Millennium Challenge Corporation Namibia Tourism Project Evaluation Design Report

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Acronyms and Abbreviations

API	Application programming interface
ARD	Associates in Rural Development
CIA	Central Intelligence Agency
CMA	Change Management Advisor
ENP	Etosha National Park
EQ	Evaluation question
ERR	Economic rate of return
FGD	Focus group discussion
GDP	Gross domestic product
GRN	Government of the Republic of Namibia
IMF	International Monetary Fund
IRB	Institutional Review Board
KII	Key informant interview
M&E	Monitoring and evaluation
MCA-N	Millennium Challenge Account-Namibia
MCC	Millennium Challenge Corporation
MET	Ministry of Environment and Tourism
NACSO	Namibian Association of Community-Based Natural Management Support Organizations
NADM	North America Destination-Marketing
NTB	Namibia Tourism Board
NWR	Namibia Wildlife Resorts
PII	Personally identifiable information
SADC	Southern African Development Community
SEA	Social and Environmental Assessment
SIAPAC	Social Impact Assessment and Policy Analysis Corporation
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

1. Introduction

This report presents Abt Associates' (Abt's) evaluation design for the ex-post performance evaluation of two of the Millennium Challenge Corporation's (MCC's) investments in the tourism industry in Namibia—specifically, its investments in Etosha National Park (ENP) and in tourism marketing. Both were components of the Tourism Project. The Tourism Project was part of a $304.5 million MCC Compact with the Government of the Republic of Namibia (GRN), which was implemented between 2009 and 2014. An Education Project and an Agriculture Project were also part of the MCC Compact, but are not covered by the scope of this evaluation. The Tourism Project was managed and implemented by the GRN-operated Millennium Challenge Account-Namibia (MCA-N). In 2017, MCC contracted Abt to conduct an evaluation of the ENP and tourism marketing components of the Tourism Project.

1.1 Country Context

While Namibia's mineral wealth has propelled it to upper-middle-income status, it has high levels of inequality and poverty, a legacy from decades of apartheid (World Bank 2018). In fact, in 2009, the year the Namibia Compact entered into force, Namibia had the highest level of inequality in the world (CIA 2009). That same year, unemployment in the country reached a peak of 23 percent (World Bank 2018).

Tourism is one of Namibia's fastest growing industries. With 12 national parks, expanding wildlife reserves, diverse landscapes, and relative political stability, Namibia is well-positioned to benefit from tourism. According to a 2007 GRN report, Namibia's tourism sector "offers massive tourism development opportunities" and "is poised to provide substantial employment and livelihood benefits to rural community residents in remote locations where few other development options are available" (Van der Linden 2007). Further, according to secondary reports, "Tourism is considered to be the world's largest and fastest growing sector, and Namibia is strongly positioned to be a major long-term beneficiary of this growing global industry" (Namibia National Planning Commission 2006).

In its September 2006 proposal for the MCA-N, the GRN reported statistics from the World Travel and Tourism Council (WTTC) showing that international tourist arrivals in the country had steadily increased, more than tripling from 1993 to 2005. The proposal also said that increased arrivals resulted in an escalation of the tourism industry's outputs and that tourism directly and/or indirectly generated NAD 5.2 million to the Namibian national economy in 2004, or the equivalent of 14.2 percent of Namibia's gross domestic product (GDP). Moreover, the GRN reported that in 2006, the industry accounted for 69,000 jobs—approximately 18 percent of Namibia's work force. Despite these figures, according to United Nations World Tourism Organization (UNWTO) statistics, Namibia's 2003 international tourism receipts ranked tenth out of 17 African countries, below its major regional competitors, including South Africa, Tanzania, Botswana, and Kenya (UNWTO 2006). Historically, Namibia has experienced strong competition from neighboring countries such as South Africa, which received 9.2 million international visitors in 2007 compared with Namibia's modest 1 million international visitors (WTTC 2009).

The Namibian tourism sector is largely managed by the Ministry of Environment and Tourism (MET), which was established at Namibia's independence in 1990 to "promote biodiversity conservation in the Namibian environment through the sustainable utilization of natural

resources and tourism development for the maximum social and economic benefit of its citizens" (GRN 2018). MET oversees the operations of Namibia Wildlife Resorts (NWR), which is a state-owned enterprise created in 1998 to establish and manage the tourism facilities within protected areas and national parks in Namibia, and the Namibia Tourism Board (NTB), which was established in 2000 to regulate and market the tourism industry.

1.2 Report Objectives

The purpose of this report is to present the design of the ex-post performance evaluation of the Namibia Compact's Tourism Project. The evaluation design report builds on an initial evaluability assessment, an inception trip, and a design trip.

2. Project Overview

2.1 Project Overview and Implementation Plan

2.1.1 Original Project Description

The objective of the Tourism Project was to "grow the Namibian tourist industry by improving tourism management and increasing awareness of Namibia as a tourist destination." To meet this objective, the project included three major activities, targeted at

1) Improving management of ENP, which MCC described as the jewel that attracts tourists to Namibia;
2) Strengthening tourism marketing to the country, especially from North America; and
3) Developing ecotourism in communal conservancies.

The first two activities are the subject of this Evaluation Design Report. The third activity was evaluated by another organization, with a final report produced in 2014.

The **ENP Activity** aimed to reform the management and governance of ENP by MET, and to improve ENP's infrastructure. This included preparing for the opening of the western half of the park by developing the Galton Gate; providing equipment for the translocation of wildlife; building and maintaining staff housing, including visitor camping facilities run by NWR and other infrastructure such as roads; and conducting management strengthening activities, including policy formation, delivered by an MCA-contracted Change Management Advisor (CMA).

The **Marketing Activity** aimed to increase tourist arrivals to Namibia by expanding marketing to North America in particular, by establishing an interactive website to market Namibia online as one of the best tourist destinations, and by creating local and regional tourism routes. To increase tourism marketing, the NTB pursued a cooperative marketing program with operators in key markets. The MCA engaged Cardno to implement the North America Destination-Marketing (NADM) activity. It engaged Grant Thornton and Open Africa to 1) develop and implement regional tourism routes in Namibia to spread the benefits of tourism to local communities and create jobs; 2) manage those routes; and 3) promote tourism to the region to encourage cooperation among tourism operators. Finally, the MCA contracted Solimar International to deliver the online marketing component and MMG Worldwide, a multimedia and web development company, to redesign the NTB website.

2.1.2 Project Participants

Etosha National Park Participants

Tourism Project participants included the staff of ENP and tour operators and businesses. A number of documents reviewed by the evaluation team reference the MCA-N's intention to increase the staff ratio in favor of senior personnel. However, ENP staff reported that staff housing was only sufficient for part of the staff working in ENP and the evaluation team was unable to identify the selection criteria used to determine which ENP staff would be given access to housing inside the park. However, it is clear from documents reviewed by the evaluation team that staff from the Hai/Om San ethnic group (traditional occupants of the park area) were to be settled in the new staff housing. Any Hai/Om San people not working inside ENP were to be

resettled outside of the park walls, according to the Environmental Management Plan and Investment Memo. This resettlement had been in the works for some time before the Tourism Project (MCC 2008). However, according to ENP staff, the GRN had not been successful in relocating the non-staff Hai/Om San.

