in 2018 states the following: „Public debate on the land reform narrative is more concentrated on farming and rural lands. We are not witnessing any public debate around urban land reform. We are not hearing voices calling for expropriation (without compensation) of urban land. We are not hearing voices of concern about redistribution of urban land in the capital and other urban centres in the country“ (The Southern Times 2018). Based on this data 2 points will be awarded for this indicator. Laws on property acquisition and expropriation form part of the constitution and appear to cause no problems in Windhoek. It is to be noted that the author does not claim unrestricted validity of the assessment based on these two sources.

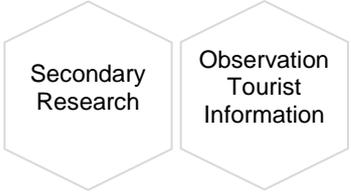
Criterion A7: Promotion

Promotion refers to “the entire set of activities, which communicate the product, brand or service to the user“ (The Economic Times 2019). Promotion is a big part of a DMOs daily tasks which is underlined by the fact that a DMO is often also referred to as a Destination *Marketing* Organization. The goal should be to raise awareness about the destination, to

show the privileges of the destination and to sell activities, tickets and products. The indicator in this criterion will focus on the communication materials issued by the DMO.

Indicator A7.1 DMO marketing for sustainable products and businesses

This indicator examines if sustainable product components of tourism services and sustainable offers are emphasised by the DMO and advertised accordingly. Sustainable could mean local or regional products, fair-trade products, activities contributing to the support of social or environmental projects or activities aimed at the education of tourists.

Criterion A7: Promotion									
Indicator A7.1 DMO marketing for sustainable products and businesses									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Sustainable products and businesses are not marketed by the DMO</td> </tr> <tr> <td>1 P.</td> <td>Sustainable products and businesses are advertised without emphasis by the DMO</td> </tr> <tr> <td>2 P.</td> <td>Sustainable products and businesses are clearly emphasized by the DMO and advertised accordingly</td> </tr> </table>		Basic indicator	0 P.	Sustainable products and businesses are not marketed by the DMO	1 P.	Sustainable products and businesses are advertised without emphasis by the DMO	2 P.	Sustainable products and businesses are clearly emphasized by the DMO and advertised accordingly
	Basic indicator								
0 P.	Sustainable products and businesses are not marketed by the DMO								
1 P.	Sustainable products and businesses are advertised without emphasis by the DMO								
2 P.	Sustainable products and businesses are clearly emphasized by the DMO and advertised accordingly								

The points for this norm are awarded as per the table above and are based on existing criteria catalogues for destinations. The tourism portal website does not list own businesses or products but refers to my.na. On their website one can find a list of tourism enterprises none of which indicate a special labelling for sustainability. The observation in the tourist information confirms that 8 out of 140 brochures and leaflets mention sustainable aspects. It needs to be noted that the 140 items are promotion material for all of Namibia and not only for Windhoek. The 8 items advertise traditional cuisine using local products, locally made art and handicrafts, fair trade products supporting “sustainable livelihoods of marginalized communities”, locally grown and crafted products and e-bike tours. 0 point are awarded for this indicator, as no emphasized promotion can be observed and since the sustainability efforts originate from the businesses themselves.

Indicator A7.2 Existence of a uniform cooperate design and slogan for all means of communication distributed by the DMO

The design of the communication materials must ensure that the descriptions are precise, that the target groups are clearly addressed and that the design is uniform. The advertising message should respectfully present the destination as well as the locals and reflect an authentic picture of the destination (German Tourism Association 2017). A strong brand recognition can thus be enhanced by a uniform cooperate design and a destination slogan.

Detailed results: Sustainability dimensions in the case of Windhoek

Criterion A7: Promotion									
Indicator A7.2 Existence of a uniform cooperate design and slogan for all means of communication distributed by the DMO									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Secondary Research</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Observation Tourist Information</div> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <thead> <tr> <th></th> <th>Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>Non-existence of a cooperate design and a slogan for the destination</td> </tr> <tr> <td>1 P.</td> <td>Existence of a cooperate design and a slogan for the destination, however, varied use among means of communication</td> </tr> <tr> <td>2 P.</td> <td>Existence of a cooperate design and a slogan for the destination and uniform use in means of communication</td> </tr> </tbody> </table>		Basic indicator	0 P.	Non-existence of a cooperate design and a slogan for the destination	1 P.	Existence of a cooperate design and a slogan for the destination, however, varied use among means of communication	2 P.	Existence of a cooperate design and a slogan for the destination and uniform use in means of communication
	Basic indicator								
0 P.	Non-existence of a cooperate design and a slogan for the destination								
1 P.	Existence of a cooperate design and a slogan for the destination, however, varied use among means of communication								
2 P.	Existence of a cooperate design and a slogan for the destination and uniform use in means of communication								

The norm for this indicator is based on the recommendations for touristic communication materials. The City of Windhoek uses a tree as central element in the city logo. Their old slogan "City of Many Faces" was changed to "The Gateway to Endless Opportunities". Due to the fact that promotional materials cannot be accessed on the tourism portal website an assessment is impossible. The observation in the tourist information shows varied logos and both slogans on different types of promotional items. Besides the tree symbol a rising sun behind a skyline is used accompanied by the old slogan. Figure 11 displays the variety in the use of the colours, the logo, the slogan and the vision.

The varied use of designs and slogans results in a rating of 0 points for this indicator.

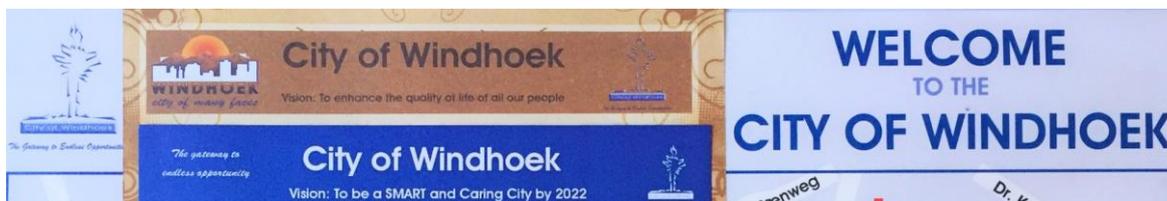


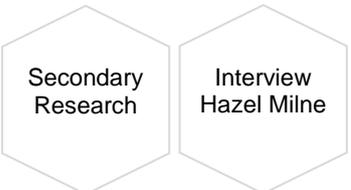
Figure 11 Promotional material from the tourist information office (Source: Own photograph)

Criterion A8: Sustainability certification

A sustainability certification is considered an important marketing instrument because it can add transparency and help travelers to gain a better orientation (Tourism2030 2019a). Moreover, the certification can act as an inward management tool since businesses are obliged to take a close look into all their operations during the process of certification. In the case of a destination, the DMO has to elaborate which certificates are available in their country, which labels comply with their expectation on the sustainability coverage, which credibility level the certification provides and what kind of visibility the label has on a global scale (Tourism2030 2019b).

Indicator A8.1 Industry-supported sustainable tourism certification for Namibia

The following indicator focuses on a tourism certification for enterprises in Namibia.

Criterion A8: Sustainability certification									
Indicator A8.1 Industry-supported sustainable tourism certification for Namibia									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of a sustainable tourism certification</td> </tr> <tr> <td>1 P.</td> <td>Existence of a sustainable tourism certification</td> </tr> <tr> <td>2 P.</td> <td>Existence of a GSTC recognized sustainable tourism certification</td> </tr> </table>		Basic indicator	0 P.	Non-existence of a sustainable tourism certification	1 P.	Existence of a sustainable tourism certification	2 P.	Existence of a GSTC recognized sustainable tourism certification
	Basic indicator								
0 P.	Non-existence of a sustainable tourism certification								
1 P.	Existence of a sustainable tourism certification								
2 P.	Existence of a GSTC recognized sustainable tourism certification								

The norm for this indicator is based on the GSTC catalogue for destinations. The points are awarded as per the table above. The term “GSTC recognized” needs to be distinguished from the label “GSTC accredited”. The first one meaning that “at least one standard of the certification programme is recognised by the GSTC” while the latter means that there was “a 3rd party audit complying with the GSTC requirements” (Tourism2030 2019b).

In Namibia ‘Eco Awards Namibia’ is the alliance of private sector and government organisation that is responsible for a sustainable tourism certification programme. The criteria used by similar practices was amended to suit the Namibian environment (Eco Awards Namibia n.y.a). Eco Awards Namibia forms part of the African Alliance for Sustainable Tourism (cf. Hazel Milne l.98). Due to the lack of GSTC recognition 1 point is deducted from this indicator resulting in a final rating of 1 point.

Indicator A8.2 Publicly available list of sustainably certified enterprises

The GSTC criteria name the availability of a public list displaying certified enterprises in the destination as an indicator. The following indicator will examine this requirement.

Criterion A8: Sustainability certification									
Indicator A8.2 Publicly available list of sustainably certified enterprises									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>List is unpublished</td> </tr> <tr> <td>1 P.</td> <td>List is published but does not provide further information</td> </tr> <tr> <td>2 P.</td> <td>List is published, easy to find and provides additional information on the certified businesses</td> </tr> </table>		Basic indicator	0 P.	List is unpublished	1 P.	List is published but does not provide further information	2 P.	List is published, easy to find and provides additional information on the certified businesses
	Basic indicator								
0 P.	List is unpublished								
1 P.	List is published but does not provide further information								
2 P.	List is published, easy to find and provides additional information on the certified businesses								

Detailed results: Sustainability dimensions in the case of Windhoek

Certified sustainable tourism businesses are listed on the Eco Awards website. A filter allows the user to choose the type of company and number of flowers awarded, indicating the degree of compliance with the catalogue. Each enterprise has its own article providing further information, useful links, pictures and a location on a map (Eco Awards Namibia n.y.b). It has to be noted that this indicator does not address the number of certified businesses and thus the share in the total market volume. 67 accommodation establishments and 5 tour operators are certified throughout Namibia. In Windhoek 4 accommodations and 4 tour operators are certified (October 2019).

The map in figure 12 shows that the distribution of certified companies in tourism-relevant areas is very even. Guests have the option to spend the night in a certified accommodation both in the capital and outside the cities if they value this attribute. In the long run, a higher number of certified companies should be aimed at, but the researcher considers it a wrong signal to deduct points from the initiative at the present time due to insufficient market penetration.

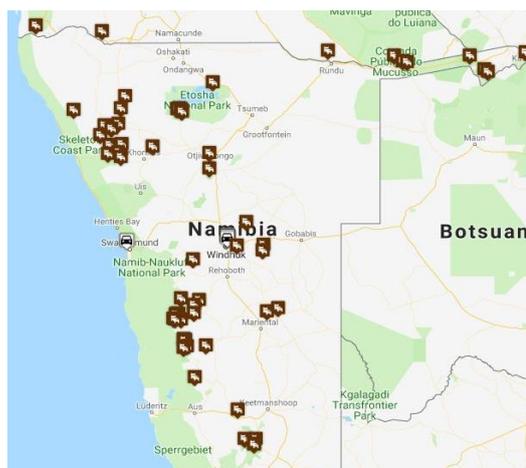


Figure 12 Location of certified tourism businesses in Namibia (Source: Eco Awards Namibia, n.y.)

Evaluation: Management Dimension:

After analyzing the 8 criteria from the management dimension the results of the 18 indicators, 5 of them being core indicators, are displayed in the table 5 below.

The evaluation shows that the City of Windhoek does not focus on managerial issues to the extent they should be. The fact that 10 out of 18 indicators were rated with 0 points is alarming. Especially the efforts concerning monitoring turned out to be very poor. The accessibility criteria were also rated with a total of 0 points. Concerning safety precautions by the government and general safety in the city centre the results were pleasing. Furthermore, sustainability certification efforts proved to be handled in a good manner. The total of 30% puts the management dimension into the red bracket. Figure 13 illustrates that this dimension is within the red bracket, however, rather tends towards the very upper end of the red dimension.

Detailed results: Sustainability dimensions in the case of Windhoek

Management Dimension			
Indicator	Result	Quantifier	Total
A1.1	0	2x	0
A1.2	0	1x	0
A2.1	1	2x	2
A2.2	1	1x	1
A2.3	1	1x	1
A3.1	0	2x	0
A3.2	0	1x	0
A4.1	0	2x	0
A4.2	0	1x	0
A4.3	1	1x	1
A4.4	2	1x	2
A5.1	0	1x	0
A5.2	0	1x	0
A6.1	2	2x	4
A7.1	0	1x	0
A7.2	0	1x	0
A8.1	1	1x	1
A8.2	2	1x	2
		Sum = 23	Sum = 14
		$\frac{14}{(23 \times 2)} = 0.30$	

Table 5 Results management dimension (Source: Own data)

Degree of fulfilment management dimension

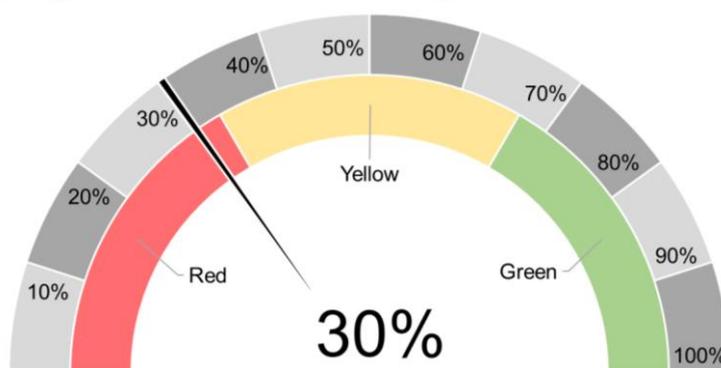


Figure 13 Degree of fulfilment management dimension (Source: Own graph based on own data)

5.2 Economic dimension

The following chapter focuses on the economic dimension within the model of sustainable development. The focus lies on the minimization of negative impacts and the maximisation of positive effects of tourism regarding its economic contribution. The economic dimension has an elevated importance, because without economic stability environmental or social topics might not be considered by business owners because they lack the financial resources. This is why profitable businesses, that generate income for the region and employment for the community have to be established. Tourism has the potential to make direct and indirect contributions to upstream and downstream economies and thus also contributing to regional development. Especially employment and skills development for staff members in tourism is important to empower potential new business owners that can then contribute to poverty alleviation in the region.

On the other hand, a community should not be highly dependent on tourism but keep investments in other sectors flowing. This over-dependence might be exacerbated by leakages, inflation or a rise in the cost of living for locals. Windhoek, being the economic and financial centre of the country, plays a particularly important role. Most businesses base their headquarters in Windhoek and operate tourism activities throughout the country from there. The fact that many visitors pass through Windhoek during their trip represents a great opportunity for local businesses to catalyse the touristic activity into revenue and employment.

The economic dimension comprises the following six criteria, which consider the aspects mentioned above.

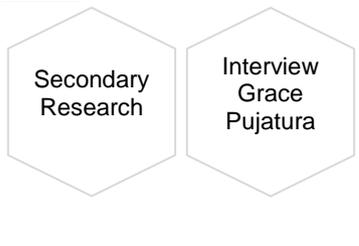
- Criterion B1: Economic monitoring
- Criterion B2: Local career opportunities
- Criterion B3: Tourism employment
- Criterion B4: Equality
- Criterion B5: Tourism awareness and education
- Criterion B6: Support of local entrepreneurs and fair trade

Criterion B1: Economic monitoring

In order to ensure long-term sustainable tourism activity in a destination, the numeric growth needs to be closely monitored. Moreover, data on economic contributions from tourism can help to push tourism interests and investments by conveying them to administrative officials. Lastly, data on occupancy rates, seasonality and expenditure can help to optimize tourism planning and to predict trends.

Indicator B1.1 Monitoring and reporting of touristic key figures

The first indicator of this criterion verifies the existence of a monitoring system for touristic key figures.

Criterion B1: Economic monitoring									
Indicator B1.1 Monitoring and reporting of touristic key figures (arrivals, overnights, monthly distribution of arrivals and overnights, expenditure data, bed occupancy rate, revenue and employment)									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Monitoring and reporting of 0-2 aspects</td> </tr> <tr> <td>1 P.</td> <td>Monitoring and reporting of 3-4 aspects</td> </tr> <tr> <td>2 P.</td> <td>Monitoring and reporting of 5-7 aspects</td> </tr> </table>		Core indicator	0 P.	Monitoring and reporting of 0-2 aspects	1 P.	Monitoring and reporting of 3-4 aspects	2 P.	Monitoring and reporting of 5-7 aspects
	Core indicator								
0 P.	Monitoring and reporting of 0-2 aspects								
1 P.	Monitoring and reporting of 3-4 aspects								
2 P.	Monitoring and reporting of 5-7 aspects								

This indicator is considered a core indicator because only by monitoring data, the value of tourism can be determined and used to enhance its significance. The points are awarded as per the table above, taking into account the aspects listed at the top of the table. Finding data on tourism in Windhoek is highly difficult. The “Report on the Namibia Tourist Exit Survey” contains information on the most popular places visited in Namibia - Windhoek being Number 1 (MET 2013, p. 5). The “Namibia Tourism Satellite Account” and the “Tourist Arrival Statistics Report” do not contain data on Windhoek (MET 2013). On city level the “Annual Council Performance Report” states that the City of Windhoek will focus on the implementation of the “Windhoek Economic Index” which will enable the collection and analysis of key economic data and trends to inform decision-making and policy making in the financial year 2018/2019 (City of Windhoek 2018, p. 90). Grace Pujatura also identifies the collection of data as “a huge challenge” (cf.l.70). She states that the city mostly relies on national statistics which look at Windhoek as a region rather than as a city. Associations capture their own statistics which only include their members and do not necessarily reflect the entire market. This is why 0 points will be awarded for this indicator.

Indicator B1.2 Regular monitoring and reporting of direct and indirect contributions of tourism

This indicator verifies the existence of a monitoring system for tourism contributions.

Criterion B1: Economic monitoring
Indicator B1.2 Regular monitoring and reporting of direct and indirect contributions of tourism

<u>Verifier</u> 	<u>Norm</u>	
		Basic indicator
	0 P.	Monitoring and reporting of data every 5 years or more
	1 P.	Monitoring and reporting of data every 3-5 years
	2 P.	Regular monitoring and reporting of data every 1-2 years

The norm for this indicator has been based on the GSTC. A visitor survey does not necessarily need to be conducted yearly since it is very resource-consuming. Data on arrivals, overnights and revenue however, ideally needs to be collected in close cycles to allow for the derivation of patterns and the allocation of funds. As the findings from indicator B1.1 prove, no regular data monitoring is carried out. This is why 0 points are awarded.

Criterion B2: Local career opportunities

One of the most important premises for individual progress is education and employment. Creating well educated employees will improve the service quality and revenue of a business and allow the employees to ascent to higher positions and reach the standard of living they desire.

Indicator B2.1 Legislation or policies supporting equal opportunities in employment for all

Since the objective of governments should be to secure prosperity and dignity for all inhabitants, the following indicator focuses on legal employment equality framework.

Criterion B2: Local career opportunities		
Indicator B2.1 Legislation or policies supporting equal opportunities in employment for all (including women, youth, disabled and minorities)		
<u>Verifier</u> 	<u>Norm</u>	
		Basic indicator
	0 P.	Non-existence of legislation or policy
	1 P.	Existence of legislation or policy
	2 P.	Existence and clearly recognizable operational implementation

The norm for this indicator is based on GSTC recommendations. The clearly recognizable operational implementation will be confirmed by using data from secondary sources. Namibia's independence led to the enactment of many new labour laws. They were aimed at protecting disadvantaged Namibians from exploitation (Christie et.al. 2014, p. 78). Unfair acts of discrimination or harassment from an employer are addressed under the term "Affirmative Action". The Labour Act No. 6 of 1992 states that "nothing contained [in any

other part of the Act] shall be construed as prohibiting any employer or person from implementing any employment policies and practices aimed at advancement of persons who have been disadvantaged in the labour field by discriminatory laws or practices which have been enacted or practised before independence of Namibia” (Kamwi 2005, p. 4–5). The City of Windhoek itself claims to be an “equal opportunity employer which ensures equality of employment opportunities for all Namibians regardless of race, colour, gender, national origin, sex, age, ethnicity and mental or physical disability” (City of Windhoek 2018, p. 108). An Employment Equity commission regularly tests businesses in the private sector regarding their employee structure. Their annual report states that 79 businesses in the tourism and hospitality sector were tested. Among them 24 based in Windhoek (Employment Equity Commission 2018, p. 160–162).

Furthermore, a new policy was introduced under the abbreviation NEEEF (New Equitable Economic Empowerment Framework) which includes “removing barriers of socio-economic advancement in order to enable previously disadvantaged persons to access productive assets and opportunities of empowerment” (Office of the Prime Minister 2015). Critics claim that “Neeef [...] will be useless if it merely perpetuates the elite taking advantage of government resources in the name of ‘previously disadvantaged’. After all, many white businesses have long figured out how to please the few well-connected blacks with meaningless management positions and lucrative board fees or shareholding” (The Namibian 2019). Table 6 further illustrates this statement. It indicates that the operational implementation of this act is still not visible in every hierarchy level. Despite the fact that gender quotes are fairly even the share of racially disadvantages persons in lower management and unskilled work is remarkably high. 88% of executive directors and 71% of senior management are racially advantaged or Non-Namibians. By contrast, only 5% of skilled, 1% of semi-skilled and less than 1% of unskilled jobs are taken by the racially advantaged or Non-Namibians. A mixture of racially advantaged and disadvantaged can be confirmed in middle management and supervisory level. Despite the fact that only 30% of businesses from this sample are based in Windhoek a clear operational implementation cannot be attested. Consequently 1 point is awarded for the indicator honoring for the existence of the policy.

Detailed results: Sustainability dimensions in the case of Windhoek

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive directors	6	4	33	20	9	9	10	7	49	31	80
Senior management	34	27	59	63	1	0	18	13	112	103	215
Middle management	123	131	60	87	0	1	19	16	202	235	437
Specialised/ senior/ skilled supervisory	269	296	25	30	4	3	9	6	307	335	642
Skilled	856	803	31	50	2	3	5	8	894	864	1758
Semi-skilled	1072	1220	4	21	7	1	0	0	1083	1242	2325
Unskilled	1105	1415	0	2	5	2	0	0	1110	1419	2529
Total	3465	3896	212	273	28	19	61	50	3757	4229	7986

Table 6 Tourism & Hospitality Sector Workforce Profile 2017/2018 (Source: Own table based on data from Employment Equity Commission 2018, p.122)

Indicator B2.2 Legislation or policies supporting a minimum wage for all

The implementation of a minimum wage encourages fair payment throughout a specific sector. Especially the tourism industry relies on staff from the low-skilled sector such as cleaning or maintenance staff, which is often underpaid. This is why the following indicator looks into the legal framework for adequate minimum payment.

Criterion B2: Local career opportunities									
Indicator B2.2 Legislation or policies supporting a minimum wage for all (including women, youth, disabled and minorities)									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Secondary Research</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Interview Hazel Milne</div> </div>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of legislation or policy</td> </tr> <tr> <td>1 P.</td> <td>Existence of legislation or policy</td> </tr> <tr> <td>2 P.</td> <td>Existence and clearly recognizable operational implementation</td> </tr> </table>		Basic indicator	0 P.	Non-existence of legislation or policy	1 P.	Existence of legislation or policy	2 P.	Existence and clearly recognizable operational implementation
	Basic indicator								
0 P.	Non-existence of legislation or policy								
1 P.	Existence of legislation or policy								
2 P.	Existence and clearly recognizable operational implementation								

The norm is based on the GSTC recommendation for fair wages. The ‘operational implementation’ will be elaborated further at indicator B3.2. During the field research the author found that the issue of minimum wages in the tourism industry sparks quite some controversies and debate. Some experts are of the opinion that the minimum in tourism is based on the agricultural minimum wage of N\$1800 per month. Others argue that N\$3000 per month is necessary to make a reasonably decent living and that this is practiced in the

tourism industry. Hazel Milne states that negotiations about a minimum wage are still taking place and that there is a lot of uncertainty. She indicates that the payment in Windhoek underlies huge discrepancies depending on the size and level of sophistication of the accommodation establishment (cf.l.47f). Labor researcher Ntwala Mwilima says that “wages are determined primarily at the company level by management and through collective bargaining. As such, there are high disparities in the wages levels of workers in various industries, with the unskilled and unorganised workers getting disproportionately low wages” (Mwilima 2012, p. 11). Especially the wage levels of workers in the hotel industry are low. “Moreover, the reliance of the sector on international tourism makes it highly vulnerable to external economic conditions” (Mwilima 2012, p. 11). This variety of information causes the author to surmise that no legislation or policy for minimum wages in the tourism sector exists, which results in a rating of 0 points.

Indicator B2.3 Existence of a trade union for small and medium-sized tourism companies

This indicator evaluates if there is an organization representing the interest of staff members from the tourism sector against their more powerful employees. Having an interest groups helps to push for better working conditions in the industry.

Criterion B2: Local career opportunities									
Indicator B2.3 Existence of a trade union for small and medium-sized tourism companies									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of a trade union</td> </tr> <tr> <td>1 P.</td> <td>Existence of individual interest groups in the tourism sector classified by type of enterprise</td> </tr> <tr> <td>2 P.</td> <td>Existence of a joint trade union for small and medium-sized tourism companies</td> </tr> </table>		Basic indicator	0 P.	Non-existence of a trade union	1 P.	Existence of individual interest groups in the tourism sector classified by type of enterprise	2 P.	Existence of a joint trade union for small and medium-sized tourism companies
	Basic indicator								
0 P.	Non-existence of a trade union								
1 P.	Existence of individual interest groups in the tourism sector classified by type of enterprise								
2 P.	Existence of a joint trade union for small and medium-sized tourism companies								

When looking at the norm for this indicator a clear distinction must be made between employers' associations (hotels, tour operators, etc.) and trade unions representing employees. The secondary research indicates that there is a Namibia Food and Allied Workers Union (NAFAU) and the Tourism and Allied Workers Union of Namibia (TAWUN) (Mwilima 2012, p. 8). The interviews held with hotel and restaurant managers indicate that it is unclear which trade union the tourism industry belongs to. Hazel Milne states that there is a trade union and that Eco Awards Namibia verifies if staff members are free to join them without hesitation or prohibitions (cf.l.13f). Prosper Mageza claims that he is not aware of a tourism-exclusive trade union. He emphasizes that TASA also keeps the employees in mind when lobbying for tour operators and that the Tourist Guides' Association of Namibia does

the same (cf.I.4f). Thomas Müller refers to the associations such as TASA, TAN and HAN (cf.I.41f.). This indicator is rated with 1 point because there seem to be trade unions and interest groups, however, no trade union that focuses exclusively on tourism and MSMEs.

Indicator B2.4 Support of MSMEs

Besides the promotion of large tourism companies or international players the encouragement of local entrepreneurs to build up their own business is of high importance. Most of the time people willing to open a business lack the know-how and financial resources. This is why this indicator focuses on support for MSMEs.