Etosha National Park Beneficiaries

The evaluation team was unable to identify a detailed description of how beneficiaries were selected for the Tourism Project. Nonetheless, we did identify some implied beneficiaries and intended secondary beneficiaries. Specifically, the implied beneficiaries were the impoverished groups targeted under the conservancy activity, especially those located in close proximity to ENP. The assumption was that they would be likely to benefit from the improvements in ENP management and infrastructure that would result from increased access to ENP and from other activities that attract tourists to the area. Outside of the conservancies, the MCC expected benefits to accrue to the population in proportions similar to the wider tourism economy, with 24 percent going to the poor or near-poor. We provide more details below.

According to MCA-N's Social and Environmental Assessment (SEA), the benefits from the construction of staff housing, hiring of the CMA, opening of Galton Gate, and purchase of maintenance equipment for ENP were meant to accrue to conservancy members if certain conditions precedent were met. (The MCC required the GRN to meet these conditions before it would release funds to the MCA-N). Specifically, Volume 5 of the SEA notes that benefits had the potential to accrue to the rural poor (the conservancy members) if those conservancies were given concessions to operate in the park and other support from other components of the project (ARD 2008).

Whether or not concessions were made, the conservancies still might have benefitted indirectly if improved management of ENP led to increased tourism, which in turn would lead to more visitors to the conservancies and/or more nights spent in or near the park. The evaluation team will explore these connections during the evaluation.

Women held about half of tourism jobs at the conservancies, which also tended to be in more impoverished rural communities (NACSO 2013). Youth, on the other hand, appear to have been underrepresented in employment at the conservancies (MCA-N 2011a), meaning they were also less likely to benefit from the ENP activities.

Finally, the economic rate of return (ERR) and MCC's investment memo estimate that any benefits of increased income in Namibia due to the Tourism Project would be "shared in proportions similar to the wider tourism economy, which fairly closely reflects the distribution of income in Namibia: approximately 24 percent of benefits [were likely to] accrue to the poor or near-poor" (MCC 2008).

Tourism Marketing Participants

The indicators for the outputs in the project logic and in the Marketing Positioning Strategy identify the following participants:

- North American tourism media outlets;
- Namibian travel-trade business persons trained in business marketing; and
- Tourist operators from North America (MCA-N 2011b).

In addition to focusing on North America, staff from the marketing implementer, Cardno, indicated that they targeted media outlets and tourism operators based on their research into how to position Namibia as a tourism destination.

Tourism Marketing Beneficiaries

As with the ENP activity, the tourism marketing activities were meant to benefit the communal conservancies, especially those communities in which the tourism routes were to be developed. As mentioned above, the MCC economists who prepared the ERR also expected the overall benefits of the project to accrue to the population. However, the economists did not estimate positive impacts from the route marketing activities to accrue to any particular population (suggesting no actual beneficiaries). Instead, the investment memo says, "There is no evidence of impact for newer types of marketing activities, such as those related to route marketing, and these are assigned a negative ERR, which reduces the overall ERR for the Activity" (MCC 2008).

2.1.3 Geographic Coverage

The ENP Activity was focused in and around ENP, while the second—the Marketing Activity—focused on improving access and awareness abroad about Namibia as a tourism destination, particularly among potential tourists in North America. The latter also included also a product development aspect linked to the development of three tourism routes in northern Namibia near ENP and related marketing activities. More details follow.

Etosha National Park Component

Outside of the decision to focus on ENP and not on other government-run parks or tourist attractions, the only geographic decision made regarding the ENP Activity was where to locate the new staff housing and management facilities. According to the Environmental and Social Impact Assessments for upgrades of the infrastructure at ENP in both the South and West Zones, MCA-N conducted detailed studies (published in October 2010) to determine the most suitable sites for construction of the planned management centers and staff housing. MCA-N planned the new infrastructure in two zones of the park: the Southern Zone (Ombika/Okaukuejo) and the Western Zone (Galton Gate/Otjovasandu), with the goal of improving park management while reducing disturbances to the tourist experience.

MCA-N contracted Aurecon, a global engineering and infrastructure advisory firm, to conduct the Environmental and Social Impact Assessments. Aurecon used what it calls the Multi-criteria Decision-making Analysis model to determine the best site for each of the two developments. This model included a review and analysis of each of the following criteria: groundwater, strategic positioning, social and biotic impact, operational and technical feasibility, and visual appeal for all possible sites. Aurecon also sought stakeholder input directly from affected parties. Ultimately, the firm recommended that MCA-N create a new village for non-essential staff at Ombika, to the east of the existing gate, and move most of the residents previously living in Okaukuejo to this area. Aurecon also recommended upgrading the infrastructure at Okaukuejo for essential staff that need to remain in that area. Similarly, the firm recommended creating a new village for non-essential staff at Galton Gate and moving most of the residents of Otjovasandu to this area while upgrading the infrastructure at Otjovasandu for essential staff in this area.

Aurecon said that relocating most staff to Ombika and Galton Gate was the option that best met strategic, financial, and technical criteria while not negatively impacting the environment or tourist experience to an unacceptable level. This plan removed non-core staff from Okaukuejo and Otjovasandu, both of which are more central to the park than Ombika and Galton Gate, and thus had more potential to disturb the tourist experience both in terms of noise pollution and visual disturbances. Aurecon identified Ombika as a good option for housing partly because of the undulating land and dense tree coverage, which it said would limit visual disturbances for tourists. Also, the firm noted that opening up a village at Galton Gate was likely to help make it more feasible to open up the western part of the park. Finally, moving most staff to these new villages was meant to consolidate all junior and most senior staff into one settlement, removing the former segregation between typically white senior staff and typically black junior staff. The evaluation will examine the extent to which this has happened.

Tourism Marketing Component

For the most part, the tourism marketing activities focused on bringing North American visitors to Namibia. However, in addition to focusing on the international (mainly North American-based) travel trade, some destination marketing activities focused on the domestic (largely Windhoek-based) travel trade. According to project documents, the project locations for the new tourism routes were to be in the North and Northeast of the country, linking tourist attractions and tourism enterprises in that area. According to former MCA-N officials who were directly involved in the design and implementation of the Tourism Project, decisions about the geographic locations of the three new tourism routes (the Arid Eden Route, Omulunga Palm Route, and Four Rivers Route) were based on the potential for economic growth and employment creation through expansion of tourist destinations to the North and Northeastern parts of Namibia.

Description of Implementation to Date

The MCC's Namibia Tourism Project was implemented between 2009 and 2014. Under the ENP component of the Tourism Project, the following activities were implemented:

1) ENP management improvements;
2) Infrastructure investments in management centers, the Galton Gate, and staff housing; and
3) Purchase of maintenance and games translocation equipment.

With regard to improved management of ENP, most of the actions under this Activity focused on the CMA's recommended policies for management reform of ENP, such as policies for housing and maintenance of equipment and an HIV/AIDS Workplace Plan. Other key planned management activities addressed the Compact's conditions precedent, which included the privatization of two concessions within ENP and a new plan for cooperation between MET and NWR. The plan for maintaining and implementing these policies and conditions precedent was to hire key staff to oversee them. According to the CMA's final report, these key positions were not filled before Compact end. In addition, the CMA report states that the concessions awarded were not feasible.