Criterion B2: Local career opportunities									
Indicator B2.4 Support of MSMEs									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of specific support programmes for MSMEs</td> </tr> <tr> <td>1 P.</td> <td>Support of MSMEs through either professional business management training or monetary resources</td> </tr> <tr> <td>2 P.</td> <td>Support of MSMEs through professional business management training and monetary resources</td> </tr> </table>		Basic indicator	0 P.	Non-existence of specific support programmes for MSMEs	1 P.	Support of MSMEs through either professional business management training or monetary resources	2 P.	Support of MSMEs through professional business management training and monetary resources
	Basic indicator								
0 P.	Non-existence of specific support programmes for MSMEs								
1 P.	Support of MSMEs through either professional business management training or monetary resources								
2 P.	Support of MSMEs through professional business management training and monetary resources								

The two main needs for MSMEs are training programmes and monetary help in the form of investment aids. This is why the norm is based on these two aspects. The threshold for a business to be registered for VAT is currently N\$500 000 which hinders small players from engaging into business (The Namibian 2019). The City of Windhoek announced that the development of a SMME Policy is in the process of being finalised in 2018//2019 (City of Windhoek 2018, p. 81). Located in Katutura is the Bokamoso SME incubation centre. It was established by the City of Windhoek to assist and to empower small businesses and to provide training towards sustainable business management. Hotel and restaurant owners state that there is no support from the city for small businesses. Grace Pujatura refers to the Emerging Tourism Enterprises Association that supports businesses with marketing and promotion (cf.I.80f). Thomas Müller also focuses on initiatives that are private sector driven and do not originate the DMO (cf.I.36). Liesl Liebenberg refers to an SME bank for monetary aid and to the Namibia Training Authority (NTA) for management training (cf.I.16f). The findings result in a rating of 1 point for this indicator. There are programmes and institution dedicated to the support of MSMEs. However, not everything is tourism-specific and driven by the DMO but rather based on private sector initiatives.

Criterion B3: Tourism employment

The following criterion will focus on working conditions in the tourism industry. On one side the fulfillment of legal restrictions will be verified, while on the other side fairness, the individual development of staff members and their satisfaction with their workplace will be examined.

Indicator B3.1 Staff in tourism enterprises receiving formal training and assessment

This indicator looks at the chances given to employees to improve their career opportunities. Enabling employees to gain skills in specific tasks and qualifying them for higher positions does not only serve the business but raises the level of education in the community.

Criterion B3: Tourism employment									
Indicator B3.1 Staff in tourism enterprises receiving formal training and assessment fulfilling the following criteria:									
<ul style="list-style-type: none"> - appropriate to the skill level of employees - documented - assessed and certified by recognized trainers 									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Majority of businesses does not offer formal training and assessment</td> </tr> <tr> <td>1 P.</td> <td>Majority of businesses does offer formal training and assessment fulfilling 0-1 aspects</td> </tr> <tr> <td>2 P.</td> <td>Majority of businesses does offer formal training and assessment fulfilling 2-3 aspects</td> </tr> </table>		Core indicator	0 P.	Majority of businesses does not offer formal training and assessment	1 P.	Majority of businesses does offer formal training and assessment fulfilling 0-1 aspects	2 P.	Majority of businesses does offer formal training and assessment fulfilling 2-3 aspects
	Core indicator								
0 P.	Majority of businesses does not offer formal training and assessment								
1 P.	Majority of businesses does offer formal training and assessment fulfilling 0-1 aspects								
2 P.	Majority of businesses does offer formal training and assessment fulfilling 2-3 aspects								

This indicator is considered a core indicator since many people lack proper school education, higher education and vocational training. Acquiring business know-how can be a real chance for staff members to raise their living conditions. The norm and aspects are based on recommendations by Eco Awards Namibia and the GSTC.

Out of the 11 hotels and restaurants that were tested, 11 claim to conduct trainings and assessments appropriate to the skill level of the employee, 10 claim that it is documented and 7 contract recognized trainers to carry out the assessment. The other businesses rely on inhouse training and cross-department training. 0 out of the 4 tourist attractions that were checked provide their staff with formal training. Some museums offer workshops with the Museum Association of Namibia. Prosper Mageza states that TASA is working on encouraging their members to “invest in training of their personnel” (cf.I.36). Furthermore, TASA promotes language courses for tour guides and works with the NTA to promote further training. He claims that “there is quite a number of initiatives and thoughts that have gone around training and empowering people” (cf.I.45f). Thomas Müller stresses the importance of on-the-job training since university graduates often still have a low level of

sophistication when entering into the sector (cf.I.71). Question 11 from the resident survey verifies if people working in tourism receive formal training. Out of the 155 respondents working in tourism 111 (=72%) indicated to receive formal training. 1 point is awarded for this indicator since 11 out of 15 businesses offer trainings and the majority of employees confirms that. The regularity and the professionalism of these training however, is questionable which is why 1 point is deducted.

Indicator B3.2 Payment in tourism enterprises

Since this study is written under to premises of reducing inequality and alleviating poverty through tourism the following indicator is of high importance. Payment in tourism can be low, unfair or paid incorrectly which is why four aspects of correct payment are verified.

Criterion B3: Tourism employment									
Indicator B3.2 Payment in tourism enterprises fulfilling the following criteria									
<ul style="list-style-type: none"> - staff is paid the legal minimum wage - staff receives and understands the content of their payslip - the payslip combines all the legal inclusions - the payslip clearly shows how wages are calculated 									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Majority of businesses fulfils 0-1 aspects</td> </tr> <tr> <td>1 P.</td> <td>Majority of businesses fulfils 2-3 aspects</td> </tr> <tr> <td>2 P.</td> <td>Majority of businesses fulfils all aspects</td> </tr> </table>		Core indicator	0 P.	Majority of businesses fulfils 0-1 aspects	1 P.	Majority of businesses fulfils 2-3 aspects	2 P.	Majority of businesses fulfils all aspects
	Core indicator								
0 P.	Majority of businesses fulfils 0-1 aspects								
1 P.	Majority of businesses fulfils 2-3 aspects								
2 P.	Majority of businesses fulfils all aspects								

This indicator is a core indicator since fair wages and correct payment are the core of remunerating people for their work and giving them a chance to provide for their families. The norm and aspects are based on recommendations by Eco Awards Namibia and the GSTC. As indicator B2.2 indicates, there is no clear agreement on a minimum wage in the tourism industry. This is why the agricultural gross minimum wage of N\$1800 per month was used as an anchor when conducting interviews and surveys.

Out of the 3 touristic enterprises that were asked, 2 indicated to pay minimum wage fulfilling all criteria. 11 out of 11 hotels and restaurants agreed to the same. Moreover, they highlighted that they offer extra benefits such as a meal per shift, HIV days, free pap smears, staff wellness days and annual bonuses. Hazel Milne stresses that a payment of minimum wages is not necessarily the case in all businesses (cf.I.50). Cleaning staff, maintenance staff and security staff are not implicitly considered tourism staff but fall under a different category. This results in a different payment of these employees. Out of the 157 survey respondents that claim to work in tourism, 66% state to earn more than N\$1800 per month,

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while 19% claim for it to be less. 15% abstained from the question. Considering that all experts agree that a salary of N\$2500 per month is necessary to get by, it is alarming that almost every fifth respondent claims to earn considerably less than that. On one hand tourism enterprises claim to abide by the regulations and two thirds of staff members confirm that. By contrast, the data provides evidence that many employees in tourism are not paid fairly and correctly. This is why 1 point will be awarded in the awareness that this is a rather generous rating.

Indicator B3.3 Working hours and rest periods in tourism enterprises

Part of fair working conditions is the compliance with working hours. This indicator therefore also reflects the workers treatment and their occupational health.

Criterion B3: Tourism employment									
Indicator B3.3 Working hours and rest periods in tourism enterprises - Working hours comply with the applicable national law or industry standard - Regulations on deviations are agreed by the staff in writing									
Verifier 	Norm <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Majority of businesses fulfils 0 aspects</td> </tr> <tr> <td>1 P.</td> <td>Majority of businesses fulfils 1 aspect</td> </tr> <tr> <td>2 P.</td> <td>Majority of businesses fulfils 2 aspects</td> </tr> </table>		Basic indicator	0 P.	Majority of businesses fulfils 0 aspects	1 P.	Majority of businesses fulfils 1 aspect	2 P.	Majority of businesses fulfils 2 aspects
	Basic indicator								
0 P.	Majority of businesses fulfils 0 aspects								
1 P.	Majority of businesses fulfils 1 aspect								
2 P.	Majority of businesses fulfils 2 aspects								

The norm is based on recommendations by Eco Awards Namibia. The national law states that staff members can “work 45 hours in any week, and in any case, not more than nine hours on any day, if the employee works for five days or fewer in a week” (Minister of Labour, Industrial Relations and Employment Creation 2007, p. 26). Employers must give employees working continuously for more than 5 hours a break of at least 1 hour or alternatively 30 minutes if the employee agrees. Out of 14 hotels, restaurants and tourist attractions 12 enterprises indicated a length of shift of 9 hours or less and 2 indicated a shift longer than 9 hours. The break interval was between 30 and 60 minutes in all cases. 11 out of 14 enterprises pay extra in case of overtime, while 2 enterprise did not allow overtime at all and 1 enterprise claimed to have no-extra payment in case of overtime. These regulations form part of the employment contract. When the residents working in the tourism industry were asked about their working hours and rest periods 76% indicate that their working hours comply with the legal restrictions, 6% indicated that their company does not comply with the restrictions and 18% had individual working hours or other arrangements. Based on these findings 2 points are awarded for this indicator.

Indicator B3.4 Share of tourism enterprises using time-limited contracts instead of permanent contracts

Seasonal work can be a massive problem in tourism destinations. Employees cannot conduct any economic future planning because their employment basis is insecure. That harms the income stability in the community and encourages employee dissatisfaction.

Criterion B3: Tourism employment									
Indicator B3.4 Share of tourism enterprises using time-limited contracts instead of permanent contracts									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>More than 66% of tourism enterprises using time-limited contracts</td> </tr> <tr> <td>1 P.</td> <td>Between 33-66% of tourism enterprises using time-limited contracts</td> </tr> <tr> <td>2 P.</td> <td>Less than 33% of tourism enterprises using time-limited contracts</td> </tr> </table>		Basic indicator	0 P.	More than 66% of tourism enterprises using time-limited contracts	1 P.	Between 33-66% of tourism enterprises using time-limited contracts	2 P.	Less than 33% of tourism enterprises using time-limited contracts
	Basic indicator								
0 P.	More than 66% of tourism enterprises using time-limited contracts								
1 P.	Between 33-66% of tourism enterprises using time-limited contracts								
2 P.	Less than 33% of tourism enterprises using time-limited contracts								

The norm for this indicator is based on a threefold division, which has proven to be useful in this context and is inspired by Baumgartner’s system. A complete avoidance of time-limited contracts is pointless from an economic perspective which is why a two-thirds-majority depicts a reasonable situation. As seen in figure 2 Namibia has no pronounced problem with seasonality, which supports the achievement of sustainable tourism practices. Among the residents working in tourism, 63% indicate to have permanent contracts, 24% to have a time-limited contract and 13% to have other types of contracts. Concerning hotels, restaurants and tourist attractions 79% claim to have mostly permanent staff while 21% mostly have fixed-term staff. The data collected by the Employment Equity Commission in the tourism and hospitality sector also considers employment contracts. As table 7 shows only 3,3% of total employees in this sector are on casual, temporary or seasonal contracts. It has to be noted that more than 95% of fixed-term employees are racially disadvantaged while racially advantaged and Non-Namibians hardly ever seem to face that problem. Both sets of data underline the rating of 2 points for this indicator.

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Total permanent	3465	3896	212	273	28	19	61	50	3757	4229	7986
Casual/ temporary and seasonal	99	164	5	4	0	0	3	0	107	168	275
Total	3564	4060	217	277	28	19	64	50	3864	4397	8261

Table 7 Tourism & Hospitality Sector Workforce Profile 2017/2018 (Source: Own table based on data from Employment Equity Commission 2018, p.122)

Indicator B3.5 Share of tourism enterprises with a written policy on discrimination and the management of discrimination within the institution

Since victims of apartheid policies are still facing inequalities and disadvantages, the respectful handling of social interaction at the workplace is of high importance. Policies and actions against discrimination help to establish, that any type of harassment based on race, colour, gender, national origin, sex, age, ethnicity and mental or physical disability is completely unacceptable. This indicator focuses on written policies and resultant actions.

Criterion B3: Tourism employment									
Indicator B3.5 Share of tourism enterprises with a written policy on discrimination and the management of discrimination within the institution. Actions are taken against reported instances of discrimination.									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th></th> <th>Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>Majority of enterprises have no written policy. No actions are taken against reported instances of discrimination</td> </tr> <tr> <td>1 P.</td> <td>Majority of enterprises has a written policy <u>or</u> clearly recognizable action against reported instances of discrimination</td> </tr> <tr> <td>2 P.</td> <td>Majority of enterprises has a written policy <u>and</u> clearly recognizable actions against reported instances of discrimination</td> </tr> </tbody> </table>		Basic indicator	0 P.	Majority of enterprises have no written policy. No actions are taken against reported instances of discrimination	1 P.	Majority of enterprises has a written policy <u>or</u> clearly recognizable action against reported instances of discrimination	2 P.	Majority of enterprises has a written policy <u>and</u> clearly recognizable actions against reported instances of discrimination
	Basic indicator								
0 P.	Majority of enterprises have no written policy. No actions are taken against reported instances of discrimination								
1 P.	Majority of enterprises has a written policy <u>or</u> clearly recognizable action against reported instances of discrimination								
2 P.	Majority of enterprises has a written policy <u>and</u> clearly recognizable actions against reported instances of discrimination								

The norm for this indicator is not a threefold division despite the term ‘share’ in the indicator’s title. Since there are two variables that are taken into consideration, a mere share does not depict the complexity of the issue. This is why the norm is based on the share of businesses implementing either measure. The indicator is based on Eco Awards Namibia. Among the 16 hotels, restaurants and tourism attractions that were interviewed 8 state that there is a policy on discrimination as part of the workplace behavior policy, the HR code or the employee contract. 2 state that they do not have a policy and 6 state, that the issue of discrimination was never faced, resulting in a lack of such policy. In the resident survey 59% of tourism employees indicate that their company takes action about reported instances of discrimination, 20% indicate that no action is taken and 21% abstain from an answer. Hazel Milne describes that conflicts can arise when people from different cultures work in the same enterprise (cf.I.80). Despite the fact that there are no violent conflicts, “little arguments and people teasing each other” is not uncommon (cf.I.86). Hotel owners confirm that statement and mention that they like to contract workers from the same ethnicity for that reason. Liesl Liebenberg suggests that employees need to leave their own culture at the “doorstep of the company” and adhere to the company culture while working. Otherwise, personal conflicts could gain the upper hand. 1 point is awarded for this indicator because half of the tourism enterprises, that were checked, have a written policy. Despite

the fact, that instances of discrimination were never faced, a company should have a written policy in case they occur. More than two thirds of the respondents indicate that action against discrimination is taken, however, the clearly operational implementation is questionable due to the statements made by hotel owners about employee conflicts.

Indicator B3.6 Existence and frequency of a regular employee survey in tourism companies

Employee motivation and employee satisfaction are decisive success factors for any business. Employee surveys enable managers to gather valuable knowledge from the staff and transform this insight into efficient measures. Employees get the chance to anonymously voice their opinions, concerns or praise.

Criterion B3: Tourism employment									
Indicator B3.6 Existence and frequency of a regular employee survey in tourism companies									
<p><u>Verifier</u></p> <p>The diagram consists of three hexagons. Two are positioned at the top, labeled 'Interview Hotels and Restaurants' and 'Interview Tourist Attractions'. A third hexagon is positioned below them, labeled 'Resident survey'.</p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Majority of enterprises with no regular employee survey</td> </tr> <tr> <td>1 P.</td> <td>Majority of enterprises with regular employee survey every 4-6 years</td> </tr> <tr> <td>2 P.</td> <td>Majority of enterprises with regular employee survey every 1-3 years</td> </tr> </table>		Basic indicator	0 P.	Majority of enterprises with no regular employee survey	1 P.	Majority of enterprises with regular employee survey every 4-6 years	2 P.	Majority of enterprises with regular employee survey every 1-3 years
	Basic indicator								
0 P.	Majority of enterprises with no regular employee survey								
1 P.	Majority of enterprises with regular employee survey every 4-6 years								
2 P.	Majority of enterprises with regular employee survey every 1-3 years								

This indicator is based on the recommendations by the German Tourism Association. The existence of a survey and its frequency are verified in the norm. Since there are two variables which are taken into consideration, a mere share does not depict the complexity of the issue.

The resident survey showed that 36% of employees in tourism businesses take part in a regular employee survey, while 64% do not. Out of the 34% the average frequency of such surveys was every 1,2 years. The interview among hotels, restaurants and tourist attractions revealed that 6/15 companies offer a regular Team Member Engagement Survey with an average frequency of every 0,75 years. On the other hand, 9/15 businesses rely on bilateral talks or monthly company meetings. Most employers claim to conduct yearly appraisals. Despite the good intention behind these measures, the lack of anonymity can constrain the employees' openness. Since the majority of businesses and employees indicated that no regular surveys take place, 0 points are awarded for this indicator.

Criterion B4: Equality

The following criterion aims at measuring equal opportunities for people of different ethnicities and genders. Regardless of a persons' physical trades businesses should give equal rights, chances and status to an employee. Ruanda is considered to be a pioneer in Africa concerning gender equality. Besides a quota for female parliamentarians, a couple of pro-women reforms and empowerment acts for young girls have been enacted (Abari 2017). Namibia has no women's quota and since the 25% ratio proposed in NEEEF failed no anti-discrimination quota either (see chapter 2.1).

Indicator B4.1 Share of tourism enterprises in which the general manager position is held by a woman

This indicator looks at the chances given to women to ascent to a position of higher responsibility. Qualifying women for leading positions can help them to gain independence and to promote the image of women in the community.

Criterion B4: Equality									
Indicator B4.1 Share of tourism enterprises in which the general manager position is held by a woman									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Share is below 25% or above 75%</td> </tr> <tr> <td>1 P.</td> <td>Share is between 25-44% or between 56-75%</td> </tr> <tr> <td>2 P.</td> <td>Share is between 45-55%</td> </tr> </table>		Basic indicator	0 P.	Share is below 25% or above 75%	1 P.	Share is between 25-44% or between 56-75%	2 P.	Share is between 45-55%
	Basic indicator								
0 P.	Share is below 25% or above 75%								
1 P.	Share is between 25-44% or between 56-75%								
2 P.	Share is between 45-55%								

The aim of female empowerment is not to give them an advantage over men. This is why the norm is based on an equal 50/50 ratio in management position. Any extremely low or excessively high share is not considered sustainable. Among the hotels, restaurants and tourist attractions that were interviewed, 5/17 are run by males, 9/17 by women and 3/17 by married partners. It has to be noted that the share in hotels and restaurants is balanced out while women in management positions are more common in touristic attractions such as museum and handicraft businesses. Hazel Milne states that the gender role is changing. She says: "10 years ago, it was mostly men" (cf.I.62). Prosper Mageza estimates that 10% of the tour operators in Namibia are run or owned by women. However, he stresses that this is just an estimate which is not supported by data (cf.I.52f). The data from table 6 shows that the gender ratio at executive director level amounts to 61% male and 39% female. The quota at senior management indicates 52% males and 48% females and at middle management amounts to 46% males and 54% females. Based on these findings 2 points

are awarded for this indicator. Out of the sample, 53% enterprises are run exclusively by women, which matches the data collected by the Employment Equity Committee.

Indicator B4.2 Share of tourism enterprises in which the general manager position is held by a non-white

This indicator focuses on the disadvantages people face in the pursue of managerial positions due to their racial background. Namibia has refrained from introducing a quota yet, because measures like this entail a lot a criticism. Critics say that introducing a quota would result in the fact that enterprises need to consider the race and social background of any potential candidate over their qualifications and experiences, resulting in a structure in which race is the factor determining if a candidate can find employment.

Criterion B4: Equality									
Indicator B4.2 Share of tourism enterprises in which the general manager position is held by a non-white									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Share is below 50%</td> </tr> <tr> <td>1 P.</td> <td>Share is between 50-75%</td> </tr> <tr> <td>2 P.</td> <td>Share is above 75%</td> </tr> </table>		Core indicator	0 P.	Share is below 50%	1 P.	Share is between 50-75%	2 P.	Share is above 75%
	Core indicator								
0 P.	Share is below 50%								
1 P.	Share is between 50-75%								
2 P.	Share is above 75%								

Since the deeply rooted discrimination of racially disadvantaged people has been an issue in Namibia since its independence, this indicator is considered a core indicator. The norm is based on a threefold-division. Considering that only 5% of the population is still white, it would be highly unacceptable if the share were below 50%. The limit at 75% was chosen, because the color of skin is not a direct reflection of privilege. Furthermore, many racially advantaged citizens have better access to education and especially the tourism sector is dominated by Germans.

Among the hotels, restaurants and tourist attractions that were interviewed, 35% are managed by a non-white person. Especially in the hotel and restaurant sector the white management overweighs. Thomas Müller states that especially the tourism and hospitality sector is held in the hand of white Namibians (cf.l.89). Non-white Namibians that work in tourism on a managerial level have usually studied abroad or lived abroad before returning to their home country (cf.l.94). The data from table 6 shows that 12% of executive directors and 29% of senior management are racially disadvantaged. This compares with 95% of skilled, 99% of semi-skilled and more than 99% of unskilled jobs taken by the racially disadvantaged. This data clearly indicates that 0 points will be awarded for this indicator.

Criterion B5: Tourism awareness and education

The following criterion refers to tourism awareness and education. In many cases, the community is not aware of the importance of tourism and the potential benefits it generates. Tourism represents a great opportunity for development aid and poverty alleviation and should therefore not be underestimated as a source of revenue and employment.

Indicator B5.1 Programme to raise awareness of tourism's role and potential contribution

This indicator evaluates if programmes are held among various institutions aimed at increasing the level of knowledge about tourism and showing that the tourism industry is a possible employer. Prosper Mageza explains that “the people are just not well-learned in the area of tourism and some of them do not understand the tourism concept” (cf.I.102f). He criticises that “part of the reason [the city is] struggling with tourism, especially in Windhoek, is that [there are not] enough people that have shown interest, that understand what [they] are trying to do with tourism or how tourism can actually benefit the country and the city and ultimately benefit them as well” (cf.I.105f). This is why this indicator focusses on possible education and awareness programmes.

Criterion B5: Tourism awareness and education									
Indicator B5.1 Programme to raise awareness of tourism's role and potential contribution									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of programmes</td> </tr> <tr> <td>1 P.</td> <td>Existence of irregular programmes or not among various institutions</td> </tr> <tr> <td>2 P.</td> <td>Existence of regular programmes among various institutions</td> </tr> </table>		Core indicator	0 P.	Non-existence of programmes	1 P.	Existence of irregular programmes or not among various institutions	2 P.	Existence of regular programmes among various institutions
	Core indicator								
0 P.	Non-existence of programmes								
1 P.	Existence of irregular programmes or not among various institutions								
2 P.	Existence of regular programmes among various institutions								

This indicator is considered a core indicator. During the research it became evident, that many residents have no connection at all to tourism. This is curious in view of the fact that it is one of the only industries growing in spite of the recession the country finds itself in. The norm is based on the GSTC criteria. ‘Institutions’ refers to communities, schools and higher education institutions. ‘Irregular’ means that these activities do not take place yearly or are not considered part of the main school curriculum.

Among the respondents from the resident survey 40% claim to know of programmes that raise the awareness of the tourism’s role. The main programmes the respondents mentioned are the Tourism Expo, study courses at NUST, UNAM and IUM, the Windhoek Cultural Festival and Independence Day. Grace Pujatura confirms that there is the programme ‘Teens and Tourism’ with which the city “tried to engage school going children

[by taking] them through the different tourism attractions and at the same time telling them why [the city invests] in tourism and why it is important for them to convey the message to parents about the importance of tourism” (cf.I.89). Moreover, there was a programme called ‘Rediscover Windhoek’ and a ‘Tourism Awareness’ brochure (cf.I.92f). The tourism department is thinking about reviving these initiatives. Among the respondents from the survey, 1 person indicated to know ‘Teens for Tourism’. Liesl Liebenberg says that “for a lot of Windhoekers [tourism] is just a side income [...] It is only the real hotel groups that understand tourism” (cf.I.11). Based on the findings 1 point is awarded for this indicator. 40% of residents seem to know a type of programme and can name it. The Tourism Expo takes place yearly and most higher education institutions seem to consider tourism in their curriculum. Nevertheless, the initiatives by the city were ceased. The expansion of community involvement through training, marketing and campaigning is still a big task. Raising awareness about the issue can also incentivise residents to protect the environmental and cultural resources in the city because they know their value for tourism.

Criterion B6: Support of local entrepreneurs and fair trade

The following criterion focuses on the advantages of supporting local businesses and purchasing goods fairly. Besides a positive environmental impact due to reduced transport distances this way of managing purchases has many economic and social benefits. By supporting local businesses more jobs are created in the community which will benefit other residents. Small businesses selling typical or regional products enhance the uniqueness of a place and can employ staff that knows the products.

Indicator B6.1 Encouragement by the DMO for tourism enterprises to purchase goods and services locally and fairly

This indicator examines if tourism businesses in Windhoek are encouraged by the DMO to purchase locally and fairly.

Criterion B6: Support of local entrepreneurs and fair trade									
Indicator B6.1 Encouragement by the DMO for tourism enterprises to purchase goods and services locally and fairly									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th></th> <th>Core indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>The DMO does not encourage tourism enterprises to purchase goods and services locally and fair</td> </tr> <tr> <td>1 P.</td> <td>The DMO encourages tourism enterprises to purchase goods and services either locally <u>or</u> fair</td> </tr> <tr> <td>2 P.</td> <td>The DMO encourages tourism enterprises to purchase goods and services locally <u>and</u> fair</td> </tr> </tbody> </table>		Core indicator	0 P.	The DMO does not encourage tourism enterprises to purchase goods and services locally and fair	1 P.	The DMO encourages tourism enterprises to purchase goods and services either locally <u>or</u> fair	2 P.	The DMO encourages tourism enterprises to purchase goods and services locally <u>and</u> fair
	Core indicator								
0 P.	The DMO does not encourage tourism enterprises to purchase goods and services locally and fair								
1 P.	The DMO encourages tourism enterprises to purchase goods and services either locally <u>or</u> fair								
2 P.	The DMO encourages tourism enterprises to purchase goods and services locally <u>and</u> fair								

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This indicator is considered a core indicator, since the environmental, economic and social dimension is affected by it. The norm is based on the GSTC and sustainable best practices. 8/8 hotels and restaurants state that they receive no encouragement from the DMO. The preference for what products to purchase lies with the companies. Hazel Milne confirms that it is the decision of the businesses (cf.I.21). She adds that many business owners just look for the best value for money neglecting other aspects (cf.I.31). Liesl Liebenberg adds that imported products are usually cheaper than Namibian products and that any private company will put their budget first (cf.I.35). This is why 0 points are awarded for this indicator.

Indicator B6.2 Share of tourism enterprises communicating their own availability or use of environmentally friendly or fair products

The following indicator verifies if tourism businesses communicate their own commitment towards purchasing sustainable products. External communication is essential to inform the customer and distinguish the own offer from competitors.

Criterion B6: Support of local entrepreneurs and fair trade									
Indicator B6.2 Share of tourism enterprises communicating their own availability or use of environmentally friendly or fair products									
<p><u>Verifier</u></p> <pre> graph TD A[Interview Hotels and Restaurants] --- B[Observation Hotels and Restaurants] A --- C[Observation Tourist Information] B --- C B --- D[Observation Tourist Attractions] C --- D </pre>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Share is below 33%</td> </tr> <tr> <td>1 P.</td> <td>Share is between 33-66%</td> </tr> <tr> <td>2 P.</td> <td>Share is above 66%</td> </tr> </table>		Basic indicator	0 P.	Share is below 33%	1 P.	Share is between 33-66%	2 P.	Share is above 66%
	Basic indicator								
0 P.	Share is below 33%								
1 P.	Share is between 33-66%								
2 P.	Share is above 66%								

This indicators' norm is based on a threefold separation. Since Namibia is a very dry country, conditions for agricultural land use are tough. Products like fruit and vegetables are usually imported from South Africa. Even if one wanted to buy locally, the lack of availability of some products would not allow for that. This is why a share above two thirds of businesses buying and communicating the use of environmentally friendly products can already be considered satisfactory. 7/10 hotels and restaurants state that they communicate their availability of sustainable products. This is either done through indications on the menu, information about local produce, declaration of local meats or the use of upcycled or recycled furniture. The observation reveals that 65% hotels and restaurants and 58% of tourist attractions communicate their availability of sustainable products. The tourist information does not communicate its own availability; however, they did not seem to sell neither products nor services. Based on this information 1 point is awarded for the indicator.

Indicator B6.3 Share of tourism enterprises communicating the availability of sustainable products and services in the area to guests

The last indicator of this criterion focuses on businesses' promotion efforts for sustainable products and services in the area. A network of tourism service providers that supports each other helps the solidarity in the community and enables tourists that do not know the area to find sustainable offers that add value to their experience in the destination.

Criterion B6: Support of local entrepreneurs and fair trade									
Indicator B6.3 Share of tourism enterprises communicating the availability of local products and services in the area to guests									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Interview Hotels and Restaurants </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Observation Hotels and Restaurants </div> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td style="text-align: center;">Basic indicator</td> </tr> <tr> <td style="text-align: center;">0 P.</td> <td style="text-align: center;">Share is below 33%</td> </tr> <tr> <td style="text-align: center;">1 P.</td> <td style="text-align: center;">Share is between 33-66%</td> </tr> <tr> <td style="text-align: center;">2 P.</td> <td style="text-align: center;">Share is above 66%</td> </tr> </table>		Basic indicator	0 P.	Share is below 33%	1 P.	Share is between 33-66%	2 P.	Share is above 66%
	Basic indicator								
0 P.	Share is below 33%								
1 P.	Share is between 33-66%								
2 P.	Share is above 66%								

This indicator is based on the recommendations by Eco Awards Namibia. The same threefold division as for indicator B6.2 is applied. 6/11 (=55%) hotels and restaurants confirm that they communicate the availability of local products and services in the area to guests. A best practice would be Xwama Restaurant in Katutura, which offers township tours or the NUST Hotel School which lists a number of local services in their room directory. Other businesses offer brochures and recommendations by their concierge or reception staff. The observation in hotels and restaurants shows that 11/17 (=65%) businesses clearly emphasize points of interest such as Namibian-style restaurants close-by or local craft shops. Based on these numbers 1 points is awarded for the indicator.

Evaluation: Economic Dimension:

After analyzing the 6 criteria from the economic dimension the results of the 18 indicators, 6 of them being core indicators, are displayed in the table 8 below. The results of this dimension show that the City of Windhoek sets fewer priorities in the economic area, just as in the management area. 6 of the 18 indicators receive 0 points. As in the management dimension, a strong deficit is particularly noticeable in the area of monitoring. The tourism employment sector is relatively positive. Working hours and contractual conditions are particularly positive. Despite a relatively balanced ratio of men and women, the proportion of non-whites in management positions must be highlighted as extremely negative. With regard to the support of local economy, a mixed result is noticeable. The overall result of 38% puts the economic dimension in the yellow bracket.

Detailed results: Sustainability dimensions in the case of Windhoek

Just as in the management dimension, it has to be noted, that this dimension narrowly avoided the red bracket. Figure 14 illustrates that the economic dimension also strongly tends towards the very lower end of the yellow category.

Economic Dimension			
Indicator	Result	Quantifier	Total
B1.1	0	2x	0
B1.2	0	1x	0
B2.1	1	1x	1
B2.2	0	1x	0
B2.3	1	1x	1
B2.4	1	1x	1
B3.1	1	2x	2
B3.2	1	2x	2
B3.3	2	1x	2
B3.4	2	1x	2
B3.5	1	1x	1
B3.6	0	1x	0
B4.1	2	1x	2
B4.2	0	2x	0
B5.1	1	2x	2
B6.1	0	2x	0
B6.2	1	1x	1
B6.3	1	1x	1
		Sum = 24	Sum = 18
			$\frac{18}{(24 \times 2)} = 0.38$

Table 8 Results economic dimension (Source: Own data)

Degree of fulfilment economic dimension

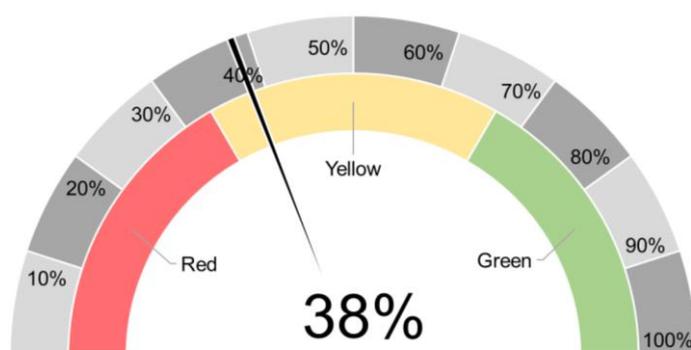


Figure 14 Degree of fulfilment economic dimension (Source: Own graph based on own data)

5.3 Socio-Cultural dimension

The socio-cultural dimension is the third part of the criteria catalogue. This dimension has a particularly important meaning for this study, since it focuses specifically on the influence of history and the presentation of cultural heritage. In recent years a growth in cultural tourism could be observed. Part of cultural tourism is the visit of cultural heritage sites, cultural events, museum, galleries, theatres and literature related activities. This combination is particularly relevant for city destination as they tend to offer the most cultural activities. Windhoek has a high density of museum and art-related activities. Intangible cultural heritage like dance, music, traditions and language can also be of interest for tourists and is particularly important for Windhoek since so many different cultures are represented there.

On one hand, this dimension focuses on the management, communication, behaviour and satisfaction of visitors. On the other hand, aspects like the presentation of the history and the promotion of cultural exchange in order to strengthen the integration and participation of the local population is considered. Locals should be able to identify with the presented cultural heritage and be well-disposed towards tourism activities. Lastly, access to cultural sites for locals and people with impairments will be assessed. As always, the goal is to maximise benefits to communities, visitors and cultural heritage and to minimise negative impacts. The socio- cultural dimension is really diverse, comprising the highest number of indicators. They are divided into the following criteria:

- Criterion C1: Inventory of tourism assets and attractions
- Criterion C2: Visitor behaviour and satisfaction
- Criterion C3: Cultural heritage protection and cultural exchange
- Criterion C4: Local community opinion and access
- Criterion C5: Accessibility

Criterion C1: Inventory of tourism assets and attractions

This criterion focuses on attraction management and visitor communication. The most important cultural assets must be known to the DMO and be presented to visitors in communication materials. Moreover, residents should identify with the attractions in the destination and contribute to their valorisation for tourism.

Indicator C1.1 Current inventory and classification of tourism assets and attractions

The first indicator of this criterion examines if the DMO has an up-to-date list of their tourism assets and their communication to potential visitors.

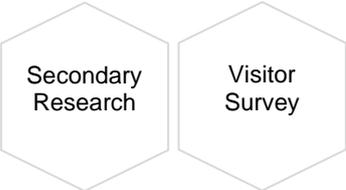
Detailed results: Sustainability dimensions in the case of Windhoek

Criterion C1: Visitor management and inventory of tourism assets and attractions									
Indicator C1.1 Current inventory and classification of tourism assets and attractions including natural and cultural sites, which is communicated to visitors									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>No inventory and no communication to visitors</td> </tr> <tr> <td>1 P.</td> <td>Inventory without up-to-date visitor communication</td> </tr> <tr> <td>2 P.</td> <td>Up-to-date inventory incl. classification and communication to visitors</td> </tr> </table>		Core indicator	0 P.	No inventory and no communication to visitors	1 P.	Inventory without up-to-date visitor communication	2 P.	Up-to-date inventory incl. classification and communication to visitors
	Core indicator								
0 P.	No inventory and no communication to visitors								
1 P.	Inventory without up-to-date visitor communication								
2 P.	Up-to-date inventory incl. classification and communication to visitors								

This indicator is considered a core indicator because only what is known and classified can be marketed. The norm is based on the GSTC. The inventory should be up-to-date and publicly available. The City of Windhoek website lists “Top Attractions” on the tourism site. Most attractions are named, however important sites such as the Independence Memorial Museum or the National Art Gallery are left out. On the Namibia Tourism website, a small article about the history and geography of Windhoek can be found. Relevant content for tourism is not displayed. The filters under “Plan your trip” and “Find popular attractions” do not work properly for Windhoek. This is why 1 point is awarded for this indicator. It seems, that the website has not been updated in the past years.

Indicator C1.2 Prioritization in the communication of heritage sites

The following indicator depicts the ratio of POIs related to white history and POIs related to non-white history. The German rule lasted for a period of 30 years, so one would assume that, despite apartheid, non-white history has more local significance and should enjoy a broader representation. Nevertheless, many people feel that the heritage landscape does not commemorate the views of the majority of black people in Namibia.

Criterion C1: Visitor management and inventory of tourism assets and attractions									
Indicator C1.2 Prioritization in the communication of heritage sites									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Share of advertised POIs related to white history outweigh percentage of POIs related to non-white history</td> </tr> <tr> <td>1 P.</td> <td>Share of advertised POIs related to non-white history and percentage of POIs related to white history is equal</td> </tr> <tr> <td>2 P.</td> <td>Share of advertised POIs related to non-white history outweigh percentage of POIs related to white history</td> </tr> </table>		Basic indicator	0 P.	Share of advertised POIs related to white history outweigh percentage of POIs related to non-white history	1 P.	Share of advertised POIs related to non-white history and percentage of POIs related to white history is equal	2 P.	Share of advertised POIs related to non-white history outweigh percentage of POIs related to white history
	Basic indicator								
0 P.	Share of advertised POIs related to white history outweigh percentage of POIs related to non-white history								
1 P.	Share of advertised POIs related to non-white history and percentage of POIs related to white history is equal								
2 P.	Share of advertised POIs related to non-white history outweigh percentage of POIs related to white history								

Detailed results: Sustainability dimensions in the case of Windhoek

The norm for the indicator is based on the implications of German and South African rule and on the proportion of the population represented by the respective heritage. Non-white history should outweigh white history considering a fraction of Namibia's population is still white and considering the duration of the German reign. Although the indicator only focuses on the communication of the heritage sites, additionally data about the actual preference of attractions will be analysed. The following table 9 displays every attraction named on the tourism portal of Windhoek classified by the history it represents. The author does not claim an exclusive correctness of the historical assignment of each attraction.

White history	Non-white history	Ambiguous
1. Central Railway Station	1. Heroes Acre	1. College of the Arts
2. TransNamib Museum	2. Old location cemetery	2. Old Windhoek cemetery
3. Old Prison	3. Owela Museum	3. Old brewery
4. Tintenpalast	4. Geological Survey Museum	
5. Turnhalle building		
6. Schwerinsburg		
7. Von François Fort		
8. Alte Feste		
9. Tienmannhaus		
10. Erkrath building		
11. Gathemann building		
12. Kronprinz Hotel building		
13. Christuskirche		
14. St. Marys Church		

Table 9 Classification of tourist attractions named on the tourism portal (Source: Own table based on list from the City of Windhoek tourism portal, 2019)

The list illustrates how outdated the content on the website is and that the list comprises a number of attractions that cannot be considered as such, since there is no possibility to experience them. Moreover, it becomes evident that attractions related to white-history definitely outweigh POIs related to non-white history. This imbalance is not caused by the fact that there are just no other attractions related to non-white history. The Independence Memorial Museum, a variety of tours through the various parts of Katutura, Parliament Gardens, trips to the Daan-Viljoen Nature Reserve, the Botanic Garden of Namibia, visiting the layout of the Gibeon Meteorites or the National Art Gallery are not even mentioned.

Figure 15 shows the top attraction of Windhoek by number of visitors based on the data obtained in the visitor survey. The green columns represent POIs related to white history and the blue columns represent POIs related to non-white history.

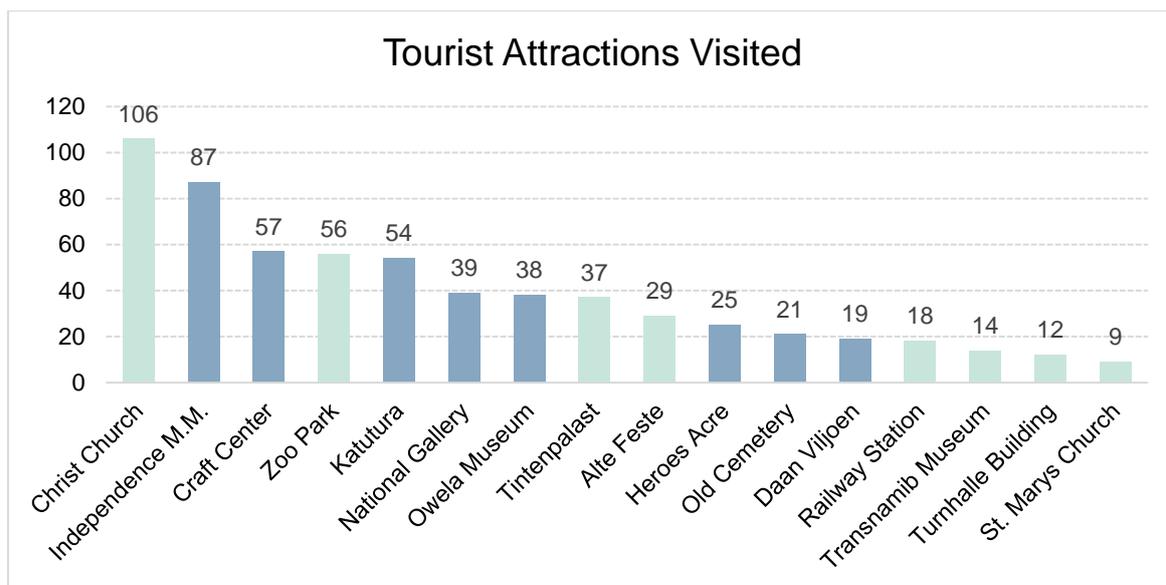


Figure 15 Top tourist attractions in Windhoek (Source: Own figure based on own data)

The figure shows that the number of visitors is quite balanced in spite of the one-sided communication by the DMO. Nevertheless, 0 points are awarded for this indicator based on the norm.

Criterion C2: Visitor behaviour and satisfaction

The following criterion focuses on visitor behaviour in the destination and on their level of satisfaction with the destination. Disrespectful demeanour at sensitive sites by tourists and inadequate instructions from tour guides can cause resentment on part of the host community. Moreover, monitoring characteristics of visitors and data on their behaviour in the destination will be discussed. Finally, the satisfaction of tourists with the destination is calculated based on different aspects of the visitors' perception of their visit to Windhoek.

Indicator C2.1 Share of sensitive tourist attractions, that have a cultural and environmental code of conduct for visitor behaviour in place

The following indicator verifies if tourist attractions have codes of conduct in place to protect and respect cultures and the environment. Many tourists show inadequate behaviour on vacation because they might be unfamiliar with rules, conventions and underlying historic or cultural meanings. Disrespectful behaviour can offend residents or cause damage to natural resources. This is why educating tourists about correct behaviour when visiting living cultures, religious sites, heritage sites and natural sites is of high importance. A code of conduct can address topics such as minimum dress code, photographic protocol, donations or etiquette.

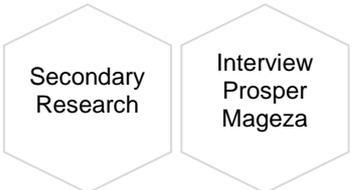
Criterion C2: Visitor behaviour and satisfaction									
Indicator C2.1 Share of sensitive tourist attractions, that have a cultural and environmental code of conduct for visitor behaviour in place									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Less than 50% of tourist attractions have guidelines in place</td> </tr> <tr> <td>1 P.</td> <td>Between 50-75% of tourist attractions have guidelines in place</td> </tr> <tr> <td>2 P.</td> <td>More than 75% of tourist attractions have guidelines in place</td> </tr> </table>		Core indicator	0 P.	Less than 50% of tourist attractions have guidelines in place	1 P.	Between 50-75% of tourist attractions have guidelines in place	2 P.	More than 75% of tourist attractions have guidelines in place
	Core indicator								
0 P.	Less than 50% of tourist attractions have guidelines in place								
1 P.	Between 50-75% of tourist attractions have guidelines in place								
2 P.	More than 75% of tourist attractions have guidelines in place								

This indicator is a core indicator because a central element in the socio-cultural dimension is the preservation of heritage and its respectful treatment. The norm is based on the GSTC and aims to ensure that at least half the attractions invest into a code of conduct.

Half of the tourist attractions interviewed indicate that they have a code of conduct. The code usually involves rules about noise, food and drinks, touching artefacts and photography. The observation shows that 12/15 attractions have a clearly visible code of conduct. As per the norm in the table above, 1 point is awarded for this indicator.

Indicator C2.2 Code of practice for tour guides and tour operators in the destination

This indicator focuses on a code of practice for tour guides and tour operators. Guidelines should be provided by the DMO to ensure professionalism and better service quality for tourists. The guideline should contain directives for the adequate visitor behaviour at cultural or environmental sites in order to minimize the negative impacts of tourism.

Criterion C2: Visitor behaviour and satisfaction									
Indicator C2.2 Code of practice for tour guides and tour operators in the destination									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of a code of practice</td> </tr> <tr> <td>1 P.</td> <td>Existence of a code of practice</td> </tr> <tr> <td>2 P.</td> <td>Existence of a code of practice and clearly recognisable operational implementation</td> </tr> </table>		Basic indicator	0 P.	Non-existence of a code of practice	1 P.	Existence of a code of practice	2 P.	Existence of a code of practice and clearly recognisable operational implementation
	Basic indicator								
0 P.	Non-existence of a code of practice								
1 P.	Existence of a code of practice								
2 P.	Existence of a code of practice and clearly recognisable operational implementation								

The norm is based on the GSTC. Testing the operational implementation of any code of conduct was not possible for the researchers as they did not take part in a guided tour.

In 2000 the MET published a document on the adequate behavior of tour guides focusing on safety and service standards (MET 2000). In 2012 the NTB drafted a new code of conduct and ethics emphasizing tourists' safety and the exploitation of tourists. It also

proposed continued training of tour guides, prescribed registration fees of guides and disqualification criteria (Sasman 2012). Neither this document nor an updated version of the MET one can be found publicly available. Prosper Mageza states that TASA has its own code of conduct for members, that needs to be signed before registering with them (cf.I.72). Moreover, according to him, the NTB has “certain expectations of how you should operate your business but they are mainly based on the law of the country” (cf.I.79f). The TASA code of conduct contains a section on tour guide behaviour (cf.I.89). It says: “Train tour guides to respect and honour the local authorities, culture, and expectations especially during village and cultural tours” (TASA 2019). Based on the findings 0 points are awarded for this indicator. Despite the fact that TASA has its own code of conduct, not every tour operator is registered with them. The MET guidelines are outdated and potential NTB guidelines are nowhere to be found. The NTB tour operator application form does not contain any information on a code of practice. Since the indicator calls for a code of practice in the destination, 1 point cannot be granted due to the lack of a general code of practice.

Indicator C2.3 Monitoring of behaviour and characteristics of local, domestic and foreign visitors to tourist sites and attractions

This indicator verifies if tourist attractions have a monitoring system in place. Collecting data about the number of visitors, their origin, age, gender or date of visit can be very valuable for the implementation of new practices. The length of stay, purpose of visit or satisfaction with the site allow conclusions about future activities at the attraction. Visitor can also give valuable input by suggesting improvements or by drawing attention to deficits.

Criterion C2: Visitor behaviour and satisfaction									
Indicator C2.3 Monitoring of behaviour and characteristics of local, domestic and foreign visitors to tourist sites and attractions									
<p><u>Verifier</u></p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>Interview Tourist Attractions</p> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Less than 50% of tourist attractions carry out monitoring</td> </tr> <tr> <td>1 P.</td> <td>Between 50-75% of tourist attractions carry out monitoring</td> </tr> <tr> <td>2 P.</td> <td>More than 75% of tourist attractions carry out monitoring</td> </tr> </table>		Basic indicator	0 P.	Less than 50% of tourist attractions carry out monitoring	1 P.	Between 50-75% of tourist attractions carry out monitoring	2 P.	More than 75% of tourist attractions carry out monitoring
	Basic indicator								
0 P.	Less than 50% of tourist attractions carry out monitoring								
1 P.	Between 50-75% of tourist attractions carry out monitoring								
2 P.	More than 75% of tourist attractions carry out monitoring								

The norm for this indicator is based on the GSTC and aims to ensure that at least half the attractions conduct regular monitoring. 4/5 attraction in Windhoek state in an interview, that they monitor visitor behavior. Most of them use a book at the entrance of the attraction that asks for the number of visitors, their origin, purpose of visit and the date of visit. This data collection is a step into the right direction; however, it is rather informal since filing in the book is sometimes voluntary. Connecting monitoring efforts to the sale of tickets is also

impossible since most attractions are free of charge. Despite the minimal degree of monitoring, two points will be awarded for this indicator as per the norm above.

Indicator C2.4 Collecting data on visitor information and behaviour in the destination

The following indicator rates the extent to which data collection is conducted in the destination. Knowing about visitor behaviour and preferences can help immensely to manage tourism accordingly and to provide a higher level of service quality.

Criterion C2: Visitor behaviour and satisfaction									
Indicator C2.4 Collecting data on visitor information and behaviour in the destination including the following aspects: <ul style="list-style-type: none"> - Age, gender, nationality - Means of transportation in Windhoek - Means of transportation to Windhoek - Duration of visit - Type of accommodation - Reason for the visit - Attractions visited in Windhoek 									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Interview Grace Pujatura </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Interview Thomas Müller </div> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td style="text-align: center;">Core indicator</td> </tr> <tr> <td style="text-align: center;">0 P.</td> <td>Collecting data on visitor information and behaviour including 0-3 of the listed aspects</td> </tr> <tr> <td style="text-align: center;">1 P.</td> <td>Collecting data on visitor information and behaviour including between 3-6 of the listed aspects</td> </tr> <tr> <td style="text-align: center;">2 P.</td> <td>Collecting data on visitor information and behaviour including at least 6 of the listed aspects</td> </tr> </table>		Core indicator	0 P.	Collecting data on visitor information and behaviour including 0-3 of the listed aspects	1 P.	Collecting data on visitor information and behaviour including between 3-6 of the listed aspects	2 P.	Collecting data on visitor information and behaviour including at least 6 of the listed aspects
	Core indicator								
0 P.	Collecting data on visitor information and behaviour including 0-3 of the listed aspects								
1 P.	Collecting data on visitor information and behaviour including between 3-6 of the listed aspects								
2 P.	Collecting data on visitor information and behaviour including at least 6 of the listed aspects								

This indicator is considered a core indicator because of its direct impact on management issues and the improvement of touristic services. The aspects above are based on the most common key figures in tourism visitor surveys. Disposing over data on at least three of them demonstrates that any kind of visitor monitoring is carried out. Based on these considerations that norm has been chosen. As indicator B1.2 and B2.2 confirm, the City of Windhoek does not monitor any tourism-related data. Grace Pujatura confirms that there are no city statistics but only the ones on national level (cf.I.70f). The hotel association does collect data from its members but exclusively on accommodation issues and not on visitor behavior in the destination. Thomas Müller claims that “statistical data collection is a huge problem” (cf.I.114). Based on these statements 0 points are awarded for the indicator.

Indicator C2.5 Visitor satisfaction

This indicator measures the satisfaction of visitors with their overall experience in the city.

Criterion C2: Visitor behaviour and satisfaction									
Indicator C2.5 Visitor satisfaction based on the following aspects: <ul style="list-style-type: none"> - Visitors' personal safety perception - Visitors' perception of cleanliness in public spaces - Visitors' perception of noise disturbance in the city - Visitors' orientation in the city - Visitors' knowledge about sustainability efforts in the destination - Visitors' overall evaluation of their stay in the city 									
<u>Verifier</u> 	<u>Norm</u> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Scale 1-5 (5 being the best), Average of all answers $x \leq 3.0$</td> </tr> <tr> <td>1 P.</td> <td>Scale 1-5 (5 being the best), Average of all answers $3.0 < x < 4.0$</td> </tr> <tr> <td>2 P.</td> <td>Scale 1-5 (5 being the best), Average of all answers $x \geq 4.0$</td> </tr> </table>		Basic indicator	0 P.	Scale 1-5 (5 being the best), Average of all answers $x \leq 3.0$	1 P.	Scale 1-5 (5 being the best), Average of all answers $3.0 < x < 4.0$	2 P.	Scale 1-5 (5 being the best), Average of all answers $x \geq 4.0$
	Basic indicator								
0 P.	Scale 1-5 (5 being the best), Average of all answers $x \leq 3.0$								
1 P.	Scale 1-5 (5 being the best), Average of all answers $3.0 < x < 4.0$								
2 P.	Scale 1-5 (5 being the best), Average of all answers $x \geq 4.0$								

This indicator is based on the ETIS. The norm was chosen under the premise that visitor satisfaction should always be the highest priority, considering a level of satisfaction below 60% unacceptable. 127 tourists responded to the questions below. Table 10 illustrated the results. The coloured line indicates the mean.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<i>I feel safe in the City of Windhoek.</i>	1	2	3	3,98	4
<i>I feel satisfied with the cleanliness of the City of Windhoek.</i>	1	2	3	3,95	4
<i>I do <u>not</u> feel disturbed by the noise in the City of Windhoek.</i>	1	2	3	3,66	4
<i>It is easy to find my way around the city.</i>	1	2	3	3,93	4
<i>I am aware of the sustainability efforts the City of Windhoek is taking.</i>	1	2	2,85	3	4
<i>I feel overall satisfied with my visit to the destination of Windhoek.</i>	1	2	3	4	4,21
Total	1	2	3	3,76	4

Table 10 Results of the visitor survey concerning visitor satisfaction (Source: Own graph based on own data)

It becomes evident that visitors are generally pleased with their visit to Windhoek. Especially safety and cleanliness in the city are perceived as positive. Concerning sustainability efforts

Detailed results: Sustainability dimensions in the case of Windhoek

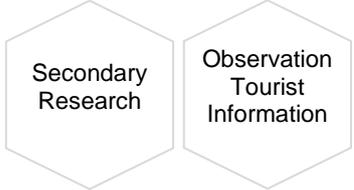
taken by the city, visitor seem to be little knowledgeable and lacking information. The mean of all individual means per question amounts to 3,76. Based on this 1 point is awarded.