Regarding the infrastructure investments, the Galton Gate was established, opened, and staffed by ENP, although the evaluation team has been unable to determine whether MET has requested and received increased appropriations from Parliament to ensure the gate's sustainability. In

terms of housing, we noted during the evaluation team's scoping trip that staff housing has been built but not all planned housing at Okaukuejo was constructed by Compact end due to insufficient funds.

Under the Tourism Project, machinery to maintain the park and game translocation equipment was procured. The evaluation team's observations thus far suggest that MET maintained the machinery in accordance with the park's needs. Furthermore, while MET was supposed to provide infrastructure within the concession areas, it never did.

Under the marketing component of the Tourism Project the following activities were implemented:

1) Destination marketing to North America;
2) Development and marketing of local and regional tourism routes; and
3) Interactive website development.

Cardno implemented the NADM campaign between 2010 and 2014. The purpose of the campaign was to 1) increase tourist arrivals from North America, 2) increase the number of operators who sell travel to Namibia, and 3) spread the benefits of tourism across the country. Under the NADM campaign, activities included: 1) a public relations and marketing campaign to increase recognition and awareness of Namibia's tourism offerings; 2) development of online marketing tools; and 3) creation and marketing of itineraries showcasing tourism products and services. Namibia was promoted at trade shows, festivals, and events; and trainings were provided to travel-trade business persons. These activities particularly targeted North American and Namibian tourist operators and North American media outlets.

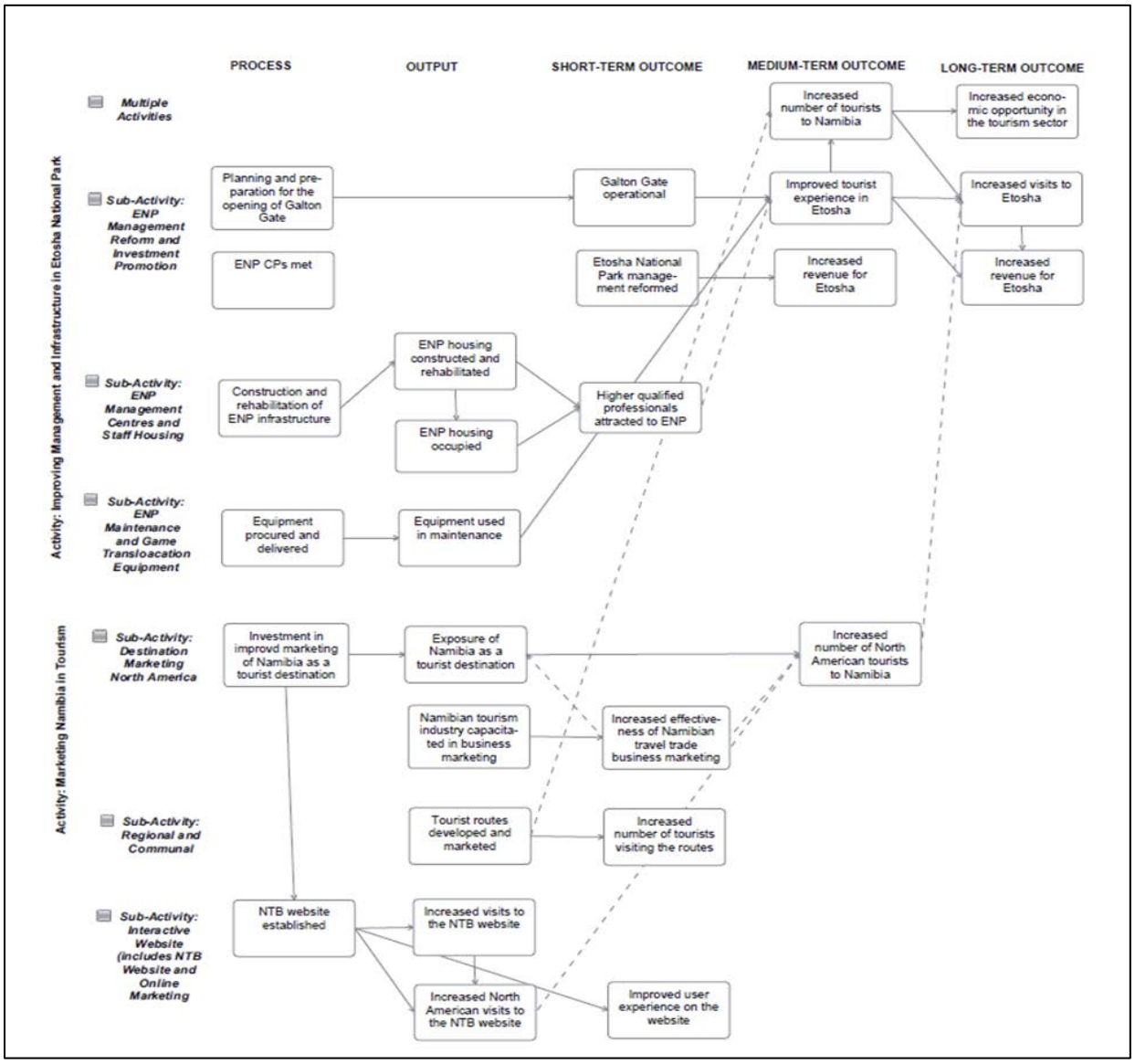
Grant Thornton and Open Africa developed and implemented tourism routes in 2012 and 2013. The three tourism routes—the Arid Eden Route, Omulunga Palm Route, and Four Rivers Route—aimed to link Namibia's national parks with tourism attractions in Namibia's communal conservancies. The goal was to enhance the benefits of tourism for tourist establishments along or close to the routes. Route associations (committees of business owners along the routes) were formed to continue the marketing and maintenance of these routes. However, the evaluation team has thus far gathered some evidence that the routes have not continued to be used as vehicle to package the tourism product.

Finally, MMC Worldwide developed an interactive website that NTB uses to promote Namibia online.

2.2 Theory of Change

The evaluation team examined the original theory of change, as laid out in the project logic diagram (Figure 1). What emerged is that the theory of change did not include all project activities and did not clearly identify some of the project's implicit assumptions. Therefore, we revised the diagram based on acquired understanding of what happened on the ground during the implementation phase. We accounted for undocumented assumptions that may be important for identifying why various activities may or may have not worked. The revised project logic diagrams are included in Figures 2 and 3.

Figure 1: Original ENP Project Logic Model



Source: Adapted from MCA-N 2014.