Criterion C3: Cultural heritage protection and cultural exchange

The following criterion focuses on the protection of cultural heritage and on cultural exchange. “Cultural heritage sites should be identified and preserved. Local communities should be involved in their protection and should obtain economic benefits from their use by tourists” (Christie et.al. 2014, p. 99). Moreover, the marketing of tangible and intangible cultural heritage, the involvement of the host community and the representation of the sensible historic topics form part of this criterion.

Indicator C3.1 Marketing and creation of tourist products with respect to intangible cultural heritage by the DMO

This indicator verifies if tourists can experience intangible cultural heritage.

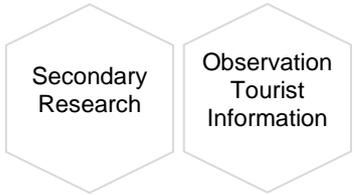
Criterion C3: Cultural heritage protection and cultural exchange									
Indicator C3.1 Marketing and creation of tourist products with respect to intangible cultural heritage by the DMO									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of such tourist products</td> </tr> <tr> <td>1 P.</td> <td>Existence of such tourist products, however, difficult to find and not marketed with emphasis</td> </tr> <tr> <td>2 P.</td> <td>Existence of such tourist products, easy to find due to emphasized marketing</td> </tr> </table>		Core indicator	0 P.	Non-existence of such tourist products	1 P.	Existence of such tourist products, however, difficult to find and not marketed with emphasis	2 P.	Existence of such tourist products, easy to find due to emphasized marketing
	Core indicator								
0 P.	Non-existence of such tourist products								
1 P.	Existence of such tourist products, however, difficult to find and not marketed with emphasis								
2 P.	Existence of such tourist products, easy to find due to emphasized marketing								

This indicator is a core indicator since intangible cultural heritage is often more meaningful than a tangible object. Products around topics such as music, dance, theatre, rituals, celebrations and language can add value for the visitor and offer authenticity. The norm is chosen similarly like for indicator A7.1. The ideal is emphasized marketing and easy orientation for the visitor.

The observation in the tourist information showed that tourist products with respect to intangible cultural heritage are scarcely marketed by the DMO. There is no emphasis or prominent position. The Namibian Craft Centre is represented by a brochure but not specifically mentioned in the list of “Top Attractions” on the website. Events can be found on the main page of the City of Windhoek, however, not linked under the tourism portal. The main page used for events is whatsonnamibia.com, which is not known to outsiders. Bookable touristic products cannot be found on the website altogether. This is why 0 points are awarded for this indicator.

Indicator C3.2 Share of the destination's events focused on traditional or local culture and heritage

This indicator evaluates if the traditional culture and heritage of Namibia is represented through events in the destination. Celebrations like Carnival and Oktoberfest are very popular; however, they only represent a small fraction of the population.

Criterion C3: Cultural heritage protection and cultural exchange									
Indicator C3.2 Share of the destination's events focused on traditional or local culture and heritage									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Share is below 50%</td> </tr> <tr> <td>1 P.</td> <td>Share is between 50-75%</td> </tr> <tr> <td>2 P.</td> <td>Share is above 75%</td> </tr> </table>		Basic indicator	0 P.	Share is below 50%	1 P.	Share is between 50-75%	2 P.	Share is above 75%
	Basic indicator								
0 P.	Share is below 50%								
1 P.	Share is between 50-75%								
2 P.	Share is above 75%								

This indicator is a basic indicator based on the recommendations by the ETIS. It aims at enhancing cultural heritage and local identity. As discussed at indicator C3.1 the tourism information does not offer any overview of events in the destination. Whatonnamibia.com and the social media pages of the respective businesses are the only source of information. The list below illustrates the events in Windhoek throughout the year:

1. **Enjando Street Festival** (Festival with dancers and musicians in traditional dress)
2. **Oktoberfest** (Imitation of the German Oktoberfest)
3. **Bank Windhoek Arts Festival** (Largest arts festival in the country)
4. **Maherero Day** (Memorial Day for Red Flag Herero people)
5. **Windhoek Karneval** (German-style karneval with parade)
6. **Independence Day** (National day with a parade and sports events)
7. **Wild Cinema Festival** (Annual film festival also featuring Namibian films)
8. **/AE//Gams Arts Festival** (Namibian artwork festival)
9. **Windhoek Annual Cultural Festival** (Celebration of cultural diversity in Namibia)

(whatsonnamibia.com 2019, Lonely Planet n.y.)

The author does not claim a completeness of the list, since information on events is difficult to obtain due to a lack of publications. 7 out of 9 events in Windhoek celebrate cultural heritage and local traditions. This represents a share of 77%, which is why 2 points are awarded for this indicator.

Indicator C3.3 Share of tourism enterprises actively promoting cultural exchange or activities

This indicator verifies if tourism enterprises actively promote cultural exchange and related activities. Cultural exchange refers to activities such as township tours, visits to African restaurants or craft markets. Raising awareness of the existence of such products can help visitors to engage with the local community and support them with their purchases.

Criterion C3: Cultural heritage protection and cultural exchange									
Indicator C3.3 Share of tourism enterprises actively promoting cultural exchange or activities									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Share is below 50%</td> </tr> <tr> <td>1 P.</td> <td>Share is between 50-75%</td> </tr> <tr> <td>2 P.</td> <td>Share is above 75%</td> </tr> </table>		Basic indicator	0 P.	Share is below 50%	1 P.	Share is between 50-75%	2 P.	Share is above 75%
	Basic indicator								
0 P.	Share is below 50%								
1 P.	Share is between 50-75%								
2 P.	Share is above 75%								

This indicator is based on the recommendations by Eco Awards Namibia. As with many other indicators a threefold division was chosen to ensure that at least half of the enterprises fulfil the requirements. 9/11 tourism enterprises did not answer this question. 2 claim to offer township tours and visits to Katutura. All hotels refer to brochures and information which is available at the reception. This however, cannot be deemed as 'actively promoting'. The observation shows that 6/17 (=35%) of hotels and restaurants and 5/15 (=33%) tourist attractions promote cultural exchange. Based on these numbers 0 points are awarded.

Indicator C3.4 Involvement of the host community in setting up the code of conduct at culturally or historically sensitive sites

The following indicator verifies if the host community is involved in the set-up of codes of conduct at sites, that have a sensitive cultural or environmental background.

Criterion C3: Cultural heritage protection and cultural exchange									
Indicator C3.4 Involvement of the host community in setting up the code of conduct at culturally or historically sensitive sites									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>The host community is not involved in the set-up of the code of conduct</td> </tr> <tr> <td>1 P.</td> <td>The host community is marginally involved in the set-up of the code of conduct</td> </tr> <tr> <td>2 P.</td> <td>The host community actively participates in the set-up of the code of conduct</td> </tr> </table>		Core indicator	0 P.	The host community is not involved in the set-up of the code of conduct	1 P.	The host community is marginally involved in the set-up of the code of conduct	2 P.	The host community actively participates in the set-up of the code of conduct
	Core indicator								
0 P.	The host community is not involved in the set-up of the code of conduct								
1 P.	The host community is marginally involved in the set-up of the code of conduct								
2 P.	The host community actively participates in the set-up of the code of conduct								

Detailed results: Sustainability dimensions in the case of Windhoek

This indicator is a core indicator. Rodrian states that it is important to shed light on the perspective the local community has on the colonial heritage in their country. The colonial heritage is associated with the destination but stays undesirable and dissonant to some extent. Therefore, locals are in danger of distancing themselves from the processes of staging and the colonial heritage remains 'white' in its representation (Rodrian 2009, p.85). Some Namibia-Germans have a very uncritical picture of their history which is why involving the host community is so important. The indicator is based on recommendations by Eco Awards Namibia. At first, this question was part of the resident survey. After a first sample it became evident that residents had a tendency to misunderstand this question and that there was no such thing as community involvement. Due to this, the question was removed from the questionnaire for the remaining surveys. Based on these findings, 0 points are awarded for the indicator.

Indicator C3.5 Historical and political background information at sensitive sites is provided

The following indicator verifies the presentation of history at sensitive sites.

Criterion C3: Cultural heritage protection and cultural exchange									
Indicator C3.5 Historical and political background information at sensitive sites is provided									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Background information is not provided</td> </tr> <tr> <td>1 P.</td> <td>Background information is provided from a single-perspective narrative</td> </tr> <tr> <td>2 P.</td> <td>Background information is provided from a multi-perspective narrative</td> </tr> </table>		Core indicator	0 P.	Background information is not provided	1 P.	Background information is provided from a single-perspective narrative	2 P.	Background information is provided from a multi-perspective narrative
	Core indicator								
0 P.	Background information is not provided								
1 P.	Background information is provided from a single-perspective narrative								
2 P.	Background information is provided from a multi-perspective narrative								

This indicator is a core indicator since the presentation of history influences the identification of host community and visitors to a great extent.

The observation of 12 tourist attractions which display sensitive historic events shows that 58% provide background information. 52% of the respondents from the tourist survey state that there was enough background information provided when they visited these sights. It has to be noted that many tourists take part in a city tour that is accompanied by a tour guide. Other tourists state that they were missing information at various attractions. Concerning the narrative, the observation showed that the Christ Church and the Railway station in particular display history exclusively from a 'German' point of view. The many deaths caused by the railway construction are not mentioned anywhere. Forced labour and exploitation are not stated either. Another highly critical attraction is the war memorial in Zoo park. The memorial honours the German troops that were killed fighting against

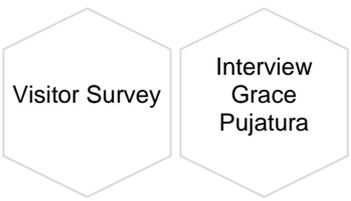
Hendrik Witbooi and his people. There is no sign or explanation whatsoever that puts in perspective how brutally the Germans conducted this operation and how many Witbooi lost their lives under German reign. The same applies to the Ovambo Campaign Memorial. The monument was erected to remember the South African soldiers, that died from an attack under the Kwanyama people. Nine soldiers were killed in that attack which is why the memorial is surrounded by nine palm trees. Even if the numbers of death cannot be set up against each other, it can be seen as highly disrespectful that nine South African soldiers are honoured with a memorial while thousands of Namibians suffered and died under their regime. If monuments of this kind should continue to be displayed in Windhoek a sign providing a multi-perspective narrative is imperative. Other attractions such as a Turnhalle building or the Gibeon Meteorites do not have any kind of information for visitors. Nevertheless, 1 point will be awarded for this indicator since more than 50% of visitors felt that enough information was provided and since more than 50% of tourist attractions actually did provide information. The fact that some attractions display a very negative image concerning the multi-perspective narrative should not take away from the fact that other attractions provide highly sensitive information. Despite the fact that German tourists are a major factor for Namibia, a clear image of history should be described. Fearing that German visitors would not enjoy their visit and might be made uncomfortable with their history seemed to be the case at some attractions.

Criterion C4: Local community opinion and access

The following criterion focuses on the opinion of residents on tourism activity in the city. Factors such as satisfaction with tourism, influence on one's own life and perception of representation cultural heritage are discussed. Long-term socio-cultural sustainability presupposes that residents identify with tourism and do not perceive it as a negative influence on their own lives. Moreover, tourism should not prevent locals from having access to their own important cultural sites.

Indicator C4.1 Programmes for enterprises, visitors, and the public to contribute donations to community and/ or infrastructure development

This indicator focuses on programmes that enable and encourage contributions to community initiatives. It has to be noted that community support cannot be based on donations alone. Voluntary monetary contributions can only serve as an additional source of income for the community and its development.

Criterion C4: Local community opinion and access									
Indicator C4.1 Programmes for enterprises, visitors, and the public to contribute donations to community and/ or infrastructure development									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th></th> <th>Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>Non-existence of programmes</td> </tr> <tr> <td>1 P.</td> <td>Existence of programmes, however, negligible awareness and use</td> </tr> <tr> <td>2 P.</td> <td>Existence of programmes and clearly recognisable use</td> </tr> </tbody> </table>		Basic indicator	0 P.	Non-existence of programmes	1 P.	Existence of programmes, however, negligible awareness and use	2 P.	Existence of programmes and clearly recognisable use
	Basic indicator								
0 P.	Non-existence of programmes								
1 P.	Existence of programmes, however, negligible awareness and use								
2 P.	Existence of programmes and clearly recognisable use								

The indicator is based on the GSTC and the norm is defined by the variables existence and use of a respective programme. Out of the 126 visitors that provided data on this indicator, 17% claimed to know of programmes that contribute to the community. 81% did not know any programmes and 2% abstained from an answer. The programmes that were named are UNESCO, the Gondwana Collection, church donations, Penduka Trust and school projects. It has to be noted that Namibia only comprises of two UNESCO World Heritage properties, both of which are not located in Windhoek. The Gondwana Care Trust and Penduka Trust both operate in Windhoek. Grace Pujatura adds that there is a community development trust that supports orphanages in Windhoek (cf.l.113). Based on the findings 1 point is awarded for this indicator. A negligible awareness and use of the programmes can be derived since the majority does not know about their existence or names programmes that do not necessarily contribute to development in Windhoek.

Indicator C4.2 Collection, monitoring and public reporting of data on resident expectations, concerns and satisfaction with destination management

The following indicator verifies if the expectations, concerns and satisfaction of the local community are monitored regularly.

Criterion C4: Local community opinion and access									
Indicator C4.2 Collection, monitoring and public reporting of data on resident expectations, concerns and satisfaction with destination management									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th></th> <th>Core indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>No collection, monitoring and public reporting of data</td> </tr> <tr> <td>1 P.</td> <td>Collection, monitoring and public reporting of data less than every 5 years</td> </tr> <tr> <td>2 P.</td> <td>Regular collection, monitoring and public reporting of data within the last 5 years</td> </tr> </tbody> </table>		Core indicator	0 P.	No collection, monitoring and public reporting of data	1 P.	Collection, monitoring and public reporting of data less than every 5 years	2 P.	Regular collection, monitoring and public reporting of data within the last 5 years
	Core indicator								
0 P.	No collection, monitoring and public reporting of data								
1 P.	Collection, monitoring and public reporting of data less than every 5 years								
2 P.	Regular collection, monitoring and public reporting of data within the last 5 years								

Detailed results: Sustainability dimensions in the case of Windhoek

This indicator is considered a core indicator since the local acceptance of tourism is a precondition for sustainable destination development. Regular surveys ensure that the DMO is aware of complaints about tourist issues and the acceptance of tourism. The indicator is based on the GSTC. The time frame of 5 years has been chosen because a population survey requires a lot of monetary and staff resources which is why it cannot be carried out annually. Usually the residents' attitude towards tourism does not change overnight but during the course of a couple years.

In the first sample, this question was part of the resident survey. Shortly, it became evident that residents had a tendency to misunderstand this question and that there was no such thing as citizen survey. Based on this understanding, the question was removed from the questionnaire for the remaining surveys. Observations and interviews during the rest of the field research reinforced the presumption that a citizen survey does not exist. Consequently, 0 points are awarded for this indicator.

In 2015 Prof. Dr. Steinbrink from the University of Potsdam conducted a broad survey among residents of Katutura for a study on poverty and tourism in Windhoek. Residents were asked about touristic activities in Katutura, their hopes and expectations concerning tourism in Katutura, their feelings towards tourism in Katutura, community benefits through tourism and the profit distribution. Steinbrink evaluates 73 interviews with Katutura residents and draws a differentiated picture from the statements (Steinbrink et.al. 2015). Although the study was only recently conducted City of Windhoek officials seemed to have no knowledge about it.

Indicator C4.3 Perception of representation of own cultural heritage by residents

This indicator is closely linked to indicator C1.2. Due to the fact that many locals do not identify with the heritage sites and have no interest in them, the perception that the heritage landscape does not commemorate the views of the majority of black people in Namibia is emphasized.

Criterion C4: Local community opinion and access									
Indicator C4.3 Perception of representation of own cultural heritage by residents									
<p><u>Verifier</u></p>  <p>Resident Survey</p>	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th colspan="2">Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$</td> </tr> <tr> <td>1 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$</td> </tr> <tr> <td>2 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$</td> </tr> </tbody> </table>	Basic indicator		0 P.	Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$	1 P.	Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$	2 P.	Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$
Basic indicator									
0 P.	Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$								
1 P.	Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$								
2 P.	Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$								

Detailed results: Sustainability dimensions in the case of Windhoek

The norm for this indicator was chosen as per the table above. The scale classifies 1 as the best result and 5 as the worst result. Residents were asked if they feel like their own cultural heritage is underrepresented in the city of Windhoek concerning tourist attractions. The results from the rating of the 214 respondents is displayed in table 11.

	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly Agree 5
<i>I feel like our own cultural heritage is underrepresented in the city of Windhoek concerning tourist attractions.</i>	43	30	24	63	54

Table 11 Perception of representation of cultural heritage by residents (Source: Own table based on own data)

The data from the table results in a mean of 3,25 and a mode of 4. Among the 214 respondents, 49 participants indicated their cultural background. 61% were black, 27% coloured and 12% white. It cannot be assumed that the cultural identities of this sample can be transferred to the entire group of respondents, nevertheless, they act as an orientation. The responses are relatively evenly distributed across the answer scale. The mean and the mode indicate a tendency towards a perception of underrepresentation of own cultural heritage by the population. A possible explanation for this even distribution might be that some people are still very aware of the colonial buildings and monument, whilst other have noticed the efforts made by the city to create new Namibian monuments such as the Heroes Acre, the Three Petitioners, the Genocide Monument and the Founding Father monument. The interpretation of the data results in the rating of 1 point for this indicator.

Indicator C4.4 Perception of negative impacts caused by tourism

This indicator examines the residents' perception of negative impacts caused by tourism.

Criterion C4: Local community opinion and access							
Indicator C4.4 Perception of negative impacts caused by tourism							
<p><u>Verifier</u></p>  <p>Resident Survey</p>	<p><u>Norm</u></p> <p>Basic indicator</p> <table border="1"> <tbody> <tr> <td>0 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$</td> </tr> <tr> <td>1 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$</td> </tr> <tr> <td>2 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$</td> </tr> </tbody> </table>	0 P.	Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$	1 P.	Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$	2 P.	Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$
0 P.	Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$						
1 P.	Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$						
2 P.	Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$						

Besides economic contribution and employment, tourism can also entail negative social impacts for the host community. Tourism can increase the cost of living, increase the

Detailed results: Sustainability dimensions in the case of Windhoek

pressure on the local infrastructure, cause traffic jams, emissions and noise. Tourists consume energy and water and increase the amount of waste and sewage. Moreover, tourism can cause an increase in crime rates, rises in cost of living, shortage of housing and loss of a local identity. The norm for this indicator is based on the same principles as for indicator C4.3. The points are awarded as per the table above. The following table 12 displays the results from the 215 responses on this question:

	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly Agree 5
<i>Tourism in Windhoek affects my living conditions in a negative way.</i>	121	64	13	8	9

Table 12 Perception of negative impacts due to tourism (Source: Own table based on own data)

The distribution of data results in a mean of 1,7 and a mode of 1. Since Windhoek is not highly frequented by tourists the impacts on the host community are still minimal. Based on the results 2 points are awarded for this indicator.

Indicator C4.5 Changes in cost of living for locals: Perceived increase in expenditure due to tourism

This indicator examines the perception of increased cost of living for residents. Tourism can increase local price levels and especially housing cost can rise unproportionally because of offers on the home-sharing platforms. Restaurants and shops might increase prices due to a high purchasing power from tourist which excludes residents from using these services.

Criterion C4: Local community opinion and access									
Indicator C4.5 Changes in cost of living for locals: Perceived increase in expenditure due to tourism									
<p><u>Verifier</u></p>  <p>Resident Survey</p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$</td> </tr> <tr> <td>1 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$</td> </tr> <tr> <td>2 P.</td> <td>Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$</td> </tr> </table>		Basic indicator	0 P.	Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$	1 P.	Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$	2 P.	Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$
	Basic indicator								
0 P.	Scale 1-5 (1 being the best), Average of all answers $x \geq 4,0$								
1 P.	Scale 1-5 (1 being the best), Average of all answers $2,0 < x < 4,0$								
2 P.	Scale 1-5 (1 being the best), Average of all answers $x \leq 2,0$								

The norm for this indicator follows the principles as for indicator C3.4 and C4.4. The points are awarded as per the table above. The following table 13 displays the results from the 215 answers collected in the resident survey:

Detailed results: Sustainability dimensions in the case of Windhoek

	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly Agree 5
<i>My expenditures have increased because of the tourism in Windhoek.</i>	89	32	33	34	27

Table 13 Perception of increase in expenditure caused by tourism (Source: Own table based on own data)

The distribution of data results in a mean of 2,4 and a mode of 1. In spite of the fact, that ‘Strongly disagree’ was chosen most frequently, the remaining votes are fairly evenly distributed among the other four categories. This distribution results in a rating of 1 point for this indicator as per the norm.

Indicator C4.6 Access to culturally and historically important or heritage sites for residents

The following indicator verifies the entrance fees for residents at touristic attraction. Access to relevant heritage sites should be facilitated for all citizens. This is the only way to prevent tourists from visiting these places in the pursue of entertainment and education whilst the host community is excluded from any identification with the heritage site.

Criterion C4: Local community opinion and access							
Indicator C4.6 Access to culturally and historically important or heritage sites for residents							
<p><u>Verifier</u></p>  <p>Observation Tourist Attractions</p>	<p><u>Norm</u></p> <p>Basic indicator</p> <table border="1"> <tr> <td>0 P.</td> <td>Majority of sites without differentiated pricing strategy</td> </tr> <tr> <td>1 P.</td> <td>Majority has discounted access to culturally and historically important or heritage sites for residents</td> </tr> <tr> <td>2 P.</td> <td>Majority of sites has free access to culturally and historically important or heritage sites for residents</td> </tr> </table>	0 P.	Majority of sites without differentiated pricing strategy	1 P.	Majority has discounted access to culturally and historically important or heritage sites for residents	2 P.	Majority of sites has free access to culturally and historically important or heritage sites for residents
0 P.	Majority of sites without differentiated pricing strategy						
1 P.	Majority has discounted access to culturally and historically important or heritage sites for residents						
2 P.	Majority of sites has free access to culturally and historically important or heritage sites for residents						

The norm for this indicator is based on best practices from tourism attraction worldwide. To name a few examples: The Alcázar of Seville is free of charge for residents, Cambodians do not pay admission to visit Angkor Wat and Brazilian residents only pay 30% of the ticket price to visit the Christ Statue. Out of the 14 tourist attractions that were observed 1 had the same admission for all visitors, 1 had a discounted admission fee for residents and 12 were free of charge anyway. Based on these finding 2 points are awarded for this indicator.

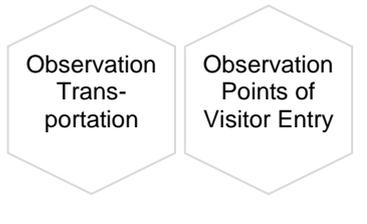
Criterion C5: Accessibility

The following criterion focuses on the accessibility of public transport and touristic POIs. “Accessible tourism is a form of tourism that involves collaborative processes between stakeholders that enable people with access requirements, including mobility, vision,

hearing and cognitive dimension of access, to function independently and with equity and dignity through the delivery of universally designed tourism products, services and environments" (Buhalis et.al. 2012, p. 3). Namibia ratified the Convention on the Rights of Persons with Disabilities in 2007 (OHCHR 2019). By signing, the country committed itself to enable "persons with disabilities to participate effectively in a free society" (bpd 2015). The criterion comprises two indicators, which will verify this commitment.

Indicator C5.1 Share of public transport that is accessible to people with disabilities and specific access requirements

The first indicator examines the availability of accessible transportation options in Windhoek.

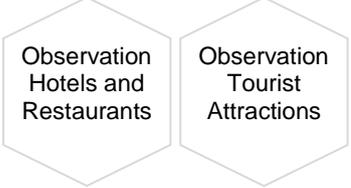
Criterion C5: Accessibility									
Indicator C5.1 Share of public transport that is accessible to people with disabilities and specific access requirements									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Share is below 33%</td> </tr> <tr> <td>1 P.</td> <td>Share is between 33-66%</td> </tr> <tr> <td>2 P.</td> <td>Share is above 66%</td> </tr> </table>		Basic indicator	0 P.	Share is below 33%	1 P.	Share is between 33-66%	2 P.	Share is above 66%
	Basic indicator								
0 P.	Share is below 33%								
1 P.	Share is between 33-66%								
2 P.	Share is above 66%								

This indicator is based on the ETIS. A threefold division for the norm was chosen based on best practices in accessible tourism. An ideal transportation layout contains roadways with same level pavements, wider pedestrian zones, usage of colours to make certain areas even more easily distinguishable, installation of ramps and lifts, floor marking, announcements through a voice messages and public transportation panels with Braille as the most common features (European Capital of Smart Tourism 2019, p. 9). Best practices in African countries concerning accessibility are hardly to be found. Cape Town has introduced a bus line operating 40 routes in the city which is universally accessible (WheelchairTravel.org 2019).

Despite the existence of a ‘Sustainable Urban Transportation Steering Committee’, the implementation of accessible transportation is not yet visible in Windhoek. The transportation services in Windhoek are mostly limited to cars. Depending on the type of car, a transportation of people with disabilities and specific requirements can be facilitated. Transportation between the airport and the city is only offered by cars which are called Shuttle Busses. The access to trains and busses seems to be impeded by a set of stairs at the entrance of the vehicle. Ramps, lifting platforms, explanations in braille or floor markings were hardly to be found at points of visitor entry. This is why 0 points are awarded for this indicator. Even if the norm had been chosen with a higher percentage adhering to international standards, the results would be the same.

Indicator C5.2 Share of touristic POIs that are accessible to people with disabilities or special access requirements

The second indicator of this criterion examines the availability of accessible tourist attractions in the City of Windhoek.

Criterion C5: Accessibility									
Indicator C5.2 Share of touristic POIs that are accessible to people with disabilities or special access requirements									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th colspan="2">Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>Share is below 33%</td> </tr> <tr> <td>1 P.</td> <td>Share is between 33-66%</td> </tr> <tr> <td>2 P.</td> <td>Share is above 66%</td> </tr> </tbody> </table>	Basic indicator		0 P.	Share is below 33%	1 P.	Share is between 33-66%	2 P.	Share is above 66%
Basic indicator									
0 P.	Share is below 33%								
1 P.	Share is between 33-66%								
2 P.	Share is above 66%								

Like indicator C5.1, this indicator is based on the ETIS. The same threefold division for the norm was chosen based on best practices in accessible tourism. Accessible tourist attractions and hotels with universal design are difficult to find on the African continent. Best practices mostly originate from Europe, Northern America and Australia. Despite a few tour operators in South Africa that offer tours with universal access, the topic is not yet present in the mind of most business operators. During the interviews many hotel and restaurant owners claimed that accessibility is not a topic they consider, because they hardly have any guests with specific access requirements. A statement like this illustrates the refusal to offer this service and to allow guests with disabilities a stay. It is a case of a classic cause-and-effect dilemma in which the original trigger of a causal chain remains unidentified. The observation shows that 12/17 (=71%) hotels and restaurants and 7/15 (=47%) tourist attractions are wheelchair-accessible. That amounts to a total share of 59% of POIs being wheelchair-accessible. 0/15 tourist attractions have information in Braille available. As per the table above 1 point is awarded for this indicator.