Figure 2: ENP Project Logic Model (Revised and Expanded)

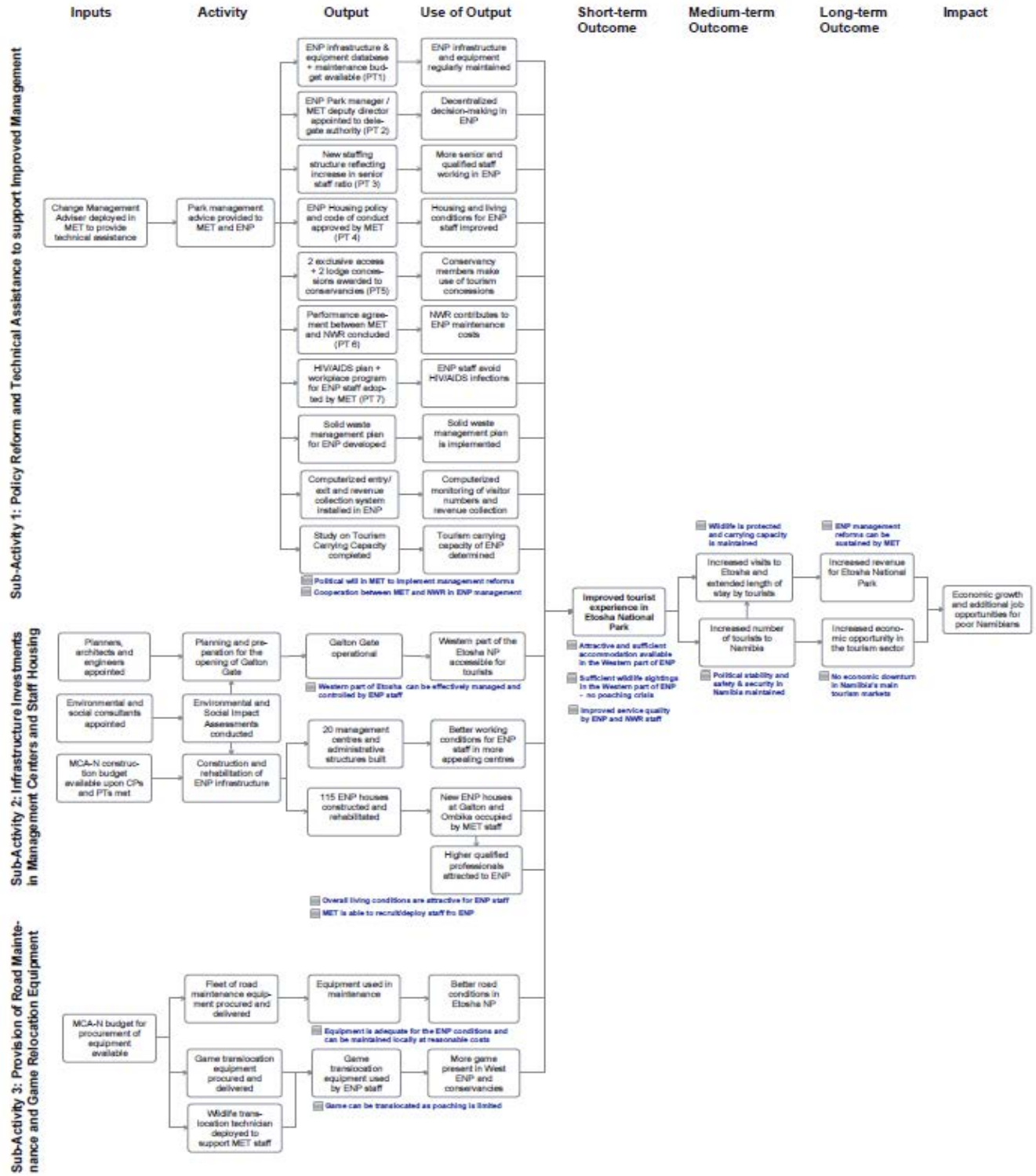
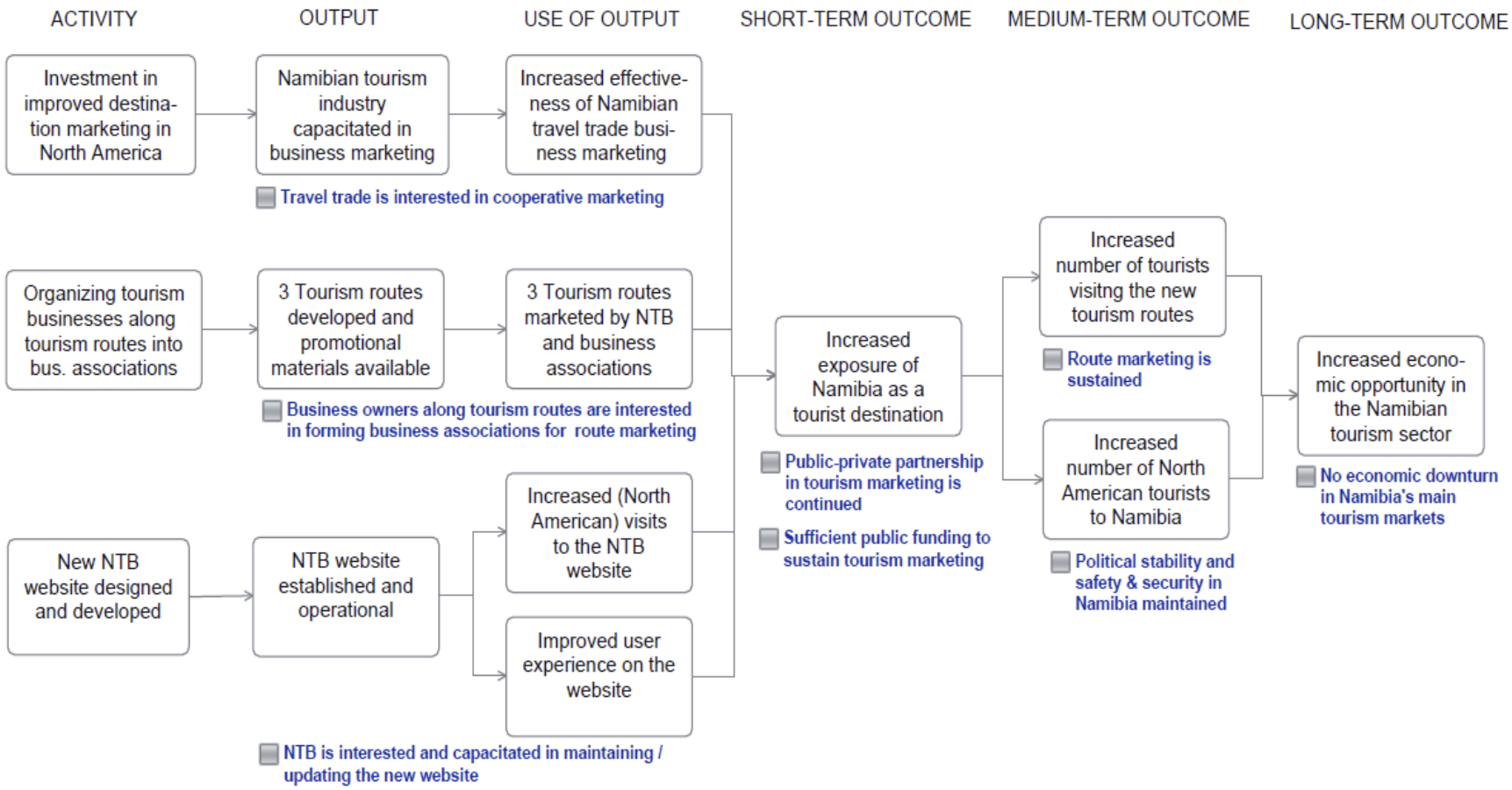
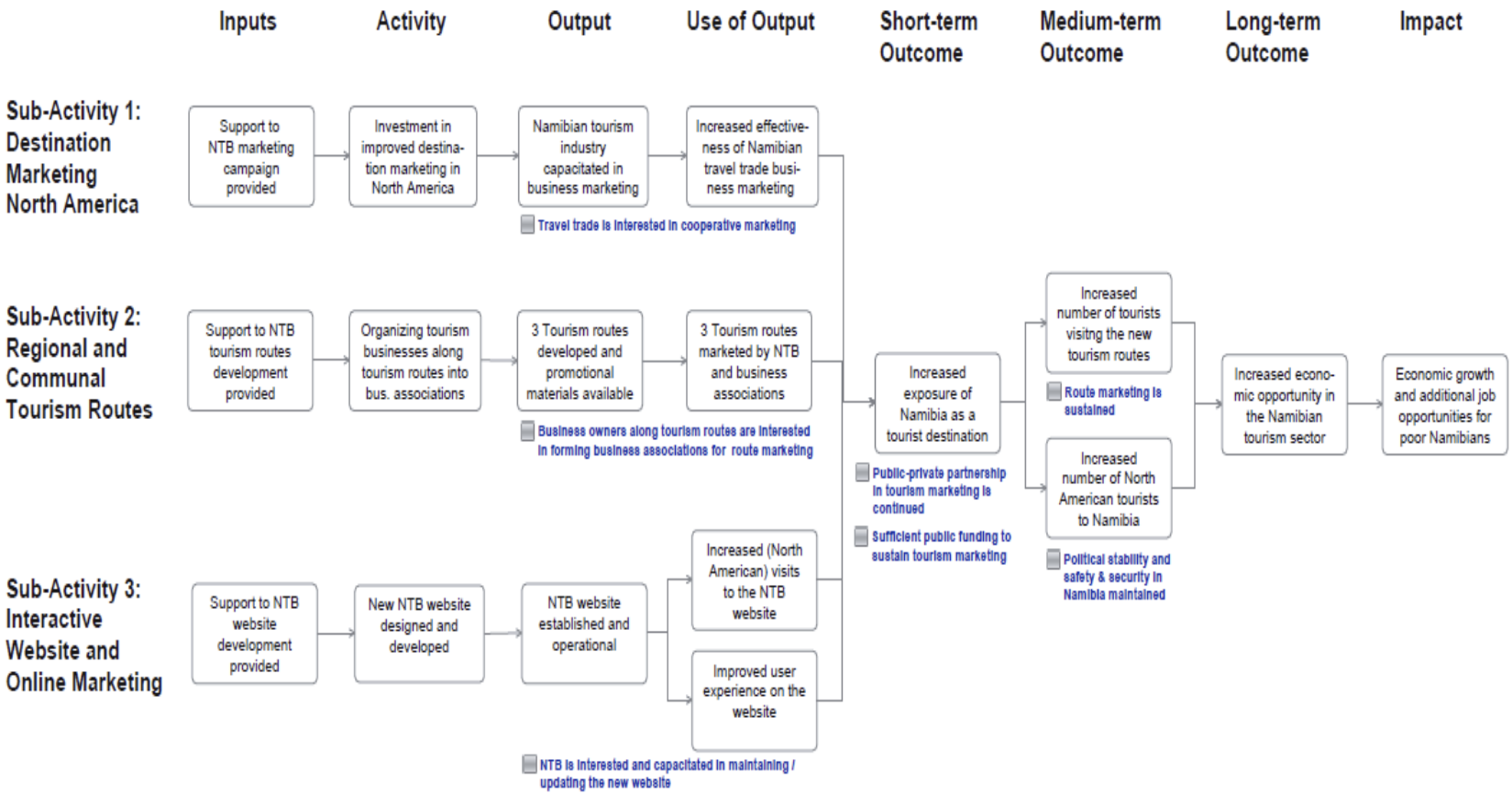