Evaluation: Socio-Cultural Dimension

The analysis of the 5 criteria in this dimension results in numerous important findings and insights. Just like the management dimension and the economic dimension, the socio-cultural dimension narrowly passes the threshold of 33%. 8 topics receive 0 points, among them 4 core indicators. Deficits are particularly visible concerning marketing and communication of heritage sites, monitoring of visitor and resident data, the implementation of codes of conduct and concerning accessibility. Visitor satisfaction, the existence of events, the residents' perception of negative impacts caused through tourism and the access to important heritage sites for residents can be highlighted positively. The overall result of 35% puts the socio-culture dimension in the yellow bracket. Figure 16 illustrates

Detailed results: Sustainability dimensions in the case of Windhoek

the strong tendency towards the very lower end of the yellow category. The results of the 13 basic indicator and 7 core indicators are displayed in the table 14 below:

Socio-Cultural Dimension			
Indicator	Result	Quantifier	Total
C1.1	1	2x	2
C1.2	0	1x	0
C2.1	1	2x	2
C2.2	0	1x	0
C2.3	2	1x	2
C2.4	0	2x	0
C2.5	1	1x	1
C3.1	0	2x	0
C3.2	2	1x	2
C3.3	0	1x	0
C3.4	0	2x	0
C3.5	1	2x	2
C4.1	1	1x	1
C4.2	0	2x	0
C4.3	1	1x	1
C4.4	2	1x	2
C4.5	1	1x	1
C4.6	2	1x	2
C5.1	0	1x	0
C5.2	1	1x	1
		Sum = 27	Sum = 19
			$\frac{19}{(27 \times 2)} = 0.35$

Table 14 Results socio-cultural dimension (Source: Own data)

Degree of fulfilment socio-cultural dimension

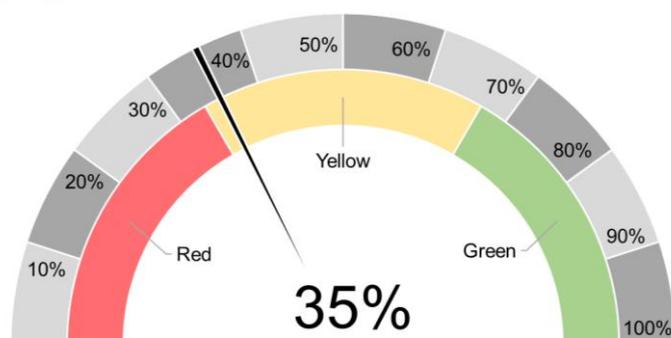


Figure 16 Degree of fulfilment socio-cultural dimension (Source: Own graph based on own data)

5.4 Ecological dimension

The last dimension will take a closer look at the ecological implications of tourism. As with the other dimensions, the focus lies on the minimization of negative ecological impacts and the maximisation of the conservation and protection of natural resources. Tourism depends on the environment, as the environment itself forms the tourist attraction or serves as a context in which the touristic activity takes place. “The environment considers natural environment, wildlife, built environment, natural resources (water, air, climate) and farmed environment (forests, agriculture, fishing)” (Mason 2010, p. 70–71).

This dependence of tourism on natural resources can result in water pollution, land degradation, soil erosion, discharges into the sea, loss of natural habitat for flora and fauna or ecological disruption which “typify negative environmental externalities associated with poorly planned tourism” (Christie et.al. 2014 p.97). The core element of ecologically sustainable tourism is the protection of natural assets on which tourism is based. “This is particularly true in Africa, variously marketed as a nature, wildlife, resort, and cultural heritage destination” (Christie et.al. 2014 p.97). If the negative impact from tourism on the destination is bigger than the environment’s ability to cope with this pressure a rapid degradation of the environmental is inevitable.

In Namibia, the protection of the environment forms part of the countries’ constitution. It says “*The State shall actively promote and maintain the welfare of the people by adopting [...] policies aimed at [the] maintenance of ecosystems, essential ecological processes and biological diversity of Namibia and utilization of living natural resources on a sustainable basis for the benefit of all Namibians, both present and future*” (Government of Namibia, ch. 11, art. 951). This commitment as per the constitution will be verified in the course of the analysis of this dimension. One focus in this dimension lies on the assessment of environmental risks and on programmes assisting enterprises to measure, monitor and minimize their water usage, energy consumption and solid waste production. Moreover, an analysis of measures put in place by tourism enterprises that help with energy conservation, water usage and handling of solid waste is carried out. Another aspect of this dimension is the usage of transportation in Windhoek and the availability of low-impact mobility. Lastly, the emission of greenhouse gases and the of existence recreational green spaces will be assessed. The following lists illustrated the seven criteria in this dimension:

- Criterion D1: Environmental risks
- Criterion D2: Energy conservation
- Criterion D3: Water management
- Criterion D4: Solid waste management
- Criterion D5: Low-impact transportation
- Criterion D6: Greenhouse gas emissions
- Criterion D7: Urban Recreation

Criterion D1: Environmental risks

This criterion focuses on the identification of environmental risks. The main areas which factor into the risk management are water usage, land usage, deforestation, energy consumption, solid waste handling, air and noise pollution, sewage water, impacts through construction and infrastructure and wildlife conservation. A sustainability assessment that identifies risk in the destination in a continuous cycle and the implementation of specific tools such as environmental impact assessments (EIA) can help to firmly establish environmental topics in policy making and governance.

Indicator D1.1 Sustainability assessment of the destination identifying environmental risks

This indicator verifies if the destination has a system in place to identify environmental risks.

Criterion D1: Environmental risk assessment									
Indicator D1.1 Sustainability assessment of the destination identifying environmental risks									
<p><u>Verifier</u></p> <div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 10px auto;"> <p>Interview Mary-Ann Kahitu and Olavi Makuti</p> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>No sustainability assessment of the destination, identifying environmental risks</td> </tr> <tr> <td>1 P.</td> <td>Sustainability assessment of the destination within the last 10 years, identifying environmental risks</td> </tr> <tr> <td>2 P.</td> <td>Sustainability assessment of the destination within the last 5 years, identifying environmental risks</td> </tr> </table>		Core indicator	0 P.	No sustainability assessment of the destination, identifying environmental risks	1 P.	Sustainability assessment of the destination within the last 10 years, identifying environmental risks	2 P.	Sustainability assessment of the destination within the last 5 years, identifying environmental risks
	Core indicator								
0 P.	No sustainability assessment of the destination, identifying environmental risks								
1 P.	Sustainability assessment of the destination within the last 10 years, identifying environmental risks								
2 P.	Sustainability assessment of the destination within the last 5 years, identifying environmental risks								

This indicator is a core indicator. Identifying the risks in the destination is the first and most important step in order to develop remedial measures and actions. The indicator is based on the GSTC. The interval of 5 years in the norm is also provided by the GSTC.

Mary-Ann Kahitu and Olavi Makuti refer to the cooperate risk register of the City of Windhoek. There is no register for environmental risks only, however some environmental risks are included in the cooperate one (cf.I.26f). They state that they are currently working on the identification of more environmental risks (cf.I.31). No indication of a time-frame is given. Based on these statements 1 point will be awarded for the indicator. It seems that any kind of sustainability assessment took place in the last 10 years and that environmental risks are identified at least partially.

Indicator D1.2 Environmental impact assessment carried out prior to the construction and planning of buildings

This indicator examines if EIAs are carried out prior to the start of a project. “An environmental impact assessment determines and describes in a report what impact a project will have on humans (including human health), on animals, plants, biodiversity, soil, water, ambient air, the climate, the landscape and cultural goods” (BMU 2019).

Criterion D1: Environmental risk assessment									
Indicator D1.2 Environmental impact assessment carried out prior to the construction and planning of buildings									
<p><u>Verifier</u></p> <p>Secondary Research</p> <p>Interview Hotels and Restaurants</p> <p>Interview Mary-Ann Kahitu and Olavi Makuti</p>	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th></th> <th>Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>EIA not carried out</td> </tr> <tr> <td>1 P.</td> <td>EIA or similar assessment carried out</td> </tr> <tr> <td>2 P.</td> <td>EIA carried out by an EAPAN practitioner</td> </tr> </tbody> </table>		Basic indicator	0 P.	EIA not carried out	1 P.	EIA or similar assessment carried out	2 P.	EIA carried out by an EAPAN practitioner
	Basic indicator								
0 P.	EIA not carried out								
1 P.	EIA or similar assessment carried out								
2 P.	EIA carried out by an EAPAN practitioner								

This indicator is based on Eco Awards Namibia. The EIA is only applicable for businesses built after 2012 and is carried out by an EAPAN (Environmental Assessment Professionals Association of Namibia) practitioner.

The City of Windhoek states that “EIAs are [...] used to understand and address the environmental consequences of particular projects and activities. [...] The review of EIAs has ensured that the impact of development on the environment is minimised” (City of Windhoek 2018, p. 92). The interview with hotels and restaurants reveals that 10/11 respondents did not know about an EIA and 1 claimed that no such thing was carried out at their property. Mr. Makuti says: “The Act from 2012 listed a few activities that [...] cannot be undertaken without an EIA. So now everyone in Namibia, even if you built 50 years ago, you are given a time frame to apply for environmental clearance. Even if you are already existing you need to develop an environmental management plan with ongoing impacts on the environment to see how you can manage those impacts” (cf.I.153f). Moreover, he states that “new projects that were approved after 2012 went through a full EIA process if [they are] listed in the act. Otherwise it is an illegal activity” (cf.I.160f). Environmental audits are carried out randomly among businesses that have received clearance (cf.I.167). Mary-Ann Kahitu adds that the problem with the audits is a lack of resources which is why the city is currently mapping out new processes and working on its structure (cf.I.178f). Based on these finding 1 point is awarded for the indicator. The legal framework for EIAs is set up and a number of businesses are mentioned in the Act. EIAs have been carried out and are constantly monitored by environmental auditors. The lack of resources and the restructuring process in the environmental department is holding up further assessment. The NEAPAN was not mentioned by any verifier.

Criterion D2: Energy conservation

This criterion focuses on the conservation of energy. Energy is used for heating and cooling, lighting, entertainment, transportation, cooking and many other aspects that have a direct connection to tourism. The conservation of energy aims at reducing the consumption of energy by using less energy or by using energy more efficiently.

Indicator D2.1 Programme assisting enterprises to measure, monitor and reduce energy consumption

This indicator verifies if the City of Windhoek offers assistance to tourism enterprises.

Criterion D2: Energy conservation									
Indicator D2.1 Programme assisting enterprises to measure, monitor and reduce energy consumption									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of programme</td> </tr> <tr> <td>1 P.</td> <td>Existence of programme covering aspects partially</td> </tr> <tr> <td>2 P.</td> <td>Existence of programme covering all aspects</td> </tr> </table>		Basic indicator	0 P.	Non-existence of programme	1 P.	Existence of programme covering aspects partially	2 P.	Existence of programme covering all aspects
	Basic indicator								
0 P.	Non-existence of programme								
1 P.	Existence of programme covering aspects partially								
2 P.	Existence of programme covering all aspects								

This indicator is based on the GSTC. The points are awarded as per the table above. The City of Windhoek publishes a "Policy on Electricity" containing all policies and regulation on electricity usage. On the citizen portal residents can find an abundant list of electricity- and water saving tips, which is easy to find and to understand (City of Windhoek Citizen Portal n.y.).

Mary-Ann Kahitu and Olavi Makuti state that the City has approved a renewable energy policy in 2017 (cf.l.37). The policy encourages citizens to use green sources of energy. The concept of net metering allows citizens with solar panels to feed electricity into the grid without a reduction of the units they bought (cf.l.198). They also claim that efforts to intensify the education programmes for business owners are undertaken. Based on these findings 1 point is awarded for this indicator.

Indicator D2.2 Share of tourism enterprises taking actions to reduce energy consumption

This indicator verifies if tourism enterprises take actions to reduce their energy consumption.

Criterion D2: Energy conservation
<p>Indicator D2.2 Share of tourism enterprises taking actions to reduce energy consumption such as:</p> <ul style="list-style-type: none"> - clearly visible information & signs on display for both tourists and staff that effectively increase awareness about energy conservation - energy efficient light bulbs - daylight switches - movement sensors - using natural ventilation or electric fans for cooling spaces instead of conventional air-conditioning

Detailed results: Sustainability dimensions in the case of Windhoek

Verifier	Norm	
	Core indicator	
	0 P.	0-1 aspects are fulfilled by more than 50% of enterprises
	1 P.	2-3 aspects are fulfilled by more than 50% of enterprises
	2 P.	4-5 aspects are fulfilled by more than 50% of enterprises

The indicator and the aspects are based on the ETIS and Eco Awards Namibia. The norm is based on the consideration, that fulfilling all aspects in order to obtain 2 points would be too strict since some aspects are interchangeable and contribute to the same cause. This is why the norm was chosen as per the table above. The following table shows the share of tourism enterprises using each technology. The colored rows mark results over 50%.

Own observation		Interview with enterprises	
Aspect:	Used by:	Aspect:	Used by:
Information	17%	Information	36%
Bulbs	35%	Bulbs	65%
Switches	35%	Switches	45%
Sensors	10%	Sensors	18%
Ventilation	52%	Ventilation	59%

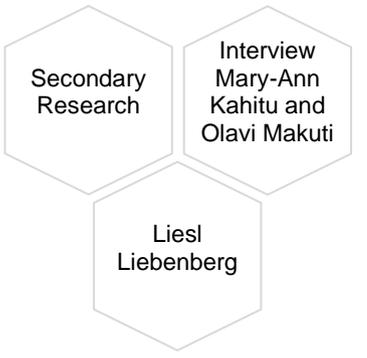
The observation at tourism enterprises reveals that only 'natural ventilation' is fulfilled by more than 50% of businesses. The interviews reveal that two aspects are fulfilled by more than 50% of enterprises. Considering that the observation might not always be completely accurate since the type of lightbulb or switch cannot always be identified without eliminating errors, the result obtained from the interviews will determine the final score for this indicator. Accordingly, 1 point is awarded for this indicator.

Criterion D3: Water management

This criterion evaluates the water management efforts and successes in the City of Windhoek. Three main water sources supply to Windhoek which are the NamWater-owned dams, reclamation in Goreangab and Gammams and the Windhoek Managed Aquifer Recharge Scheme (WMARS) (City of Windhoek 2018, p. 97). The extremely dry conditions in Windhoek force the City to be highly careful and aware of their water usage and to sensitive citizens and tourists about their use.

Indicator D3.1 Programme assisting enterprises to measure, monitor and minimize water usage

This indicator verifies if the City of Windhoek offers assistance to tourism enterprises.

Criterion D3: Water management									
Indicator D3.1 Programme assisting enterprises to measure, monitor and minimize water usage									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th></th> <th>Basic indicator</th> </tr> </thead> <tbody> <tr> <td>0 P.</td> <td>Non-existence of programme</td> </tr> <tr> <td>1 P.</td> <td>Existence of programme covering aspects partially</td> </tr> <tr> <td>2 P.</td> <td>Existence of programme covering all aspects</td> </tr> </tbody> </table>		Basic indicator	0 P.	Non-existence of programme	1 P.	Existence of programme covering aspects partially	2 P.	Existence of programme covering all aspects
	Basic indicator								
0 P.	Non-existence of programme								
1 P.	Existence of programme covering aspects partially								
2 P.	Existence of programme covering all aspects								

This indicator is based on the GSTC. The points are awarded as per the table above. The City of Windhoek launched a “Zero Tolerance to Water Wastage Policy” in 2016. A new “Water Management Plan” was released in 2019. The plan states that there is a “water use education and enforcement programme to educate customers about efficient water use, to enforce water waste rules and water restrictions, and to save water” (City of Windhoek 2019b). “Dedicated City of Windhoek personnel will distribute educational materials, help customers reduce their water use and answer questions about the supply situation” (City of Windhoek 2019b). As mentioned for indicator D2.1 there is also an abundant list of electricity- and water saving tips on their citizen portal (City of Windhoek Citizen Portal n.y.). Mary-Ann Kahitu and Olavi Makuti add that the environmental department issues a permit based on clients’ consumption and that overconsumption is fined (cf.l.66). Liesl Liebenberg states that citizens can register online and do their own readings using new smart meters designed by NamWater. There are also programmes in place to become a water marshal. (cf.l. 43f). Based on these findings 2 points are awarded for this indicator.

Indicator D3.2 Management system on monitoring and publicly reporting drinking water and recreational water quality

This indicator focuses on the mechanisms to control the water quality in Windhoek. Applying certain standards and regulations for the monitoring of water quality prevent risks for human health and for the environment.

Detailed results: Sustainability dimensions in the case of Windhoek

Criterion D3: Water management									
Indicator D3.2 Management system on monitoring and publicly reporting drinking water and recreational water quality									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Interview Liesl Liebenberg </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Interview Mary-Ann Kahitu and Olavi Makuti </div> </div>	<p><u>Norm</u></p> <table border="1" style="width: 100%;"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of programme</td> </tr> <tr> <td>1 P.</td> <td>Existence of programme</td> </tr> <tr> <td>2 P.</td> <td>Existence and clearly recognisable operational implementation of programme</td> </tr> </table>		Basic indicator	0 P.	Non-existence of programme	1 P.	Existence of programme	2 P.	Existence and clearly recognisable operational implementation of programme
	Basic indicator								
0 P.	Non-existence of programme								
1 P.	Existence of programme								
2 P.	Existence and clearly recognisable operational implementation of programme								

This indicator is based on the GSTC recommendations and points are awarded as per the table above. Mary-Ann Kahitu says that the water department “has a division of scientific services where [they] have the laboratories. They extract every day and check; they inform if there is a problem and make sure that it is corrected immediately” (cf.I.106f). Olavi Makuti adds that there is a national water standard Windhoek must adhere to. The fact that portable water is mixed with reclaimed water raises the responsibility to check constantly if anything that could harm people’s health has escaped the system (cf.I.116f). Liesl Liebenberg states that many residents only drink tap water. Especially farmers and tourists are known to drink bottled water. She says that many home owners use filter machines because often the water is brown due to leakages and pipe bursts. Even if it has been declared as ‘drinkable’ it contains residue (cf.I.55). 1 point is awarded for this indicator because there is a system in place that takes care of the monitoring and public reporting of water quality.

Indicator D3.3 Share of tourism enterprises taking actions to reduce water consumption

This indicator verifies if tourism enterprises are taking actions to reduce their water consumption.

Criterion D3: Water management
Indicator D3.3 Share of tourism enterprises taking actions to reduce water consumption such as <ul style="list-style-type: none"> - clearly visible information & signs on display for both tourists and staff that effectively increase awareness about water conservation - recycling of backwash water from pool (if applicable) - water saving devices in toilets such as dual-flush mechanism or brick in cistern - rainwater usage for toilet flush - low flow devices to reduce water in showers - taps or infrared sensors on hand taps in public spaces - dry or natural garden with no need for watering (if not so: watering the garden only at night)

Detailed results: Sustainability dimensions in the case of Windhoek

Verifier	Norm	
	Core indicator	
	0 P.	0-2 aspects are fulfilled by more than 50% of enterprises
	1 P.	3-4 aspects are fulfilled by more than 50% of enterprises
	2 P.	5-7 aspects are fulfilled by more than 50% of enterprises

The indicator and aspects are based on the ETIS and Eco Awards Namibia. The indicator is considered a core indicator due to the highly sensible drought situation in Windhoek. The points are awarded as per the table above. The following table shows the share of tourism enterprises using each technology. The colored rows mark results over 50%.

Own observation		Interview with enterprises	
Aspect:	Used by:	Aspect:	Used by:
Information	57%	Information	90%
Toilet device	48%	Toilet device	80%
Hand taps	14%	Hand taps	27%
Natural Garden	74%	Natural Garden	67%
Low flow device	50%	Low flow device	71%
		Rainwater usage	40%
		Pool backwash	20%

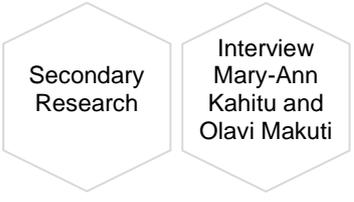
The observation at hotels, restaurants and tourism enterprises reveals that two aspects are fulfilled by more than 50% of enterprises. The interview with hotels, restaurants and tourism enterprises reveals that four aspects are fulfilled by more than 50% of enterprises. It becomes apparent, that water saving is more establish than energy saving and it seems like the efforts put in by the City of Windhoek pay off. According to the norm, 1 point is awarded for this indicator.

Criterion D4: Solid waste management

The following criterion focuses on the solid waste management in Windhoek. The Solid Waste Management Division portal states that they envision to be “a world class solid waste management service provider to [their] people and become the cleanest City in the World by 2030” (City of Windhoek 2019a). Efficient waste management can help to reduce the burden on the environment, enhance the appearance of the city and stimulate recycling.

Indicator D4.1 Programme assisting enterprises to measure, monitor and minimize the handling of solid waste and the sustainable disposal of waste that is not reused or recycled

This indicator verifies the existence of programmes that help business owners with their waste management.

Criterion D4: Solid waste management									
Indicator D4.1 Programme assisting enterprises to measure, monitor and minimize the handling of solid waste and the sustainable disposal of waste that is not reused or recycled									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of programme</td> </tr> <tr> <td>1 P.</td> <td>Existence of programme covering aspects partially</td> </tr> <tr> <td>2 P.</td> <td>Existence of programme covering all aspects</td> </tr> </table>		Basic indicator	0 P.	Non-existence of programme	1 P.	Existence of programme covering aspects partially	2 P.	Existence of programme covering all aspects
	Basic indicator								
0 P.	Non-existence of programme								
1 P.	Existence of programme covering aspects partially								
2 P.	Existence of programme covering all aspects								

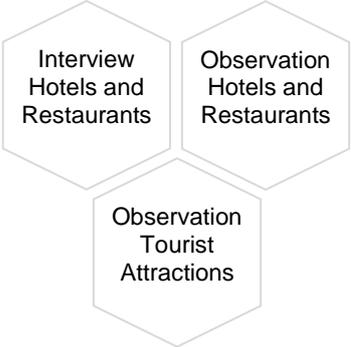
The indicator is based on the GSTC. The points are awarded as per the norm above. The City has published a “Solid Waste Management Policy” which specifies different types of waste and their adequate disposal. It promotes the principle of reducing, reusing and recycling any type of waste and emphasizes that all enterprises have a duty of care when generating waste. This principle demands that generators of waste have proper planning in place to ensure safe storage of the waste, responsible transportation, and disposal at a licensed waste disposal facility. The document comprises 11 objectives concerning the future handling of waste in the City of Windhoek. They include projects involving the community to educate and inform citizen about adequate waste management and raising awareness for the topic (City of Windhoek n.y.). Moreover, citizens can download a “Waste Removal Calendar” on the department website (City of Windhoek 2019a). Mary-Ann Kahitu and Olavi Makuti mention initiatives for private household, for clean-up campaigns and for charges on plastic bags (cf.I.133f). Initiatives that contribute directly to the education of enterprise owners are not mentioned. Based on the findings 1 point is awarded.

Indicator D4.2 Share of tourism enterprises taking actions to reduce and recycle solid waste

This indicator verifies if tourism enterprises are taking actions to reduce their solid waste.

Criterion D4: Solid waste management
<p>Indicator D4.2 Share of tourism enterprises taking actions to reduce and recycle solid waste such as</p> <ul style="list-style-type: none"> - clearly visible information & signs on display for both tourists and staff that effectively increase awareness about waste problems - clearly labelled bins for different types of waste - reduction of the amount of disposable goods or single-serve items - waste storage in a secured and proper waste site to prevent scavenger access or wind dispersion

Detailed results: Sustainability dimensions in the case of Windhoek

Verifier	Norm	
	Core indicator	
	0 P.	0-1 aspects are fulfilled by more than 50% of enterprises
	1 P.	2-3 aspects are fulfilled by more than 50% of enterprises
	2 P.	4 aspects are fulfilled by more than 50% of enterprises

The indicator and aspects are based on the ETIS and Eco Awards Namibia. The indicator is considered a core indicator due to the highly sensible drought situation in Windhoek. The points are awarded as per the table above. The following table shows the share of tourism enterprises using each technology. The colored rows mark results over 50%.

Own observation		Interview with enterprises	
Aspect:	Used by:	Aspect:	Used by:
Information	23%	Information	50%
Various bins	39%	Various bins	100%
Single-use items	52%	Single-use items	70%
Waste storage	52%	Waste storage	90%

The observation at hotels, restaurants and tourism enterprises reveals that two aspects are fulfilled by more than 50% of enterprises. The interview with hotels, restaurants and tourism enterprises reveals that three aspects are fulfilled by more than 50% of enterprises. According to the norm, 1 point is awarded for this indicator. The figures 17 and 18 show a polite, educational and amusing way to effectively increase awareness about water conservation and waste reduction to visitors. This is a best practice example.

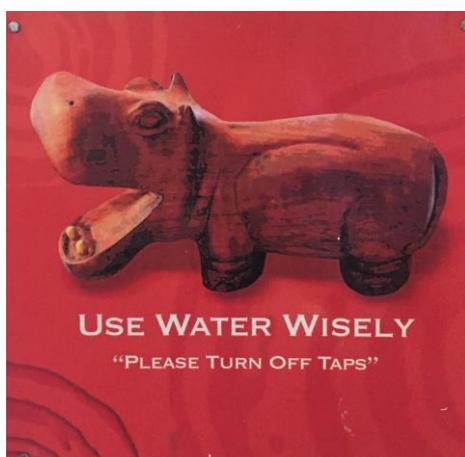


Figure 17 Sign to increase awareness about water conservation at the Namibia Craft Centre (Source: Own photograph)



Figure 18 Sign to increase awareness about waste reduction at the Namibia Craft Centre (Source: Own photograph)

Criterion D5: Low-impact transportation

Low-impact mobility includes walking, cycling and public transportation or electric scooters. Some of these options need to be electronically charged or have a very short lifespan which deteriorates their environmental performance. Nevertheless, they produce none or only little CO₂ emissions compared to other modes of transportation. This criterion will focus on the promotion, availability and use of low-impact transportation for touristic purposes.

Indicator D5.1 Programme increasing the use of low-impact transportation in order to make sites of visitor interest more accessible to active transportation

The first indicator in this criterion verifies if the City of Windhoek has programmes in place that promote low-impact transportation and guarantee low-impact access to touristic POIs.

Criterion D5: Low-impact transportation									
Indicator D5.1 Programme increasing the use of low-impact transportation in order to make sites of visitor interest more accessible to active transportation									
<p><u>Verifier</u></p>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Non-existence of programme</td> </tr> <tr> <td>1 P.</td> <td>Existence of programme</td> </tr> <tr> <td>2 P.</td> <td>Existence and clearly recognisable operational implementation of programme</td> </tr> </table>		Basic indicator	0 P.	Non-existence of programme	1 P.	Existence of programme	2 P.	Existence and clearly recognisable operational implementation of programme
	Basic indicator								
0 P.	Non-existence of programme								
1 P.	Existence of programme								
2 P.	Existence and clearly recognisable operational implementation of programme								

This indicator is based on the GSTC recommendation for public transportation and active transportation such as walking and cycling. The norm is based on the existence of institutional framework and visible implementation efforts in the city. In 2016 a committee was established to oversee the “implementation of the Sustainable Urban Transport Master Plan (SUTMP) and the “Move Windhoek Project”” (City of Windhoek 2016, p. 28). “The objective of the SUTMP is to provide efficient, affordable, equitable, safe and convenient public and non-motorised transport to the residents of the City” (The City of Windhoek 2017, p. 50). Public transportation is only weakly developed, as is the range of public and non-motorized transportation. The City of Bremen is currently supporting the whole of Namibia in a project aimed at promoting the mobility of the population (GIZ 2018). Moreover, the GIZ is working on facilitating cargo-bikes and bike-sharing in Windhoek. Clarence Rupingena states that he is “currently working on financial support for the implementation of the first phase of non-motorised transport (nmt) (cf.I.37f). One aim is to make sure that “people are safe and comfortable when walking” (cf.I.41). He identifies the lack of walkways as a major problem that also causes road fatalities. Furthermore, he explains that getting funding for nmt-projects is difficult since road funds cannot be used, as walkways are not

Detailed results: Sustainability dimensions in the case of Windhoek

seen as part of the road (cf.I.54f). This statement supports the assumption that a clearly operational implementation is hardly recognizable in the city, despite the introduction of the SUTMP two years ago.

The observation shows that 47% of POIs are accessible by foot and 72% by car. 0% are accessible by bike as there are no bike lanes or bike stands.

Walkways and pedestrian crossings are either not existent or in bad conditions. Figure 19 shows a damaged walkway on Independence Avenue which is always highly congested by residents and tourists. Based on these finding 1 point is awarded for the indicator because programmes are in place, however not yet fully implemented.



Figure 19 Damaged walkway on Independence Avenue (Source: Own photograph)

Indicator D5.2 Availability of different means of transportation on guest arrivals in the city

The following indicator examines the means of transportation available for guests arriving in the city. The arrival can take place by plane, train or bus.

Criterion D5: Low-impact transportation									
Indicator D5.2 Availability of different means of transportation on guest arrivals in the city									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Secondary Research</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Observation Points of Visitor Entry</div> </div>	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Only transportation by car is available to the guest</td> </tr> <tr> <td>1 P.</td> <td>Different means of transportation are available, however, scarcely communicated</td> </tr> <tr> <td>2 P.</td> <td>Different means of transportation are existent and communicated to the visitor (public transport with priority)</td> </tr> </table>		Basic indicator	0 P.	Only transportation by car is available to the guest	1 P.	Different means of transportation are available, however, scarcely communicated	2 P.	Different means of transportation are existent and communicated to the visitor (public transport with priority)
	Basic indicator								
0 P.	Only transportation by car is available to the guest								
1 P.	Different means of transportation are available, however, scarcely communicated								
2 P.	Different means of transportation are existent and communicated to the visitor (public transport with priority)								

This indicator is based on the recommendations by the German Tourism Association. The norm is two-folded and considers availability as well as communication.

The Husea Kutako website offers a search tool for transport by train or bus, which does not work properly. The observation shows that only taxis which are called ‘shuttle busses’ are available for transportation at the airport. They operate in various sizes and are sometimes referred to as ‘bus’. Apart from that, private shuttle services can be booked. The only other alternative is the hire of a rental car. The same situation can be observed at the bus and train station. This is why 0 points are awarded for this indicator.

Indicator D5.3 Percentage of tourists using low-impact mobility to get around in the city

The last indicator in this criterion focuses on the share of tourists that mainly use low-impact mobility to move around the city during their stay.

Criterion D5: Low-impact transportation									
Indicator D5.3 Share of tourists using mainly low-impact mobility to get around in the city									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Core indicator</td> </tr> <tr> <td>0 P.</td> <td>Share is below 33%.</td> </tr> <tr> <td>1 P.</td> <td>Share is between 33-66%.</td> </tr> <tr> <td>2 P.</td> <td>Share is above 66%.</td> </tr> </table>		Core indicator	0 P.	Share is below 33%.	1 P.	Share is between 33-66%.	2 P.	Share is above 66%.
	Core indicator								
0 P.	Share is below 33%.								
1 P.	Share is between 33-66%.								
2 P.	Share is above 66%.								

This indicator is a core indicator since it displays the actual means of transportation that are used by tourists and therefore directly contributes to the emission of CO₂. The indicator is based on the ETIS. Visitors were asked what kinds of transportation (max. 2) they mainly use in the City of Windhoek. Figure 20 illustrates the frequency with which the possible answers were given.

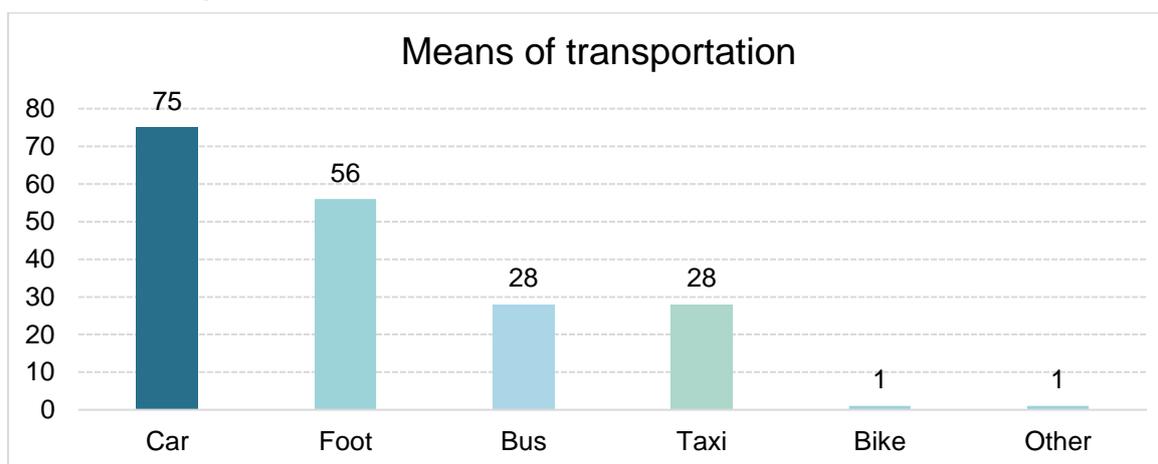


Figure 20 Main means of transportation by tourists in Windhoek (Source: Own graph based on own data)

60% of tourists move around the city using their own car or a rental car. 45% indicate walking as one of their main means of transportation. 24% claim to use neither a car nor a taxi as a main transportation option during their stay. The majority of them uses a bus to get around town though. It can be assumed that the term 'bus' does not refer to a public bus but to a coach bus on which they travel with a group. Despite the fact, that this is also a vehicle powered by fossil fuels, a larger number of passengers in one vehicle reduces the CO₂ emissions per person. This is why 24% will be calculated as tourists using mainly low-impact mobility to get around in the city. In any case this translates to 0 points for this indicator.

Criterion D6: Greenhouse gas emissions

Greenhouse gases (GHG) are gases that trap the heat inside the atmosphere. The main greenhouse gases are carbon dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O) and various fluorinated gases (Environmental Protection Agency 2019a). The main sources for greenhouse gases are human-made. Industry, electricity, transportation and agriculture belong to the biggest producers. A rapid increase in the level of GHG in the atmosphere can be noted since the 1950s (Environmental Protection Agency 2019b). Tourism activity contributes to this phenomenon. “The transport sector produced 7.0 GtCO₂eq of direct GHG emissions in 2010 and hence was responsible for approximately 23% of total energy-related CO₂ emissions” (IPCC 2014, p. 603). “Emissions from the transport sector have more than doubled since 1970, and have increased at a faster rate than any other energy end-use sector” (IPCC 2014, p. 605). The figure in the appendix illustrated that 72% of these direct GHG emissions of the transport sector are induced by road transportation and 6,5% by international aviation. In an ideal case, these transportation figures can be broken down even further into purposes of travel. The second figure in the appendix shows that in Germany 4,5% of motorised individual travel is induced by holidaymaking and 35,3% is induced by leisure travel (Bundesministerium für Verkehr und digitale Infrastruktur 2019, p.225) This criterion aims at evaluating if greenhouse gases are monitored. Aspects of this assessment are the cycle in which they are measured and the knowledge about industry-specific emissions.

Indicator D6.1 Monitoring of greenhouse gas emissions

This indicator verifies if the emission of greenhouse gases is monitored in Windhoek.

Criterion D6: Greenhouse gas emissions									
Indicator D6.1 Monitoring of greenhouse gas emissions									
<p><u>Verifier</u></p> 	<p><u>Norm</u></p> <table border="1"> <tr> <td></td> <td>Basic indicator</td> </tr> <tr> <td>0 P.</td> <td>Greenhouse gas emissions are not monitored</td> </tr> <tr> <td>1 P.</td> <td>Greenhouse gas emissions are monitored less than once a year</td> </tr> <tr> <td>2 P.</td> <td>Greenhouse gas emissions are monitored once a year, classified by sector</td> </tr> </table>		Basic indicator	0 P.	Greenhouse gas emissions are not monitored	1 P.	Greenhouse gas emissions are monitored less than once a year	2 P.	Greenhouse gas emissions are monitored once a year, classified by sector
	Basic indicator								
0 P.	Greenhouse gas emissions are not monitored								
1 P.	Greenhouse gas emissions are monitored less than once a year								
2 P.	Greenhouse gas emissions are monitored once a year, classified by sector								

The norm for this indicator contains various aspects. First of all, the existence of a monitoring of greenhouse gas emissions is verified. Secondly, the timeframe is considered. A cycle of one year might seem strict, however, greenhouse gas emissions are a serious worldwide problem and international standards should apply to every country. Lastly, the

Detailed results: Sustainability dimensions in the case of Windhoek

classification by sector is checked in order to determine which sector emits how much greenhouse gases.

The “Mayoral Report” of 2016 contains a section on the “National Greenhouse Gas Inventory Working Group”. It is a working group “that is tasked with the responsibility of compiling Namibia’s greenhouse gas inventory and report to the UN” (City of Windhoek 2016, p. 22). Mary-Ann Kahitu and Olavi Makuti also refer to the national inventory. Olavi Makuti says that “as a city [they] have attempted two years ago to start compiling [their] own greenhouse gas inventory but this is still at an infant stage” (cf.l.9f). A city inventory and a classification by sector is planned according to them (cf.l.18f). Based on these findings, 0 points are awarded for this indicator.

Criterion D7: Urban recreation

Recreational areas are spaces that predominantly serve the purpose of recreation. Sport fields and green spaces such as parcs or nature reserves count towards that. Residents and tourists can use these spaces for leisure purposes such as walking, jogging, riding a bike, picnicking or playing ballgames.

Indicator D7.1 Proportion of areas designated as recreational green space in relation to total area

This indicator examines the share of areas designated as recreational areas compared to the total urban area.

Criterion D7: Urban recreation									
Indicator D7.1 Proportion of areas designated as recreational green space in relation to total area									
<p><u>Verifier</u></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Secondary Research</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Interview Uakazuvaka Kazombiaze</div> </div>	<p><u>Norm</u></p> <table border="1"> <thead> <tr> <th colspan="2">Basic indicator</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0 P.</td> <td>The proportion of the green spaces in the city is less than 5%</td> </tr> <tr> <td style="text-align: center;">1 P.</td> <td>The proportion of the green spaces in the city is between 5-10%</td> </tr> <tr> <td style="text-align: center;">2 P.</td> <td>The proportion of the green spaces in the city is more than 10%</td> </tr> </tbody> </table>	Basic indicator		0 P.	The proportion of the green spaces in the city is less than 5%	1 P.	The proportion of the green spaces in the city is between 5-10%	2 P.	The proportion of the green spaces in the city is more than 10%
Basic indicator									
0 P.	The proportion of the green spaces in the city is less than 5%								
1 P.	The proportion of the green spaces in the city is between 5-10%								
2 P.	The proportion of the green spaces in the city is more than 10%								

This indicator is based on the recommendations by the German Tourism Association. The norm is based on best practices. The share of areas designated as recreational areas compared to the total urban area amounts to 12,64% in Hannover and to 8,6% in Bremen (Sanders 2016). The City of Windhoek has quite a number of public parcs. The main ones are illustrated in figure 21. The figure only displays the CBD and its surroundings. Outside of the CBD the Avis Dam, Daan Viljoen Nature Reserve, UN Plaza, Khomasdal and

Detailed results: Sustainability dimensions in the case of Windhoek

Wanaheda sport fields, Goreangab Dam and Brakwater Recreational Parks need to be named.

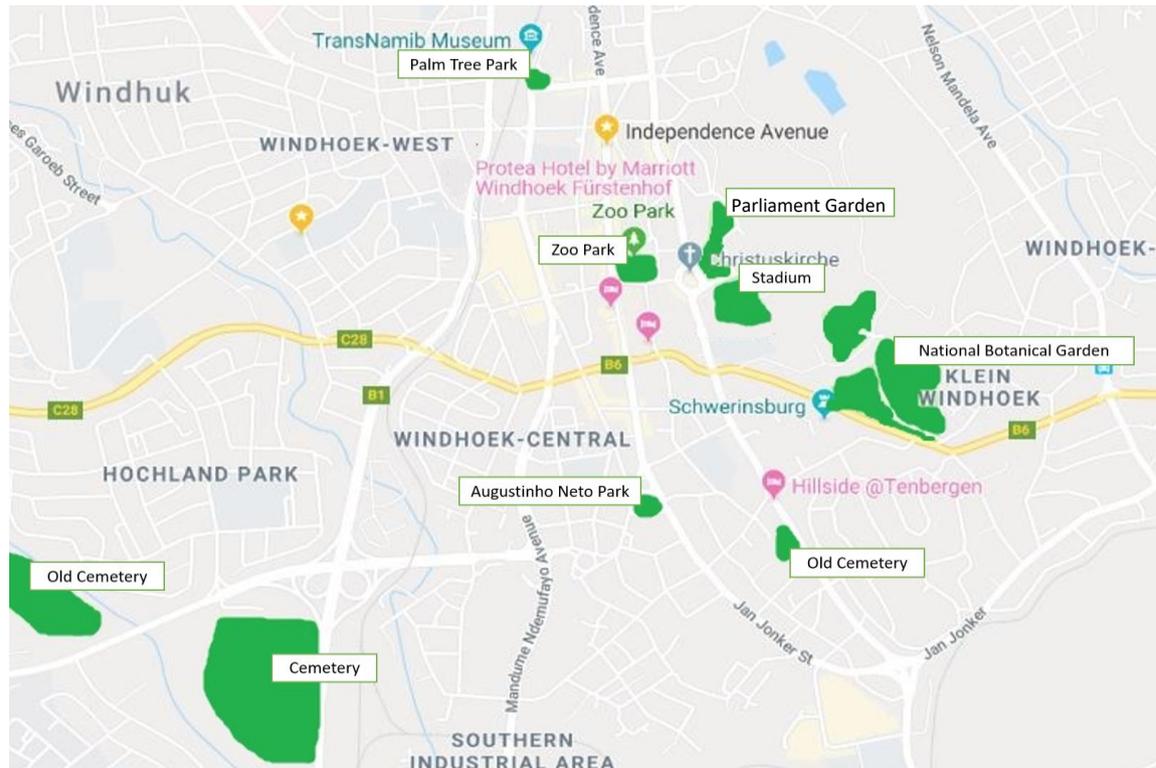


Figure 21 Parks and green spaces in Windhoek central (Source: Own figure based on Google Maps)

The owner structure of the parks in Windhoek is complicated. The Palmtree Park belongs to the TransNamib, the Zoo Parc belongs to the City of Windhoek, the Parliament Gardens are run by the government and the National Botanical Garden is part of the Botanical Association. It has to be noted that the cemeteries do not qualify as recreational spaces and that many parks lie fallow because of the severe drought. Mr. Kazombiaze, who is the park manager in Windhoek, explains that areas designated as sport and recreational spaces are called public open spaces (POS). An exact indication of square kilometres for each parc is not available for Windhoek. Mr. Kazombiaze states that the responsible department is of the opinion that there are more than enough parks in Windhoek which is why they are currently trying to renovate the existing parks by not only installing children playground facilities but also by creating outdoor gym areas for adults. Since there is no exact data on the size of the recreational green spaces in Windhoek the proportion is based on an estimate. Considering the map section in figure 21, approximately 5% of the urban area are covered in green spaces. When adding the green spaces outside of the CDB and the statements from Mr. Kazombiaze, well over 5% can be acknowledged. This is why 1 point is awarded for this indicator.

Detailed results: Sustainability dimensions in the case of Windhoek

Evaluation: Ecological dimension

The analysis of the 7 criteria in this dimension concludes the detailed analysis. The results of the 9 basic indicator and 5 core indicators are displayed in the table below:

Ecological Dimension			
Indicator	Result	Quantifier	Total
D1.1	1	2x	2
D1.2	1	1x	1
D2.1	1	1x	1
D2.2	1	2x	2
C3.1	2	1x	2
C3.2	1	1x	1
C3.3	1	2x	2
D4.1	1	1x	1
D4.2	1	2x	2
D5.1	1	1x	1
D5.2	0	1x	0
D5.3	0	2x	0
D6.1	0	1x	0
D7.1	1	1x	1
		Sum = 19	Sum = 16
			$\frac{16}{(19 \times 2)} = 0.42$

Figure 22 Results ecological dimension (Source: Own data)

Degree of fulfilment ecological dimension

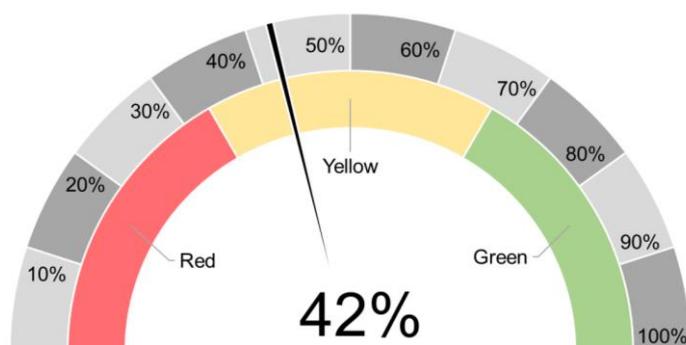


Figure 23 Degree of fulfilment ecological dimension (Source: Own graph based on own data)

Unlike the previous dimensions, the ecological dimension manages to exceed the 33% limit by almost 10%. Comparatively few indicators are awarded with 0 points. The deficits can be seen particularly in the area of public transport and greenhouse gas monitoring. The city's efforts in the area of water saving are particularly positive. The topics risk, energy and

waste management are fulfilled with an average degree. The final result of 42% classifies the dimension in the yellow bracket, albeit not around the lowest edge. Figure 23 illustrates the score of this dimension, displaying it as the best one among the four dimensions.

5.5 Extended analysis

The following chapter aims at combining the results from the previous sub-chapters in order to derive conclusions for the overall situation in Windhoek. Four dimensions with 25 criteria and 70 indicators were examined and rated. The results are now interpreted by transferring them to the traffic light system by Baumgartner and the five-point scale by Ko. As described, 33% and 66% act as the threshold between the categories proposed in chapter 4.4. The red category indicates an absolute need for action, the yellow category indicates an alarming limit and the green one indicates a safe condition (Baumgartner 2008, p. 213). The gauge charts at the end of each dimension shows that the management dimension has been classified as red while the economic and socio-cultural dimension are yellow. The fact that no dimensions is classified as acceptable according to table 2, categorizes tourism in Windhoek as ‘unsustainable’ and ‘problematic in the short- and medium-term’ according to the combined dimension evaluation as proposed by Baumgartner (see table 3). Using the barometer of sustainability and the five-point scale proposed by Ko to classify the degree of fulfilment results in the following figure 24:

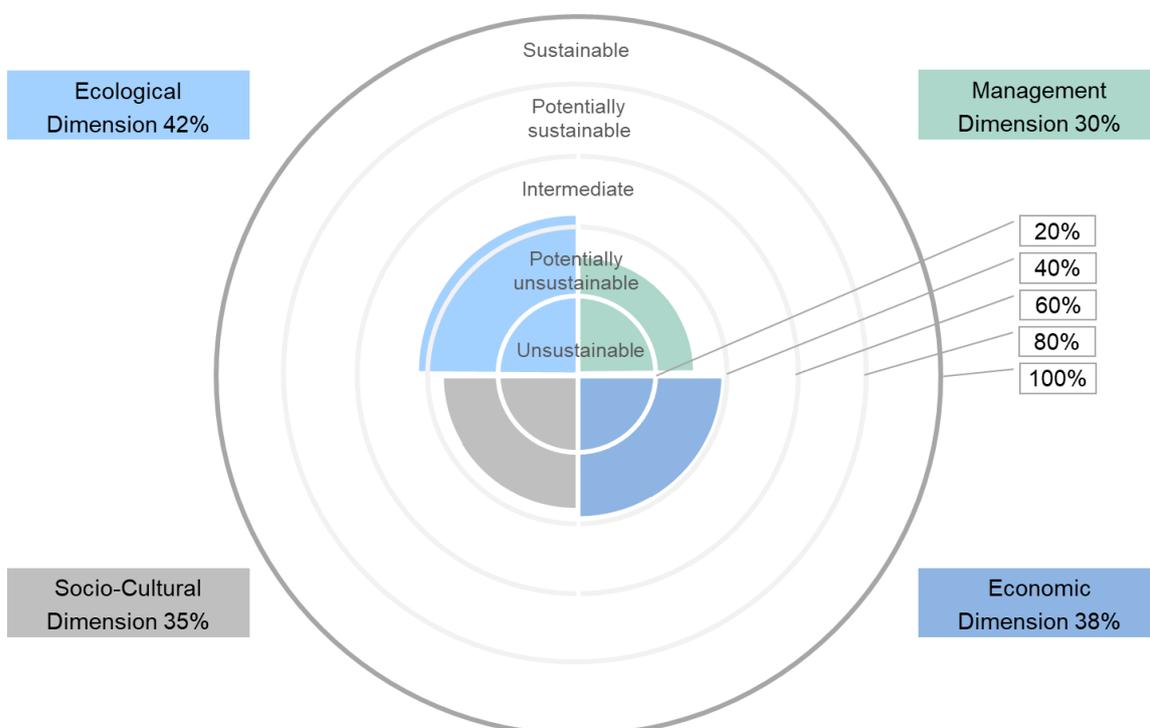


Figure 24 Degree of fulfilment for each dimension of sustainability according to a five-point scale (Source: Own graph based on own data)

It becomes clear that the management, economic and socio-cultural dimension classify as ‘potentially unsustainable’. The ecological dimension is located in the ‘intermediate’ range. The figure clearly demonstrates the low overall degree of fulfilment reached in this

destination. It becomes evident that there is much space for improvement and considerable need for action. The closest sustainability assessment that can be awarded is “the precarious situation with need for action” (Baumgartner 2008, p. 214). The list of recommended actions which will be evaluated in the following chapter can act as a task list for the improvement of tourism development in Windhoek.

6. List of recommended actions for the City of Windhoek

The following chapter describes recommended actions for each of the four dimensions. The recommended actions are displayed in a table indicating the dimension, the field of action, the respective measures, a time horizon and a potential responsibility. The responsibility is a recommendation for possible cooperation with the tourism department. The author does not claim a completeness of the list nor a correct assignment of departments. Most measures are linked to indicators and therefore might be similar to them in their wording. The time horizon is split into the following four categories: immediate, short-term, medium-term and long-term. Immediate recommendations can be fixed within less than two months, short-term recommendations aim at a time horizon of one year, mid-term recommendations aim at 1-3 years, while long-term action can be envisioned up to 2025. It has to be noted that every field of action requires ongoing monitoring and might need reoccurring attention. The following table identifies every dimension, its fields of action and a total of 40 measures in order to manage tourism in Windhoek more sustainably.