Figure 3: Tourism Marketing Project Logic Model (Revised and Expanded)




Inputs
Activity
Output
Use of Output
Short-term Outcome
Medium-term Outcome
Long-term Outcome
Impact
Sub-Activity 1: Destination Marketing North America
Support to NTB marketing campaign provided
Investment in improved destination marketing in North America
Namibian tourism industry capacitated in business marketing
Increased effectiveness of Namibian travel trade business marketing
Travel trade is interested in cooperative marketing
Sub-Activity 2: Regional and Communal Tourism Routes
Support to NTB tourism routes development provided
Organizing tourism businesses along tourism routes into bus. associations
3 Tourism routes developed and promotional materials available
3 Tourism routes marketed by NTB and business associations
Business owners along tourism routes are interested in forming business associations for route marketing
Sub-Activity 3: Interactive Website and Online Marketing
Support to NTB website development provided
New NTB website designed and developed
NTB website established and operational
Increased (North American) visits to the NTB website
Improved user experience on the website
NTB is interested and capacitated in maintaining / updating the new website
Increased exposure of Namibia as a tourist destination
Public-private partnership in tourism marketing is continued
Sufficient public funding to sustain tourism marketing
Increased number of tourists visitng the new tourism routes
Route marketing is sustained
Increased number of North American tourists to Namibia
Political stability and safety & security in Namibia maintained
Increased economic opportunity in the Namibian tourism sector
Economic growth and additional job opportunities for poor Namibians

2.3 Cost-Benefit Analysis

MCC developed ERRs for both the ENP Activity and the Marketing Activity under the Namibia Tourism Project. The ERRs were based directly on key expected Tourism Project outcomes from the logic model, namely an increased number of tourists to Namibia and ENP and increased revenue as a result of an increase in visitors. Route marketing, one of the components of the Marketing Activity, does not appear to have been used to calculate the ERRs, and the increase in costs of gate fees was not included in the calculations.

The ERR for the ENP Activity primarily includes two benefit streams: 1) increased tourism visits to ENP; and 2) value added to ENP from foreign tourists. The first benefit stream aligns with two outcomes defined in the logic framework: increased visits to ENP and, indirectly, the increased number of tourists to Namibia, the latter of which is used to calculate the increase in visits to ENP. In estimating the increase in visitors as a result of the project, the ERR compares the expected growth in the number of visitors to ENP without implementation of the Tourism Project to the expected growth in number of visitors to ENP with the project. The second benefit stream, value added to ENP from foreign tourists, is primarily based on the increase in revenue expected from gate receipts. This aligns with the outcome of increased revenue for ENP resulting from additional entries to the park, as well as with the growth in the number of visitors to Namibia and the park overall. A third benefit stream in the ERR takes into account game income, based off of an expected translocation of game from the park to the conservancies using the new game translocation equipment.

The ERR for the Marketing Activity addresses the benefit stream stemming from the value added from the increase in foreign tourist arrivals to Namibia, which is linked to the logic model. Under this benefit stream, the ERR estimates the added value from an increase in the number of tourist arrivals and expenditures in Namibia as a result of increased NADM and improvements to the NTB website. It expresses the added value in terms of dollars spent by every additional tourist to Namibia and incorporates an estimate of the additional tourists to Namibia per dollar spent on marketing, as well as an estimate of the expenditures per trip per tourist. While the ERR focuses on the increase in overall tourist arrivals, it does not consider the potential increase in tourist arrivals specifically from North America. Furthermore, the ERR does not assign an added value from a possible increase in the number of tourists as a result of the development and marketing of the tourism routes.