Management Dimension		
<u>Field of action</u> <u>A1:</u>	<u>Measure 1:</u> Clear allocation of individual DMO employees for the implementation of the new tourism strategy. Clearly defined areas of responsibility within the DMO.	
Structure and responsibility	<u>Time horizon:</u> Short-term	<u>Responsibility:</u> DMO
<u>Field of action</u> <u>A2:</u>	<u>Measure 2:</u> Assigning a staff member within the DMO that is responsible for sustainable tourism. The employee has sufficient competence and time resources.	
Monitoring	<u>Time horizon:</u> Immediate	<u>Responsibility:</u> DMO
<u>Field of action</u> <u>A2:</u>	<u>Measure 3:</u> Active collection of data on environmental, economic, social, cultural and tourism management issues. The data collection reviewed every 5-10 years.	
Monitoring	<u>Time horizon:</u> Long-term	<u>Responsibility:</u> DMO, NSA, External consultancies, Department of Economic Development, Department of Environmental Protection

List of recommended actions for the City of Windhoek

<p>Field of action</p> <p>A3:</p>	<p><u>Measure 4:</u></p> <p>Improvement of walkways along roads relevant to tourism. A more detailed description of the condition of the pavements can be found in chapter 5.4.</p> <p>Furthermore, a safe pedestrian crossing between the Christ Church and the Independence Memorial Museum is urgently needed. Figure 25 illustrates the difficulties and dangers that tourists accept when crossing the roundabout between the two attractions.</p>  <p><i>Figure 25 Crossing between Christ Church and Independence Memorial Museum (Source: Own photograph)</i></p>	
<p>Maintenance</p>	<p><u>Time horizon:</u> Immediate</p>	<p><u>Responsibility:</u> Department of Urban and Transport planning, Department of Infrastructure</p>
	<p><u>Measure 5:</u></p> <p>Improvement of the appearance of the Tourist Information. The current Tourist Information has a dark glazed facade accessible only by ringing a bell. This set-up is not inviting for tourists that are in search of information. In addition, there is still an old container with a misleading sign in Independence Avenue. This sign must be removed in order to prevent confusion among tourists. There should be one clearly identifiable and inviting Tourist Information. Figure 26 and 27 show the current situation.</p>  <p><i>Figure 26 Misleading sign on container in Independence Avenue (Source: Own photograph)</i></p>  <p><i>Figure 27 Entrance of the current Tourist Information (Source: Own photograph)</i></p>	
	<p><u>Time horizon:</u> Immediate</p>	<p><u>Responsibility:</u> DMO</p>

List of recommended actions for the City of Windhoek

Maintenance	<p><u>Measure 6:</u> The signage of tourist attractions is partly outdated and refers to attractions that no longer exist or that are not accessible. Examples are the Reiterdenkmal or the Kaiserliche Real Schule, as displayed in figure 28. The information on these signs should be pasted over or renewed to avoid confusion.</p>  <p><i>Figure 28 Signposting in Windhoek (Source: Own photograph)</i></p>	
	<p><u>Time horizon:</u> Immediate</p>	<p><u>Responsibility:</u> DMO, Department of Urban and Transport planning</p>
Field of action A4: Tourism Forum	<p><u>Measure: 7</u> Identification and integration of relevant stakeholder groups by the DMO and organization of regular meetings. A tourism forum can help to improve communication among the sectors and enable cooperation.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO</p>
Field of action A5: Transportation	<p><u>Measure 8:</u> Upgrade Husea Kutako Airport and facilitate transportation between Airport and City. Due to the rise in arrival numbers an extension and renewal of the airport should be on the agenda within the next years. Moreover, a mode of transportation other than car between Airport and City should be facilitated.</p>	
	<p><u>Time horizon:</u> Long-term</p>	<p><u>Responsibility:</u> Husea Kutaku Airport, Ministry of Finance, Ministry of Urban Development, Public Enterprises</p>
	<p><u>Measure 9:</u> Introduction of a system that identifies and monitors taxi drivers and their activities. Transportation to and from the airport and within in the city has to be safe, transparent and evident to visitors.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> Namibia Road Authority, Department of Infrastructure and Transportation</p>

List of recommended actions for the City of Windhoek

<p>Field of action</p> <p>A6:</p> <p>Communication and promotion</p>	<p><u>Measure 10:</u></p> <p>Updating the promotional material. The promotional materials must use the same cooperative design and be updated in content. The attractions mentioned must be checked for their relevance. Wrong street names, poor quality images and dark colours on a dark background should be avoided.</p>	
	<p><u>Time horizon:</u> Short-term</p>	<p><u>Responsibility:</u> DMO</p>
	<p><u>Measure 11:</u></p> <p>It is important to develop Windhoek as <u>one</u> city. Katutura and Windhoek Central should not be treated as separate places. Katutura is among the top 5 visited tourist attractions (see chapter 5.3). Instead of just offering township tours, operators that already service the routes to Katutura must be persuaded to incorporate more spending opportunities for tourists in their itineraries. Only by communicating and offering tourism products featuring Katutura, a long-term integration can be established.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO and tour operators</p>
	<p><u>Measure 12:</u></p> <p>Creation of an event calendar, which clearly displays all events of the city. Holidays, festivals, theme days, parades, cultural and sport events should be part of this calendar. A slimmed down version may be available in print and a more comprehensive version on the website. This will make it easier for tourists to find out about what is happening in the city on a daily basis.</p>	
	<p><u>Time horizon:</u> Short-term</p>	<p><u>Responsibility:</u> DMO</p>
	<p><u>Measure 13:</u></p> <p>Reorganization of the Tourist Information set-up. Brochures for Windhoek and Namibia are mixed. Brochures for local or sustainable products are not highlighted in a specific way. Information material about other cities around the world is displayed first and foremost on the presentation tables and many brochures are distributed twice. The set-up should be designed so that tourists can easily orient themselves and find what they are interested in.</p>	
	<p><u>Time horizon:</u> Immediate</p>	<p><u>Responsibility:</u> DMO</p>
	<p><u>Measure 14:</u></p> <p>Revision of the internet presence of the city. The City of Windhoek website has a section called "Tourism Portal". The information on this page is partly outdated. The so-called "Tourism Website" does not function properly. Guests cannot directly book products or receive contact details for further enquiries.</p>	
	<p><u>Time horizon:</u> Short-term</p>	<p><u>Responsibility:</u> DMO and IT-Team</p>

List of recommended actions for the City of Windhoek

Communication and promotion	<u>Measure 15:</u> The DMO must offer bookable products for the guest. This way, the DMO not only acts as an informant, but also as a seller of tourist products; be it city tours, arrangements, combined packages or tickets for attractions. The DMO thus acts as an intermediary between the suppliers and the customer. Only places which can be experienced and which are based on a bookable service can create unique experiences which go beyond mere sightseeing.	
	<u>Time horizon:</u> Short-term	<u>Responsibility:</u> DMO and touristic partners

Economic Dimension	
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Field of action B1:	<u>Measure 16:</u> Establishment of a monitoring and reporting system for touristic key figures (arrivals, overnights, monthly distribution of arrivals and overnights, expenditure data, bed occupancy rate, revenue and employment)	
	<u>Time horizon:</u> Medium-term	<u>Responsibility:</u> DMO, Cooperation with TASA or HAN
Monitoring	<u>Measure 17:</u> Establishment of a regular monitoring and reporting of direct and indirect contributions of tourism to political level. Tourism can only be recognized as a relevant sector if its numerical contribution to the economy is clearly stated.	
	<u>Time horizon:</u> Medium-term	<u>Responsibility:</u> DMO, Cooperation with TASA or HAN
Field of action B2:	<u>Measure 18:</u> Offering training for tourism companies. Many companies have very little entrepreneurial knowledge, especially in the field of digitisation. Due to their limited knowledge of Online Travel Agencies and the acquisition of direct bookings, their dependence on tour operators is increased. Acquiring more direct bookings would leave more money in the destination. In an age of digitalisation, it is important to be able to pick up guests at any touch point of the customer journey and to provide a specialised service both before and after the trip. Topics such as visibility, online booking ability and guest review management are part of that service. The use of information systems (PMS, HOS, CRS, etc.) also simplify internal processes many times over.	
	<u>Time horizon:</u> Medium-term	<u>Responsibility:</u> DMO, NTA
Education and training		

List of recommended actions for the City of Windhoek

	<p><u>Measure 19:</u> Due to the fact that many business owners have no training in tourism themselves, but are career changers, the people in management positions often lack the qualifications to impart knowledge. The topic of service quality has no national standard or seal. A training programme that highlights best practices and trends in the hotel and tour operator industry can help fill this knowledge gap. Particular attention can be paid to the training of women and disadvantaged people.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO, NTA</p>
<p>Field of action B3: Tourism Tax</p>	<p><u>Measure 20:</u> Renewal of the tourism tax system. Accommodation establishments must register with the NTB. Based on this registration the tourism tax is collected. Accommodations pay a tourism levy which is subject to the meal plan. However, these payments are not always demanded by the NTB. The businesses that do not carry out proper bookkeeping can fill out their tourism levy form to the best of their knowledge and belief, which partly happens in favour of their own business. Through this system characterised by a lack of transparency, much of the state's money is lost, which could flow into city-wide tourism projects. A revision of the system is therefore indispensable.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO, NTA</p>

Socio-Cultural Dimension

<p>Field of action C1:</p>	<p><u>Measure 21:</u> Collecting data on visitor information and behaviour in the destination including the following aspects: age, gender, nationality, means of transportation in Windhoek, means of transportation to Windhoek, duration of visit, type of accommodation, reason for the visit, attractions visited in Windhoek, etc.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO, NSA</p>
<p>Monitoring</p>	<p><u>Measure 22:</u> Collecting data on visitor satisfaction with the destination including the following aspects: visitors' personal safety perception, visitors' perception of cleanliness in public spaces, visitors' perception of noise disturbance in the city, visitors' orientation in the city, visitors' knowledge about sustainability efforts in the destination, visitors' overall evaluation of their stay in the city, etc.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO, NSA</p>

List of recommended actions for the City of Windhoek

	<p><u>Measure 23:</u> Collection, monitoring and public reporting of data on resident expectations, concerns and satisfaction with destination management. Establishing a system that allows the DMO to examine the attitude of residents towards tourism and their wishes for future development.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO, Department of Economic Development and Community Services, NSA</p>
<p>Field of action C2:</p> <p>Inventory and communication</p>	<p><u>Measure 24:</u> Updating of the current inventory and classification of tourism assets and attractions including natural and cultural sites, which is communicated to visitors. When creating a new inventory, it is always important to consider which sights are relevant for the tourist, which sights can really be experienced or entered by a tourist and which sights represent the history and culture of the country best. External communication with the right prioritization must then take place via the communication materials and the website (see measure 14).</p>	
	<p><u>Time horizon:</u> Immediate</p>	<p><u>Responsibility:</u> DMO</p>
	<p><u>Measure 25:</u> Clarification of the possibility to enter attractions and of opening hours. There is a need to clarify the opening hours and viewing possibilities of attractions. The employees of the Tintenpalast make different statements regarding the possibility to visit the building and the opening hours. The Parliament Gardens and Alte Feste cannot be entered, but can only be viewed from the outside. The Turnhalle Building can be entered; however, it is now the seat of the SADC. St. Marys Church can be visited on private request, but is otherwise locked. For all these attractions, there must be a clear policy communicated to tourists to avoid confusion and frustration on part of the tourists.</p>	
	<p><u>Time horizon:</u> Immediate</p>	<p><u>Responsibility:</u> DMO</p>
	<p><u>Measure 26:</u> Adding descriptions at historically, culturally or environmentally important sites. A large number of monuments has no clearly visible signs (Turnhalle building, Gibeon Meteorites). Other monuments have information boards that tell a very one-sided perspective of history (Christ Church and Railway Station). Other monuments could be described as disrespectful (Zoo Park War Memorial and Ovambo Campaign Memorial) and, if preserved, should at least be provided with a multi-narrative information board (see chapter 5.3).</p>	
	<p><u>Time horizon:</u> Short-term</p>	<p><u>Responsibility:</u> DMO, Heritage Conservation</p>

List of recommended actions for the City of Windhoek

Field of action C3: Code of conduct	<u>Measure 27:</u> Reinforcement of the code of practice for tour guides in the destination. Despite the fact that TASA has its own code of conduct, not every tour operator is registered with them. A common code of practice can ensure a respectful presentation of cultural heritage, explaining history from a multi-narrative perspective and emphasizing local culture over colonial or apartheid history.	
	<u>Time horizon:</u> Long-term	<u>Responsibility:</u> DMO, NTB
	<u>Measure 28:</u> Encouraging touristic enterprises to set up a code of conduct for their visitors. The code of conduct can help to preserve artefacts, protect the environment, respect living cultures and to stop tourists from disrespectful behaviour.	
Field of action C4: Tourism awareness	<u>Measure 29:</u> Resume programmes to educate residents on tourism and to raise the awareness for tourism. Programmes like 'Teens and Tourism, 'Rediscover Windhoek' and the 'Tourism Awareness brochure' should be revived, since many residents have no connections to tourism and know little about its possible benefits (see chapter 5.2).	
	<u>Time horizon:</u> Medium-term	<u>Responsibility:</u> DMO, NTA, Education Institutions
	<u>Measure 30:</u> In addition to measure 29 new programmes that support this initiative should be developed. Education institutions can start to educate students about tourism from an early age on. Tourism is one of the most important sectors in the country and offers many job and development opportunities.	
Field of action C5: Accessibility	<u>Measure 31:</u> Facilitate access to public transport to people with disabilities and specific access requirements. As public transportation in general first needs to be established this measure is considered for long-term implementation (see measure 37)	
	<u>Time horizon:</u> Long-term	<u>Responsibility:</u> Department of Infrastructure, Department of Urban and Transport planning, Division Smart City

List of recommended actions for the City of Windhoek

Accessibility	<u>Measure 32:</u> Facilitate access to touristic POIs to people with disabilities or special access requirements. Hotels, restaurants and tourist attractions are responsible themselves for installing aids for people with special requirements, since it is not made mandatory by law. The installation of ramps, lifts, voice announcements, writings in Braille and of disabled-friendly toilets is a first step towards an inclusive society.	
	<u>Time horizon:</u> Medium-term	<u>Responsibility:</u> DMO, hotels, restaurants and tourist attractions

Ecological Dimension

Field of action D1: Sustainability assessment	<u>Measure 33:</u> Establish a risk register for tourism issues exclusively. Despite the fact that tourism issues are part of the cooperate risk register for the organization a separate register identifying risk for the tourism sector should be established.	
	<u>Time horizon:</u> Medium-term	<u>Responsibility:</u> DMO, Department of Environmental and Cultural Heritage protection
Field of action D2: Waste and electricity management	<u>Measure 34:</u> Educate business owners on their options to save energy. The research revealed that water saving measures are already well established while energy saving measures are not fully implemented by most businesses. Educating businesses on existing possibilities can help to improve their qualification.	
	<u>Time horizon:</u> Long-term	<u>Responsibility:</u> DMO, Department Electricity
Field of action D2: Waste and electricity management	<u>Measure 35:</u> Educate business owners on their options to reduce, recycle and reuse waste. Like with measure 34, the awareness about waste management is still subject to further improvement. Avoiding single-use products, cutting down on individually packed items and separating waste correctly needs to be established as a best practice.	
	<u>Time horizon:</u> Long-term	<u>Responsibility:</u> DMO, Department Solid Waste Management

List of recommended actions for the City of Windhoek

<p>Field of action D3:</p> <p>Low impact transportation</p>	<p><u>Measure 36:</u> Enhance walkways, enable cycling routes and provide bicycles. Windhoek has a strongly underused unique selling proposition. The proximity of the individual attractions to each other on foot offers excellent conditions for non-motorized mobility. The improvement of walkways, the construction of cycle paths and supplying bicycles for tourists can add value to the tourism experience while at the same time protection the environment.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> Department of Infrastructure, Department of Urban and Transport planning</p>
	<p><u>Measure 37:</u> Strengthening of public transportation. In order to make mobility more sustainable, the dependence on cars must be reduced. This change can be achieved through safe, affordable and well-developed public transport.</p>	
	<p><u>Time horizon:</u> Long-term</p>	<p><u>Responsibility:</u> Department of Infrastructure, Department of Urban and Transport planning</p>
<p>Field of action D4:</p> <p>Monitoring of greenhouse gases</p>	<p><u>Measure 38:</u> Establishing a monitoring system on city level. The research has shown that efforts to compile GHG emissions on a national level are undertaken at the moment. Effective long-term management can only take place by also measuring the emissions in specific areas.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> Department of Environmental Services</p>
	<p><u>Measure 39:</u> After having installed a monitoring system on city level, an evaluation of the quantity of GHG emitted by each sector is the next logical step. Chapter 5.4 discusses how emissions from the transport sector can be divided into means of transportation and further indicate the quantity of tourism-induced GHG emissions by splitting the transportation statistic up into purposes of travel.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> Department of Environment</p>
<p>Field of action D5:</p> <p>Sustainability awards</p>	<p><u>Measure 40:</u> Sensitising tourism businesses about the fact that sustainability efforts not only act as marketing tools but also benefit businesses and employees, is critical. This mentality must be embedded in the company's philosophy. Apart from Eco Awards Namibia, more awards should be given for Best Eco Practices and Green Business Initiatives. These awards can act as an incentive to establish a green mindset in the companies.</p>	
	<p><u>Time horizon:</u> Medium-term</p>	<p><u>Responsibility:</u> DMO and potential partners</p>

7. Conclusion

A number of points can be identified as the central findings of the study. Windhoek is a city with potential for future sustainable tourism development. Although some measures and prerequisites are already in place, major deficits can still be identified in the four dimensions of sustainability. The country's local conditions are still very strongly represented in some areas, whereas very noticeable progress has already been made in other areas in terms of redistribution and empowerment. The analysis of the indicators has shown that three out of four dimensions are 'potentially unsustainable' and one is 'intermediate'.

Limitations of the study must also be acknowledged in the conclusion. A first limitation is that “the method entails a high investment in time and money for data collection. Above all, it requires a comprehensive and time-consuming survey and investigation of a destination on site” (Hartmann and Stecker 2019, p. 4). Since the data collection was carried out by a small team and within two weeks, the results do not represent a global analysis of tourism in Windhoek. Moreover, the research was conducted in the month of September and does thus, not fully represent the touristic situation in Windhoek throughout the year. In order to assess development processes at the destination, the investigation would have needed to be conducted at various points over an extended period of time. It can also be added, that not every relevant stakeholder was available during the period of investigation on site, which is why the information from interviews could have been more extensive.

Despite the efforts of the researchers, no comprehensive representativeness can be assumed for the surveys and the businesses observed. Both, the questionnaires as well as the checklists were conducted at different places and in different parts of the city. Nevertheless, the final choice of who to ask and which restaurant to enter and to observe was based on subjective opinions, despite the researchers' best efforts to guarantee randomness. In the surveys in particular, it cannot be ruled out that questions were misunderstood and thus distorting the results. „Ambiguity in a question can mean that the respondent cannot understand what is being asked or understands a different question from the one intended“ (Brace 2008, p. 15).

It has to be noted that many indicators are rated with a good score, however, this is often not caused by excellent management efforts but by of the fact that tourism is not yet developed to an extent that might harm residents or resources. The research has shown that measuring the sustainability in a tourist destination always entails a certain degree of ambiguity. This assessment of sustainability in tourism in Windhoek would need to be repeated with the same methodology in the future in order to allow for comparative results. As of now the City of Windhoek has 40 proposed recommendations for action to work with. They can help to compensate for the deficits and to advance towards long-term sustainable development. An integration of these study results into the final 'Targeted Windhoek Tourism Development Strategy' developed by PricewaterhouseCoopers is highly recommended.

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I) Resident survey:

We are students of the Namibia University of Science and Technology and the University of Applied Sciences in Bremen, Germany. We are conducting a survey on the sustainability of tourism in Windhoek. Could you please answer a few questions about your perspective on tourism in Windhoek? The evaluation is anonymous.



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1. Gender

Male Female Other

2. Age

Under 15 15-29 30-44 45-59 60 and over

3. Do you know of any programs for collecting data on the expectations, concerns, and satisfaction of the people of Windhoek regarding the touristic city management?

Yes No

Comments: _____

4. Do you know of any programs held in communities, schools and higher education institutions that raise awareness about the role of tourism and its contribution to Windhoek?

Yes No

Comments: _____

Please rate the following statements on a scale of 1-5 according to your own opinion:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
5. I feel like our own cultural heritage is underrepresented in the city of Windhoek concerning tourist attractions.	1	2	3	4	5
6. Tourism in Windhoek affects my living conditions in a negative way.	1	2	3	4	5
7. My expenditures have increased because of the tourism in Windhoek.	1	2	3	4	5

8. Most historically or culturally sensitive touristic sites have a code of conduct (minimum dress code, photographic protocol, donations, etiquette) for visitors. Are you aware of any involvement from the people of Windhoek in setting up these codes of conduct for touristic sites in Windhoek?

Yes No

Comments: _____

9. Are you working in the **tourism sector** (accommodation, tour guide, tour operator, attractions, hospitality, tourist shops, transportation, etc.)?

No. Thank you for your participation! Yes. Please continue below.

10. Do you receive a formal training appropriate to your skill level.

Yes

No

11. Is your salary higher than or equal to the national legal minimum wage? (N\$1800 per month)

Yes, higher

No, lower

No comment

12. Do you have fixed working hours and rest periods?

Yes

No, because my company does not comply with the legal time restrictions. (max. 9h a day with 1h break)

No, because the nature of my working hours is flexible.

Other

13. What type of employment contract do you have?

Permanent employment contract

Time-limited employment contract

Other

14. Does your company take action about reported instances of discrimination?

Yes

No

No comment

15. Are regular employee surveys conducted in your company? If so, how often?

Yes → Every ___ year(s).

No

II) Visitor survey:

We are students of the Namibia University of Science and Technology and the University of Applied Sciences in Bremen, Germany. We are conducting a survey on the sustainability of tourism in Windhoek. Could you please answer a few questions about your visit to Windhoek? The evaluation is anonymous.



© *nust.na; hs-bremen.de*

1. Gender

Male Female Other

2. Age

Under 15 15-29 30-44 45-59 60 and over

3. Nationality: _____

4. What kind of transportation do you mainly use in the City of Windhoek?
(choose two options max.)

Car Bus Taxi Bike By foot Other _____

5. Which site(s) did you visit during your stay in Windhoek?

- | | |
|---|--|
| <input type="checkbox"/> Christ Church | <input type="checkbox"/> Independence Memorial Museum |
| <input type="checkbox"/> Tintenpalast (Parliament Building) | <input type="checkbox"/> Heroes Acre |
| <input type="checkbox"/> Namibia Craft Center (Old Brewery) | <input type="checkbox"/> Trans-Namib Transport Museum |
| <input type="checkbox"/> Zoo Park | <input type="checkbox"/> Daan Viljoen Nature Reserve |
| <input type="checkbox"/> Alte Feste | <input type="checkbox"/> Owela Museum |
| <input type="checkbox"/> Katatura | <input type="checkbox"/> St Mary's Cathedral |
| <input type="checkbox"/> Old Windhoek Cemetery | <input type="checkbox"/> Turnhalle Building |
| <input type="checkbox"/> Windhoek Railway Station | <input type="checkbox"/> National Art Gallery of Namibia |
| <input type="checkbox"/> Other: _____ | |

6. Did you feel like having enough historic background information when visiting these sites?

Yes No

Comments: _____

7. Are you aware of any programs for visitors to contribute donations to the community and/ or infrastructure development? (e.g. trusts or public funds)

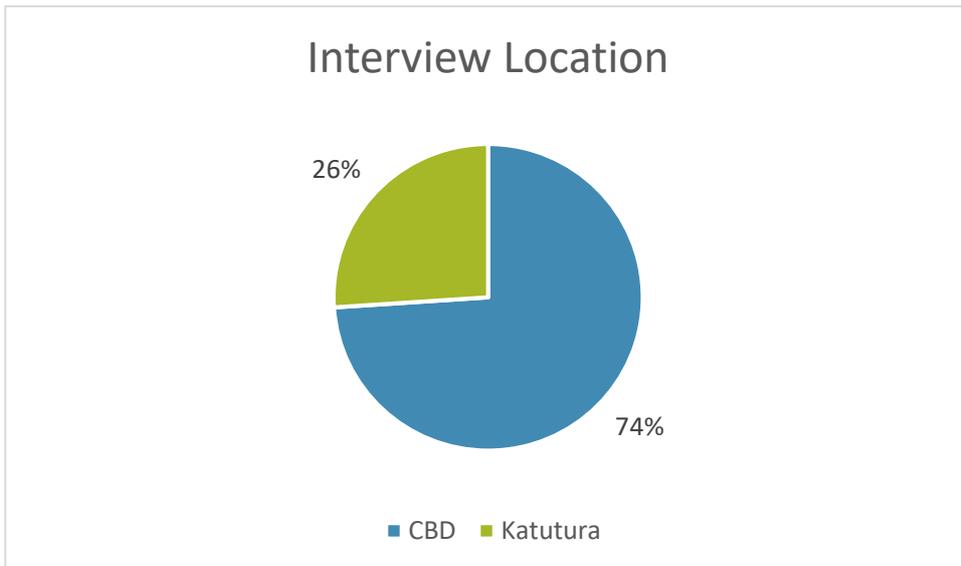
Yes No

Comments: _____

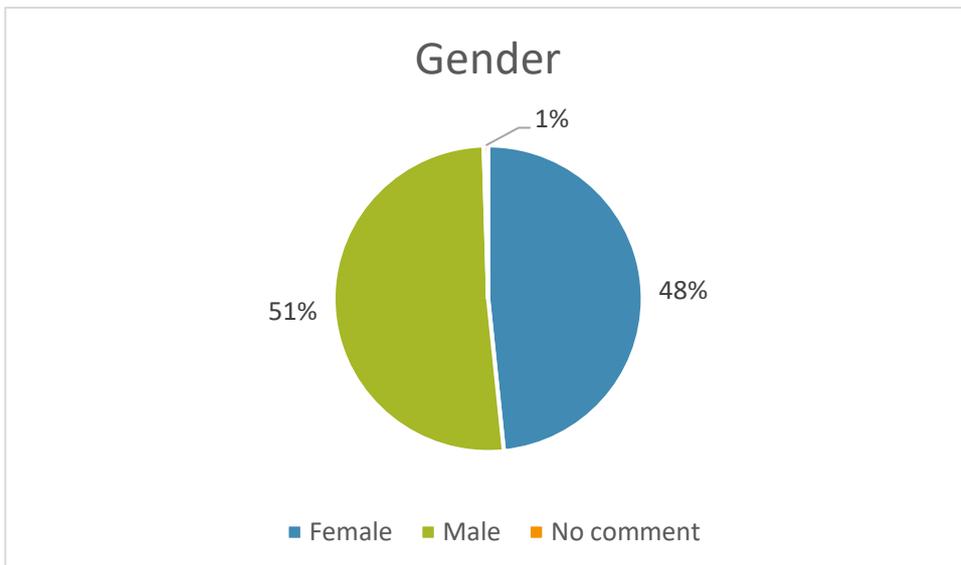
Please rate the following statements on a scale of 1-5 according to your own opinion.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
8. I feel safe in the City of Windhoek.	1	2	3	4	5
9. I feel satisfied with the cleanliness of the City of Windhoek.	1	2	3	4	5
10. I do <u>not</u> feel disturbed by the noise in the City of Windhoek.	1	2	3	4	5
11. It is easy to find my way around the city.	1	2	3	4	5
12. I am aware of the sustainability efforts the City of Windhoek is taking.	1	2	3	4	5
13. I feel overall satisfied with my visit to the destination of Windhoek.	1	2	3	4	5

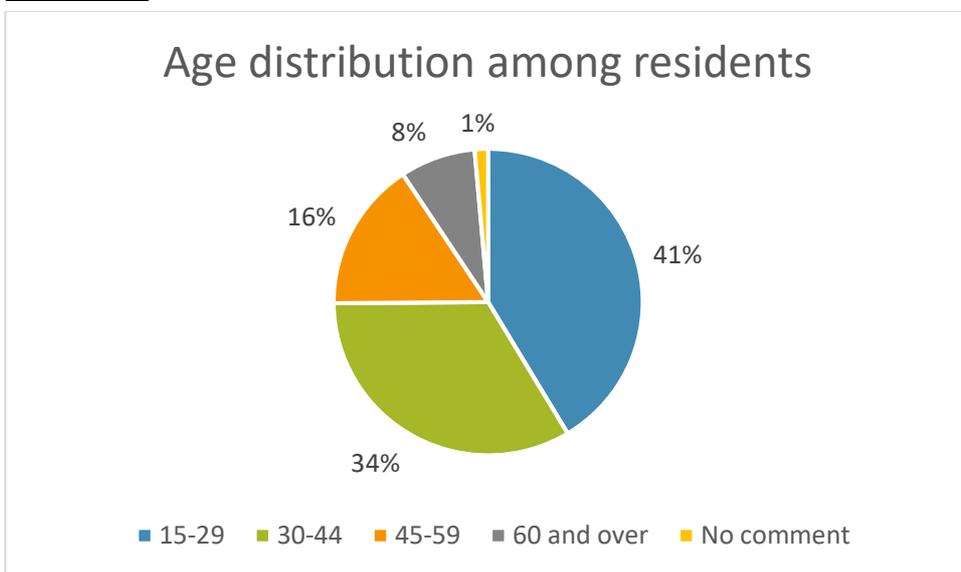
III) Detailed statistical data resident survey



Question 1

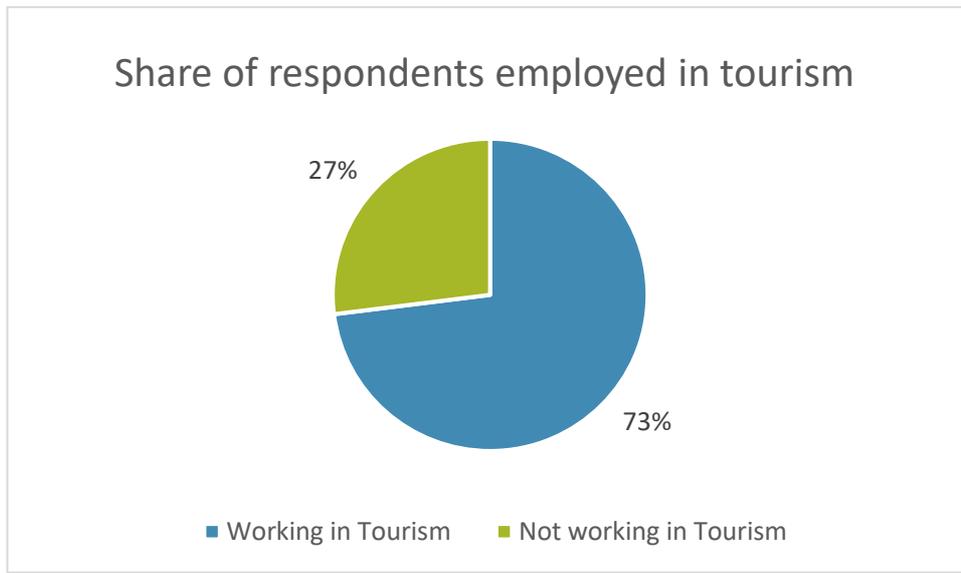


Question 2



Question 3,4,5,6,7 and 8 – see chapter 5.2 and 5.3

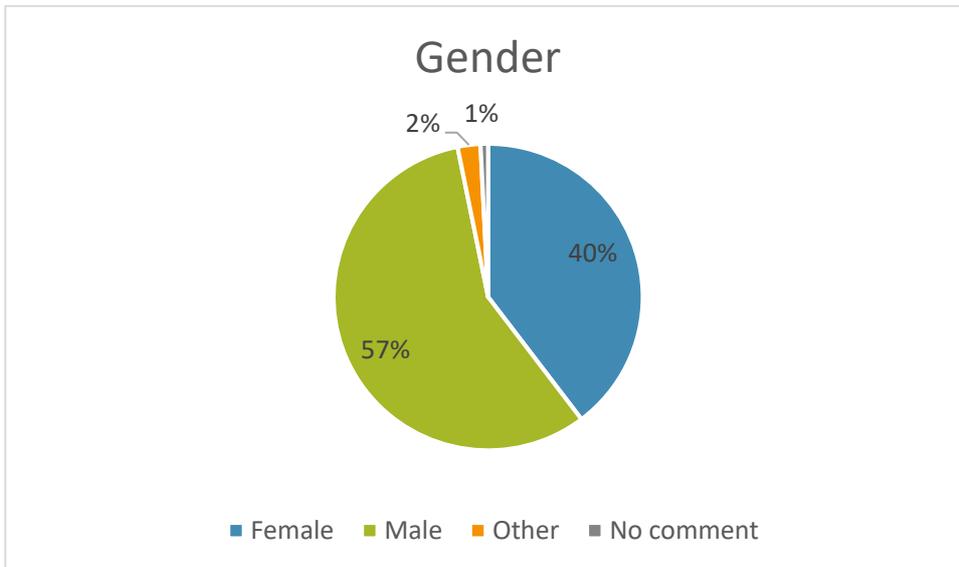
Question 9



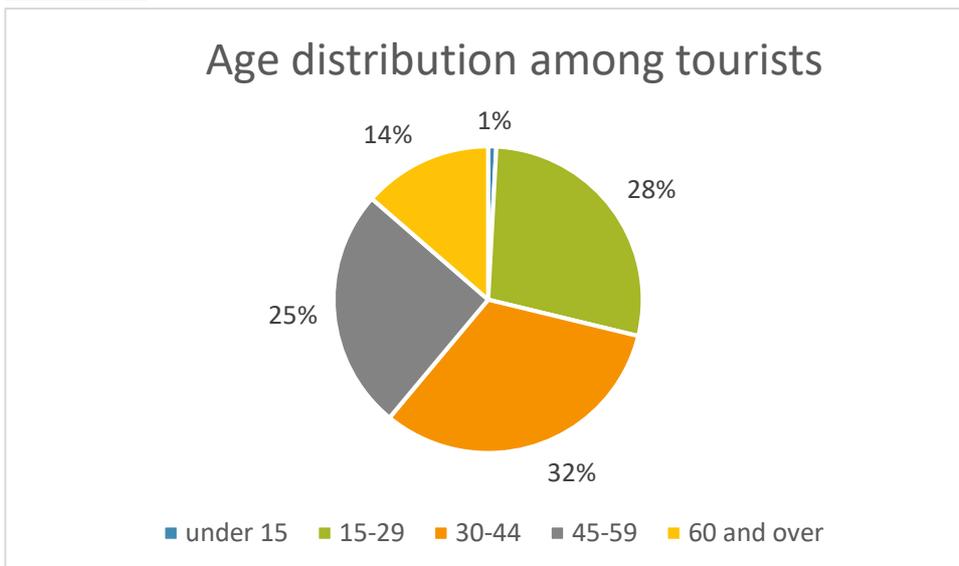
Question 10 – see chapter 5.2

IV) Detailed statistical data visitor survey

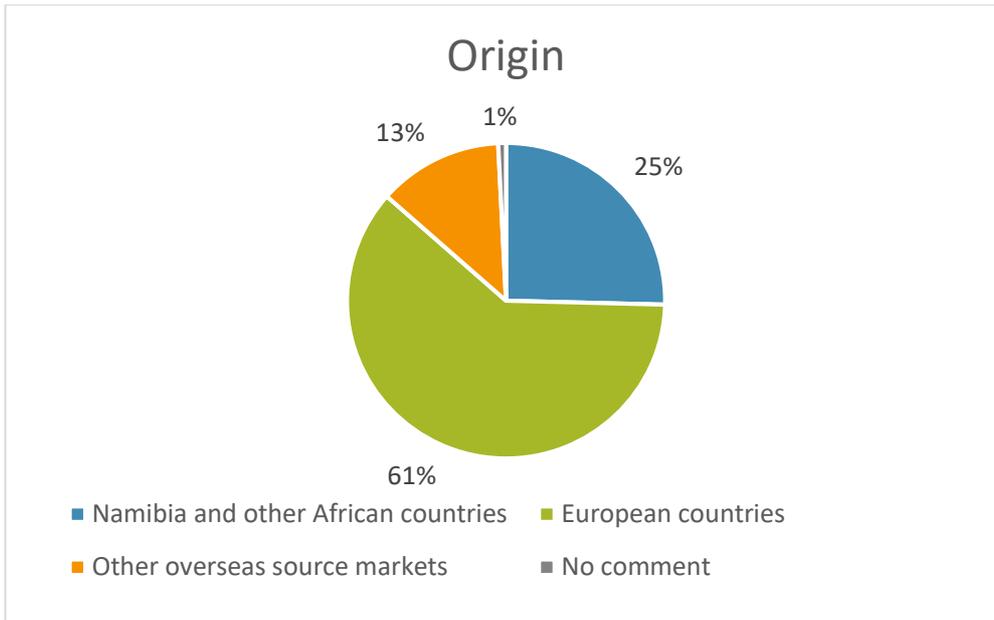
Question 1



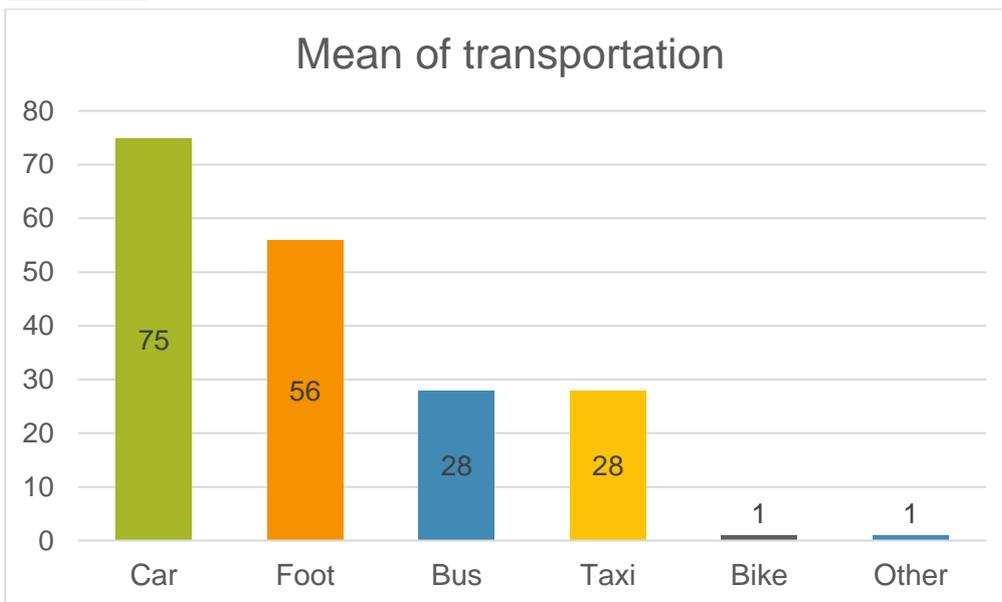
Question 2



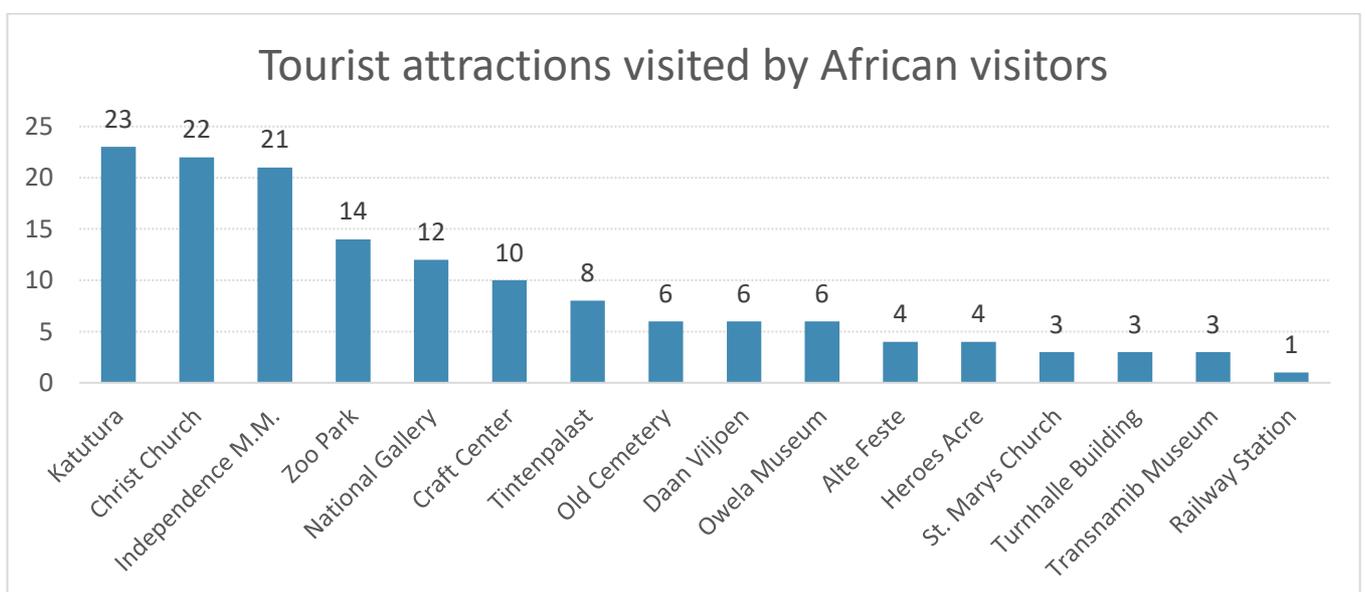
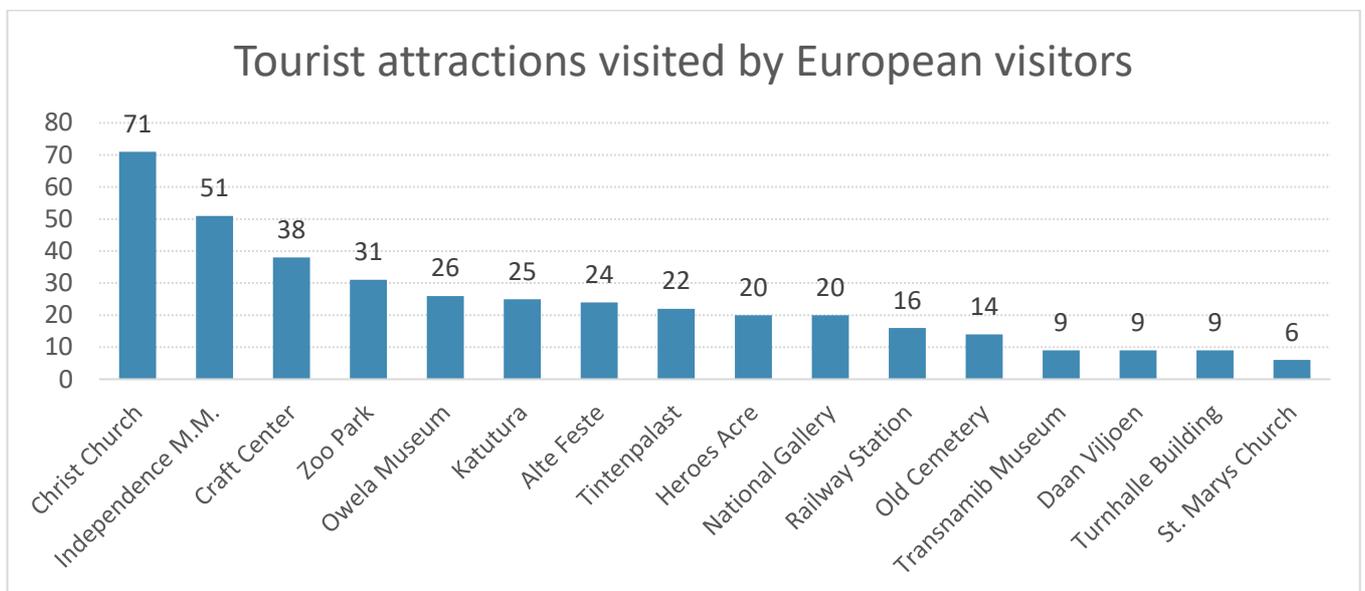
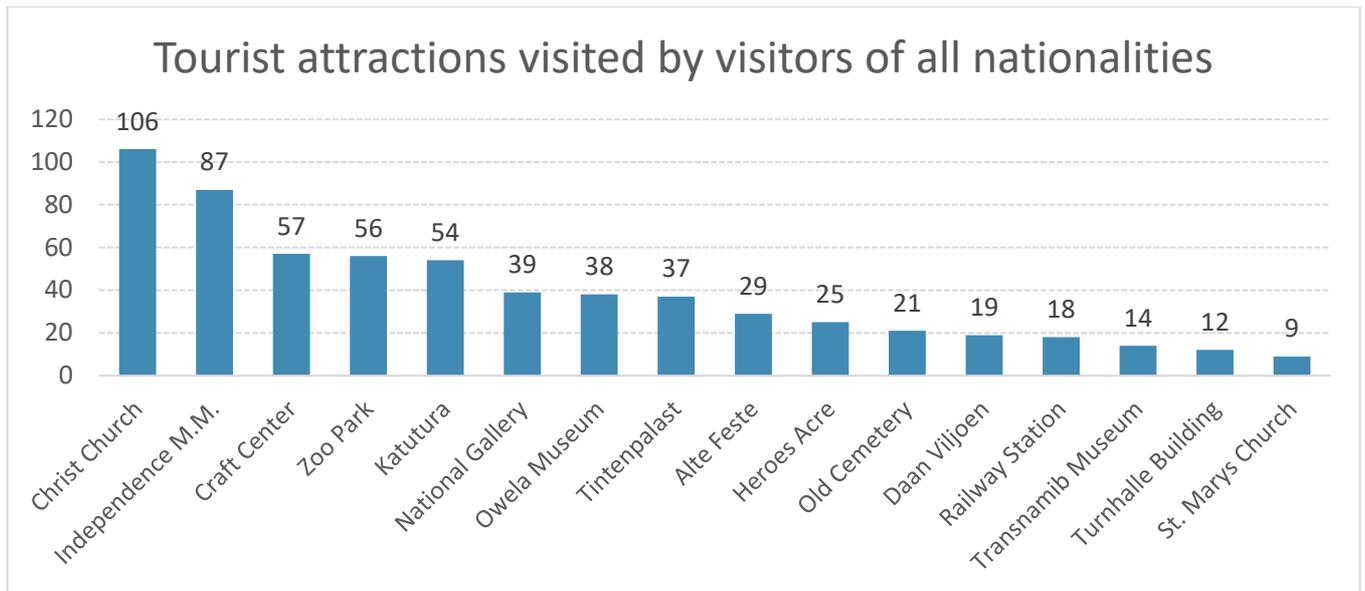
Question 3



Question 4



Question 5



Question 6 and 7 – see chapter 5.3

Question 8-13

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<i>I feel safe in the City of Windhoek.</i>	1	2	3	3,98	4
<i>I feel satisfied with the cleanliness of the City of Windhoek.</i>	1	2	3	3,95	4
<i>I do <u>not</u> feel disturbed by the noise in the City of Windhoek.</i>	1	2	3	3,66	4
<i>It is easy to find my way around the city.</i>	1	2	3	3,93	4
<i>I am aware of the sustainability efforts the City of Windhoek is taking.</i>	1	2	2,85	3	4
<i>I feel overall satisfied with my visit to the destination of Windhoek.</i>	1	2	3	4	4,21
Total	1	2	3	3,76	4

V) Greenhouse Gas Emissions

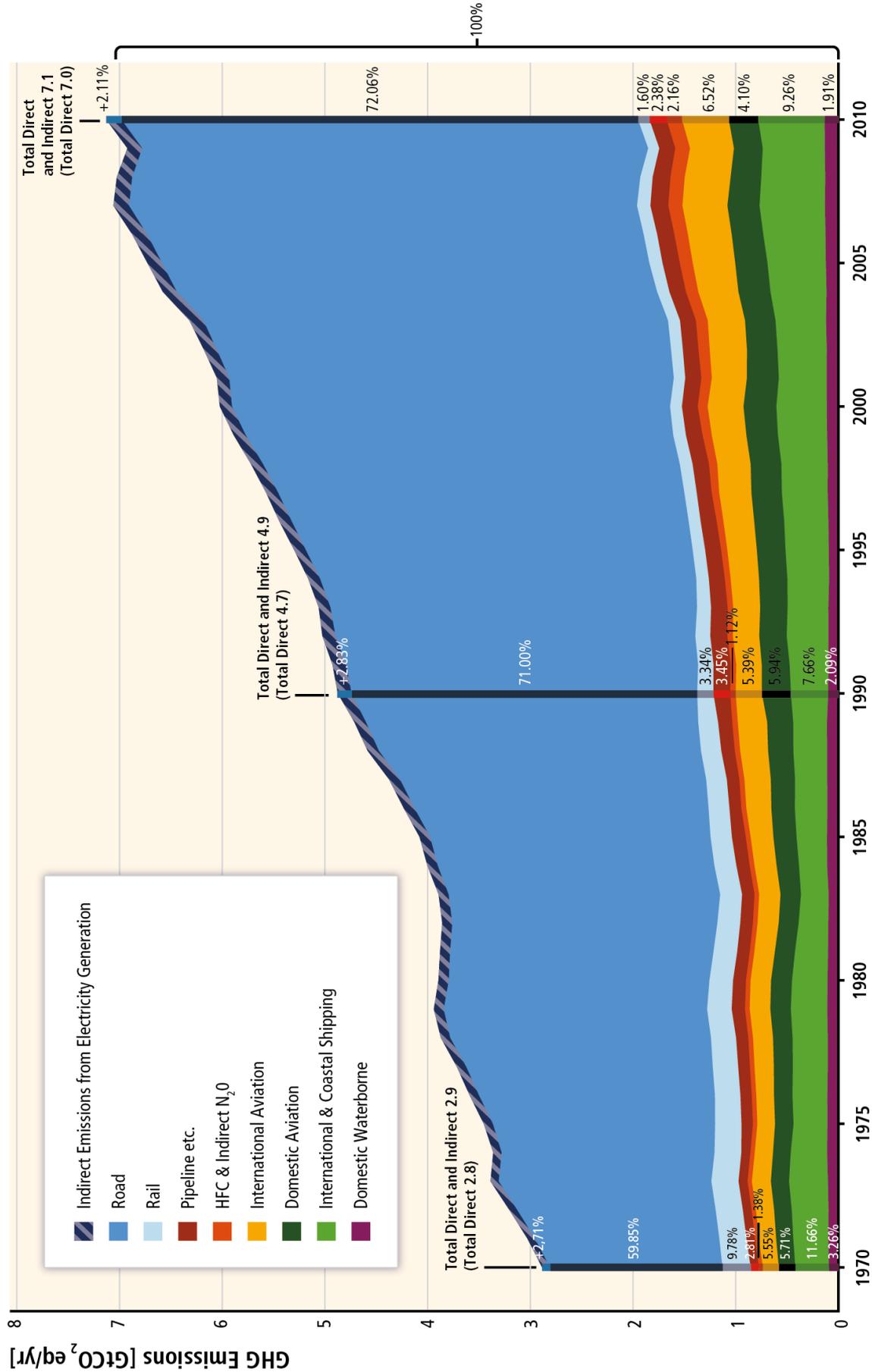


Figure 1 GHG Emission in 2014 (Source: IPCC 2014, p.603)

VI) Motorised individual traffic by purpose of travel (2016)

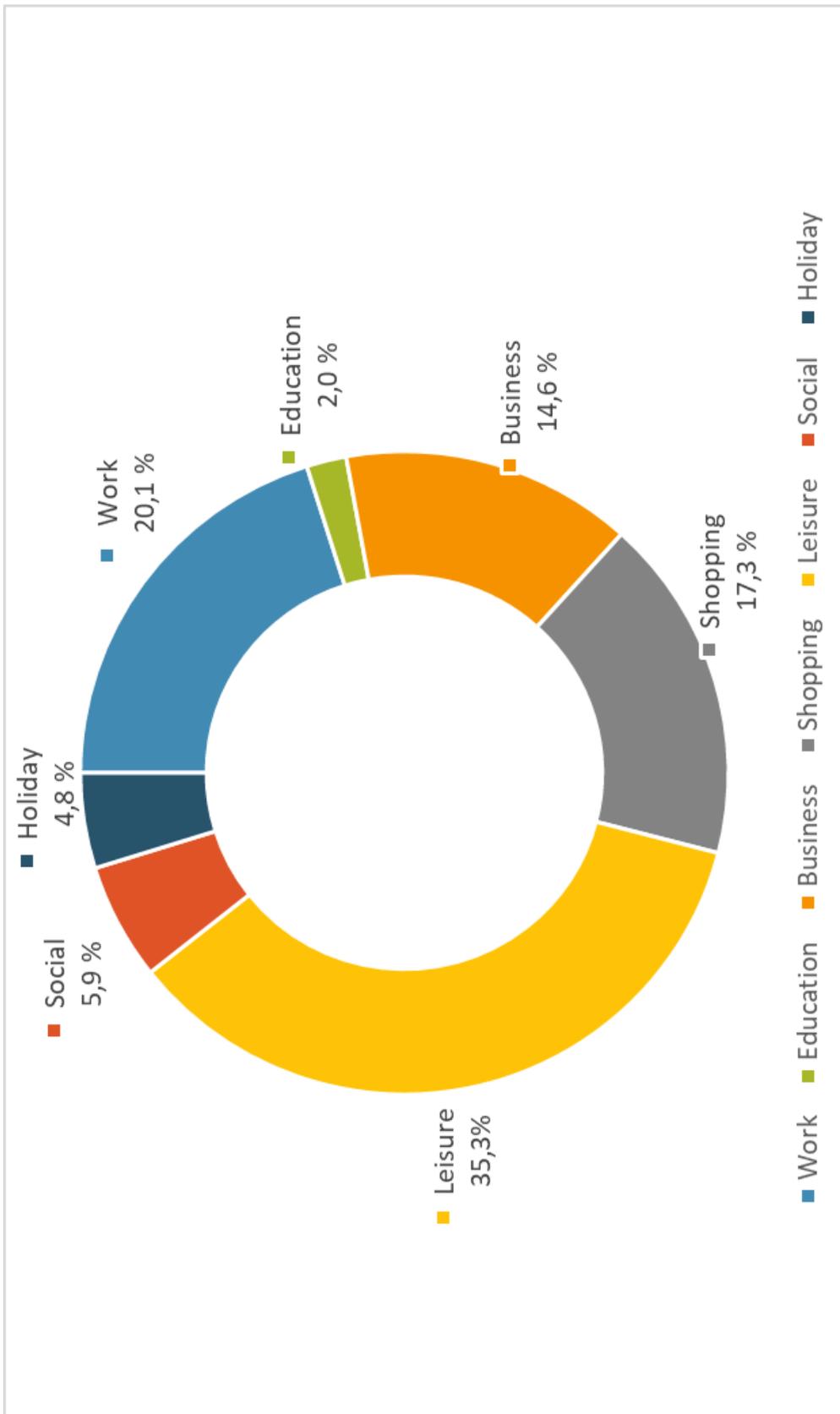


Figure 2 Motorised individual traffic by purpose in Germany in 2016 (Bundesministerium für Verkehr und digitale Infrastruktur 2019, p.225)

VII) Overview of verifiers for indicator-specific data collection

Which verifier is used to collect data on which indicator

No	Secondary Research	City of Windhoek	Transportation	Tourism Enterprises	Tourist Attractions	Survey Locals	Survey Tourists	Observation TI City/ Airport	Observation Tourist Attractions	Observation Restaurant/ Hotel	Observation Airport/ Train/ Bus Station	Observation Transportation
1	A1.1	A1.1	A4.1	B2.3	B3.1	B3.1	A4.3	A5.2	A4.4	B6.2	A4.2	A4.2
2	A1.2	A2.1	A4.2	B2.4	B3.2	B3.2	C1.2	A7.1	B6.2	B6.3	A4.4	C5.1
3	A2.1	A2.2	A4.4	B3.1	B3.3	B3.3	C2.5	A7.2	C2.1	C3.3	C5.1	
4	A3.1	A2.3	A5.1	B3.2	B3.4	B3.4	C3.5	B6.2	C3.3	C5.2	D5.2	
5	A4.1	A3.1	B2.4	B3.3	B3.5	B3.5	C4.1	C3.1	C3.5	D2.2		
6	A4.4	A3.2	C4.1	B3.4	B3.6	B3.6	D5.3	C3.2	C4.6	D3.3		
7	A5.1	A4.1	D1.1	B3.5	B4.1	B5.1			C5.2	D4.2		
8	A5.2	A4.2	D5.1	B3.6	B4.2	C3.4			D2.2	D5.1		
9	A6.1	A4.4	D6.1	B4.1	C2.1	C4.2			D3.3			
10	A7.1	A5.1		B4.2	C2.2	C4.3			D4.2			
11	A7.2	B1.1		B6.1	C2.3	C4.4			D5.1			
12	A8.1	B1.2		B6.2	D2.2	C4.5						
13	A8.2	B2.3		B6.3								
14	B1.1	B2.4		C2.1								
15	B1.2	B5.1		C2.2								
16	B2.1	B6.1		C3.3								
17	B2.2	C2.4		C3.4								
18	B2.3	C4.1		D1.2								
19	B2.4	C4.2		D2.2								
20	C1.1	D1.1		D3.3								
21	C1.2	D2.1		D4.2								
22	C2.2	D3.1										
23	C3.1	D3.2										
24	C3.2	D4.1										
25	C4.2	D5.1										
26	D2.1	D6.1										
27	D3.1											
28	D4.1											
29	D5.1											
30	D5.2											
31	D6.1											
32	D7.1											

32 27 9 21 12 12 6 6 11 8 4 2

Figure 3 Verifier und Indicator Matrix (Source: Own table)