2.4 Literature Review

2.4.1 Summary of the Existing Evidence

That travel and tourism is a potential major contributor to the African continent's economy is an increasingly traversed topic (Christie et al. 2014; Novelli 2015; UNCTAD 2017). In economic terms, many countries in Africa experienced substantial growth in their tourism sectors, which has been a boon to their economies. However, in relation to Sub-Saharan Africa, the WEF (2017) highlights that, on aggregate, "it remains the region where travel and tourism competitiveness is the least developed. Although regional performance has increased, it has improved less compared to other parts of the world. Southern Africa remains the strongest sub-region, followed by Eastern Africa and then Western Africa. Yet, on average, Eastern Africa is the most improved region, while Southern Africa has experienced a slight decline" (WEF 2017, 18). UNCTAD (2017) examines the role that tourism can play in Africa's development process. It argues that,

within the right policy context, tourism can be an engine for inclusive growth and economic development and that it can complement development strategies aimed at fostering economic diversification and structural transformation. “To unlock the potential of intersectoral linkages to contribute to structural transformation, cross-sectoral issues need to be aligned with, and integrated into, policy frameworks at the national, regional and continental levels... Beyond generating economic benefits and boosting productive capacities, tourism has the potential to foster inclusion by creating employment opportunities among vulnerable groups such as the poor, women and youth” (UNCTAD 2017, 6).

Donor Lessons about Tourism Projects

The United States Agency for International Development (USAID) and other donors have supported tourism promotion in various countries, either through projects focused solely on tourism or as a component of natural resource management, biodiversity conservation, or economic development projects. In 2005, the agency synthesized findings from projects in the sector, reporting that it had implemented nearly 100 projects in 72 countries that either specifically focused on the tourism sector or involved it as a component (USAID 2005).

The report indicates that sustainable tourism requires a comprehensive strategy and detailed planning, with a host of supporting mechanisms. These include public-private partnerships, enabling legislative and institutional reforms, training and public education, infrastructure and technology, often finance and credit systems that reach down to the poorer members of the community, and continuous monitoring and evaluation (M&E) (USAID 2005). These principles are in line with the design and objectives of MCC’s Namibia Tourism Project.

The report also talks about the role a single destination, such as ENP, can play in an overall tourism competitiveness approach. It says that a tourism destination can be described as a place or region that provides a uniqueness of place, product, and experience. A *sustainable* tourism destination is a place or region that remains competitive in a global market through adequate planning, development, packaging, and delivery to the most appropriate client markets, while maintaining (or preferably enhancing) the environmental integrity and community well-being of that destination (USAID 2005). This definition supports some of the assumptions behind MCC’s cost-benefit analysis.

Wildlife Tourism in Protected Areas

Wildlife tourism is a very important segment of tourism for many African countries, representing about 80 percent of the total annual trip sales to Africa for tour operators participating in a UNWTO survey (UNWTO 2015). Wildlife tourism occurs mainly in protected areas and there is significant literature that describes nature, national parks, and wildlife as the most important tourism assets for tourists travelling to Africa. Wildlife tourism in protected areas such as national parks can increase employment opportunities and income for local communities. Eagles, McCool, and Haynes (2002) write about ways tourism in protected areas can support community development:

> Tourism development should be designed to protect what is good about a host community and tackle those aspects that need to be improved. One way in which this can be done is to develop facilities and services for tourism, which can also benefit the living conditions of local residents. Indeed protected areas can be the engines of sustainable rural development. (Eagles, McCool, and Haynes 2002)

The Europarc Federation (2012) supports this contention, writing that well-managed tourism can bring many advantages to protected areas, visitors, local communities, and the wider society.

Some studies (Humavindu 2002; Turpie et.al. 2008) attempt to assess and quantify the economic value of protected areas, including in Namibia. Humavindu (2002, 14f) argues that the economic value of nature tourism sites has not been adequately captured by governments, such as through market-related entrance or user fees, or through tourism concessions and other avenues. To a certain extent, this may be the case for the Tourism Project too.

Gaps in Literature

The evaluation team found that several key components of the Namibia Tourism Project were unexplored or under-explored in the literature. Overall, while there is some literature and some evaluations have been done on the Namibian tourism sector, evidence from the literature is thin about what works to promote tourism and benefit Namibians through the tourist sector.

The evaluation team has not been able to identify any previous studies or evaluations of staff housing at tourist sites and how that affects sector performance and the tourist experience. More typically, the literature discusses the development of infrastructure meant for tourist use or attractiveness, such as entrance gates, visitor centers, lodges and camps, and other public-facing infrastructure. The evaluation team has not seen other donor-funded wildlife tourism projects that primarily invested in staff housing and procurement of maintenance equipment, nor have we found evidence or studies indicating how these types of investments affect tourism outcomes.

Tourism concessions in protected areas are a widespread modality to use private sector funding and expertise to establish tourism facilities, particularly lodges, and to generate funds for the concessioning authority. However, access concessions for community conservancies into national parks are less common and the evaluation team was not able to find literature or evidence discussing their effectiveness in a project such as the Namibia Tourism Project.

Finally, some aspects of the evaluation, such as the use of social media scraping to assess the effects of online tourism marketing on perceptions of potential tourists, is not something the evaluation team has observed elsewhere in the literature.

The findings from this evaluation will add to the literature by filling in these gaps, and this evaluation and final report will add to the otherwise limited base of evidence on Namibian tourism development that currently exists.

2.4.2 Policy Relevance of the Evaluation

The evaluation of the Namibia Tourism Project will serve several important policy functions by addressing the evaluation questions. First, it will help fill the gaps identified above, adding otherwise unexamined topics to the literature on tourism development. The evaluation will also serve a number of additional policy goals. It will

- Generate evidence on how changes in a tourist site like a park can affect surrounding visitor arrivals and private sector investment;
- Contribute to the knowledge base on which aspects of park development are most important for tourists and for increased or repeat tourism;
- Assess whether additional gates to create access to new parts of a park incentivize increased or repeat tourism;

- Generate evidence on the effects that the creation of tourism routes has on tourist traffic and on the incomes of local populations;
- Generate evidence on how general tourist perceptions may be affected by marketing efforts informed by primary data collection (e.g., social media scraping); and
- Generate evidence on why some M&E targets, specifically inside ENP, were not reached.

On each of the points above, the evaluation will add meaningfully to the literature but also generate conclusions that MCC and other stakeholders can use to inform future tourism project design and implementation.

3. Evaluation Design

In this chapter, we provide an overview of the evaluation questions by activity, followed by an overview of the evaluation design. We then provide more details about our quantitative and qualitative designs, data collection, and analysis methods. Finally, we explain the limitations of those methods.

3.1 Evaluation Questions

The evaluation will address several questions and sub-questions for both the ENP Activity and the Tourism Marketing Activity, which are listed below. We have eliminated two questions from this report, namely whether the ENP Activity and the Tourism Marketing Activity were evaluable, as the evaluation team already answered these questions in the evaluability assessment. We have also added three additional evaluation questions (EQs) and three disaggregations to support key pieces of information that we believe will be useful for MCC and the GRN in the future. We have provided those additional questions in italics.

3.1.1 ENP Activity Evaluation Questions

Evaluation questions for the ENP Activity include:

1) Was the ENP Activity implemented according to plan?
2) What is the current condition of Compact/Tourism Project-supported infrastructure and what resources have been allocated to maintain it?
3) *To what extent have the changes introduced by the ENP Change Management Advisor been adopted by ENP? How do staff perceive the usefulness of those changes? For the changes that have not been adopted, why have they not been adopted? What lessons were learned that can be applied to similar institutional reform interventions in the future?*
4) What has been the trend in the following key program outcomes, what are key stakeholders' perceptions of these trends, and in what ways might the ENP Activity have played a role in those trends:
    a. Number of ENP visitors and length of visitors' stays in or around the park (to the extent these data are available);
    b. Annual park revenue, as indicated by lodging and/or entry receipts (to the extent these data are available) (*disaggregated by access gate and country of origin if possible*);
    c. Quality of visitor experience;
    d. Quality of ENP staffing and management; and
    e. Private sector investment around the park.
5) How sustainable are outcomes related to Compact-related ENP investments?
6) *Were there any unintended consequences that stemmed from implementing the activities?*

3.1.2 Tourism Marketing Activity Evaluation Questions

7) Was the Tourism Marketing Activity implemented according to plan?

8) To what extent, if any, did the individual tourism marketing efforts, and the activity as a whole, change the way tour operators do business regarding Namibia or play a role in increasing tourist arrivals in Namibia generally, from North America specifically, and to conservancy sites in particular, as indicated by operator self-reporting and conservancy tourist revenues?

9) How effective are the online marketing efforts in promoting ENP, particularly compared with traditional tourism marketing?

10) *To what extent, if any, do stakeholders perceive the development and marketing of the new tourist routes lead to sustained functioning of those routes, tour operator promotion and use of the routes, and benefits to enterprises along the routes?*

11) To what extent, if any, have North American tourism destination marketing efforts contributed to changes in perception among tour operators or potential tourists?

12) How sustainable are Compact investments in tourism marketing?

We have added the sixth question, since the development and marketing of new tourism routes were an important component of the marketing activities but one that was not addressed by any evaluation questions.

3.2 Evaluation Design Overview

We will conduct a mixed-method, ex-post performance evaluation drawing on primary and secondary data sources and using multiple methods to address each of the evaluation questions. The evaluation team will gather qualitative data and analysis of key informant interviews (KIIs) and focus group discussions (FGDs) to understand perceptions of important trends in metrics at ENP, as well as changes in ENP management and staffing and the effectiveness of marketing efforts. We will also conduct ex-post data collection (via surveys) and analysis of tourism operator perceptions and private enterprise owners around ENP and along the new tourism routes. We will assess the latter two through online surveys. We will supplement these primary sources of data with secondary data on Namibian tourist arrivals, ENP revenue and arrivals, and social media comments and reviews from sites such as Trip Advisor. We will use Google Analytics to examine web traffic and engagement for key Namibian tourism sites and, to the extent possible, assess the effectiveness of the online marketing efforts, although as discussed in Table 1 the evaluation team has learned that the MCC-developed website is no longer in use.

Although there are limitations in the secondary data, to the extent possible the evaluation team will analyze and compare specific trends in revenues, visitor arrivals, and accommodation establishments pre-Tourism Project with trends during and after the Tourism Project. This is discussed more below. This analysis will help us understand 1) to what extent the ENP Activity might have played a role in revenue generation for the park and/or on the number of visitors entering ENP; and 2) to what extent the Tourism Marketing Activity may have impacted tourist arrivals.

Table 1 shows each evaluation question and describes the evaluation designs and data collection and analysis methods. It also described potential research limitations and planned mitigation

techniques. The proposed methods are all preliminary and subject to change based on conversations with MCC, the GRN, and other key stakeholders about the best methods for answering the questions with defined resources.

Table 1: Evaluation Matrix

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
1. Was the ENP Activity implemented according to plan?		Perceptions and recorded information about the extent to which implementation steps matched plan	Process evaluation looking at implementation fidelity	Desk review of project reports and M&E documents KIIs with MCA-N staff, ENP staff, implementing partner staff, and MCC officials	We will use all relevant documents provided to us by MCC for the review. We will also gather primary qualitative data.	The main limitation here is that our assessment will largely be reliant on project documents and perceptions, which may be biased. We will seek to triangulate all data sources to address this issue.
2. What is the current condition of Compact-supported infrastructure and what resources have been allocated to maintain it?		Perceptions of current condition and maintenance of infrastructure investments and extent to which infrastructure is used (as intended) Percent of infrastructure reported in adequate condition and of equipment reported in working condition if possible Percent of infrastructure reported as properly maintained and sustainable if possible	Qualitative assessment of Compact-supported infrastructure and resources allocated for maintenance	Desk review of equipment maintenance logs over time, 2005–2017 Desk review of infrastructure maintenance reports over time, 2005–2017 Direct team observations of both equipment and infrastructure KIIs with GRN, MCA-N and ENP staff, especially maintenance staff	Secondary data is largely available for this indicator, except for budgets for maintenance, which we will continue to try to generally access through interviews with staff. KIIs will be used to address the current condition how long the equipment has been in the current condition	There are few major limitations for this question. We will not be able to attribute outcomes to the Compact, but given that the major changes in this area have been because of the Compact, we will have strong evidence of contribution.

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
		Percent of provided equipment still in use if possible				
3. To what extent have the changes introduced by the ENP Change Management Advisor been adopted by ENP? How do staff perceive the usefulness of those changes? For the changes that have not been adopted, why have they not been adopted? What lessons were learned that can be applied to similar institutional reform interventions in the future?		Number of policy/management changes instituted by the CMA that are still in effect today Perception of ENP staff of changes instituted by the CMA Challenges identified to instituting and/or maintaining changes	Qualitative assessment	KIIs with MCA-N staff, ENP staff, implementing partner staff, and MCC officials Review of CMA's final and interim reports	We have the final report from the CMA, which provides detail on what changes he tried to institute and how successful he was at doing so. We can triangulate this information with our primary data collection.	The main limitation here is that our assessment will be reliant on the recall of park staff, which may be biased. However, by triangulating the data we collect with the CMA's account in the final report, we can minimize this bias.
4. What has been the trend in the following key program outcomes, what are key stakeholders' perceptions of these trends, and in what ways might the ENP Activity have played a role in those trends:	a. Number of ENP visitors and length of visitors' stays in or around the park (to the extent these data are available)	Time trend in number of ENP entrances at Anderson Gate, 2001–2018, disaggregated starting in 2009 by country of origin Changes in the number of entrances to ENP through other gates for 2015–2018	Descriptive time trend assessment for Anderson Gate for part 1 of question, for years 2001–2018, for other gates for years 2015–2018 only Descriptive trend in bed occupancy in regions around the park, 2006–	Secondary data collection from ENP on number of ENP visitors before, during, and after the Compact Since ENP does not track visitors' length of stay or provide unique IDs for individual visitors in general (to get at number of entries, etc. per trip), we can identify average	We had hoped to conduct descriptive time series analysis of revenue by gate of entry and country of origin over time from before the start of the Compact to present. However, we have not been able to obtain all of the raw data requested. Instead, we will have to rely on the changes in	We have not been able to access raw data and instead we have to rely on incomplete and highly fragmented ENP reports that do not include totals on ENP visitors, containing limited data for three of the four gates. ENP visitor data is only available for the years 2015–2018 for three gates. For the Anderson gate, the number of visitors is also available for most of the years 2001–2018, although the level of disaggregation is different (e.g., for nationality) for different years, which will limit comparability. Further, changes in numbers at the

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
		Changes in bed occupancy rates in regions around the park from pre-Compact to post-Compact Average length of stay for ENP visitors in 2013/2014 compared to key informants perceptions of changes to lengths of stay	2017 Descriptive assessment of visitor lengths of stay in or around the park	lengths of stay from the 2012/2013 Exit Survey and supplement this with key informants' perceptions. KIIs with ENP staff, MCA-N staff, MET, NWR, enterprise owners around the park, etc.	Anderson Gate entrances over time, the changes in other gate entrances for the years we do have, bed occupancy rates, and evidence from our own primary data collection qualitative KIIs/FGDs to answer this question. There is not much data available on visitor lengths of stay, so we will rely on the 2012/2013 Exit Survey and informant perceptions.	Anderson Gate could be due to changes in tourists entering the park from other gates. We will further explore the likelihood of this during our qualitative data collection, which will help us to determine whether or not the Anderson numbers are a good proxy for overall numbers. Secondary data on the length of stay is only available for two years for one gate, which is insufficient to answer this question. For part 2 of the question, we are constrained by the lack of available data on visitor lengths of stay. To the extent possible, we will attempt to gather data through KIIs/FGDs with ENP staff, lodge owners, NWR, and other key stakeholders. For both parts of the question and all options, it is important to note that while we can observe the trends in visitation we will not be able to establish any causal relationship between the trends and the Compact activities, but will instead provide evidence of contribution.
	b. Annual park revenue, as indicated by lodging and/or entry receipts (to the extent these data are	Absolute and percentage change in gate entry revenue, April 2015–April 2018 Absolute and percentage change in park lodges and	Descriptive time trend assessment of gate entry data and NWR-managed lodges/rest camps	Secondary data collection from ENP on revenue collected at the gates, 2015–2018, and secondary data from NWR on lodges and rest camp revenues, 2005–2017	We had hoped to conduct descriptive time series analysis of revenue by gate of entry and country of origin over time from before the start of	With no raw data available, we must rely on incomplete and highly fragmented ENP reports and secondary studies to get any numbers for this outcome. Unfortunately, the data we have from ENP is far from complete. Even for total revenue from 2015–2018, we are missing data on

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
	available) (*disaggregated by access gate and country of origin if possible*)	rest camps inside ENP, 2005–2017 ENP staff perceptions about changes in park revenue over time	Ex-post qualitative assessment	Qualitative KIIs with ENP, NWR, MCA-N, and MET staff, following quantitative findings to help explain the findings	the Compact to present. However, we have not been able to obtain complete raw data on this. We will therefore rely on summary reports, lodging revenue data from inside the park, and our qualitative data collection.	King Nehale Gate. With limited data on total revenue, we will try to approximate revenue for other years using data on vehicle entries and visitor numbers. We will do this specifically for the Anderson gate, for which we have more years of data on ENP entries. We will also use lodging revenue data to triangulate the trend over time based on the assumption that lodging data is an indicator of the overall visitor revenue trend. Nonetheless, our analysis will be less rigorous than intended. Further, due to lack of a comparison group, it will not provide attribution. We will look to compare the ENP revenue and visitor numbers over time with those from other neighboring countries to see if ENP rates of increase have outpaced those of Namibia's competitors.
	c. Quality of visitor experience	Changes in perceptions of the quality of visitor experience before and after the intervention	Ex-post qualitative assessment from ENP, GRN, and tour operators	KIIs with ENP, GRN, and tour operators	We have not had difficulty tracking down data to answer this question, since there is little existing data on this indicator in general. We will rely on primary qualitative data collection.	The limitation is that the team's assessment will be based on anecdotes, as there is little to no existing data on this indicator. In addition, changes in perception between pre and post might not be linked directly to Compact activities, and we will not have a way of ensuring they do. We will attempt to mitigate this challenge by exploring and eliminating other possible causes of changes through KIIs with key

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
						stakeholders, ENP, GRN and tour operators. Overall, it will not be possible to attribute changes in staff and management quality to the MCA. Instead, we will discuss contribution.
	d. Quality of ENP staffing and management	Ex-post perceptions of the quality of ENP staffing before and after the intervention	Ex-post qualitative assessment from ENP, GRN, MCA-N, and MCC staff	KIIs with ENP, GRN, and MCA-N, and MCC staff	We have tried to obtain organograms for ENP over time and to look at vacancies, etc. However, we have been unable to gain access to these documents, and MET has let us know that staff information is private. We will rely on primary qualitative data collection.	The limitation is that the team's assessment will be mostly based on anecdotes, although we will continue to attempt to gain access to any documents that might help to demonstrate any changes in quality of staffing/management, such as attrition rates, unfilled positions, etc. In addition, changes in perception between pre and post might not be linked directly to Compact activities, and we will not have a way of ensuring they do. We will attempt to mitigate this challenge by exploring and eliminating other possible causes of changes. Overall, it will not be possible to attribute changes in staff and management quality to the MCA.
	e. Private sector investment around the park	Difference in number of accommodation establishments in regions around the park (including Kunene, Cohangwena, Omusati, Oshana, Oshikoto, Otjozondjupa) Changes in	Descriptive time trend analysis of the number of accommodation establishments in regions around the park, 2006–2016 Ex-post survey design on enterprise recall Qualitative ex-	Secondary accommodation capacity reports from NTB Online ex-post survey of enterprises around ENP Qualitative KIIs with ENP staff, MET, NWR, MCA-N staff, and staff from communal	We had hoped to gain access to raw data from NTB on business registrations around ENP over time, but have instead received accommodation capacity reports that provide limited information. Instead, we will	Given the lack of raw data, our analysis will have to be based on descriptive trends in accommodation establishments and self-reported numbers from enterprises around ENP rather than actual recorded data on investment from NTB. Accommodation capacity might act as a reasonable proxy for private-sector investment, but it will be difficult to isolate that capacity to just those areas around ENP. In compiling

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
		enterprise-reported investments around the park on communal lands from pre-Compact to post-Compact Ex-post description of qualitative perceptions of changes in private sector investment	post assessment	conservancies around ENP	need to rely mainly on primary data collection methods.	the capacity information, we will look at private sector investments around the park in Kunene, Cohangwena, Omusati, Oshana, Oshikoto, and Otjozondjupa regions, but it is important to note that while these regions border ENP, some extend far from the park. This means that changes in accommodation in some regions outside of ENP may bias our results. To mitigate this, we will seek to compare numbers directly for those regions that only border the park and will conduct a more qualitative assessment of the regions that both border the park yet extend further. To further mitigate these risks, we will seek to triangulate data sources and data collection methods, which is why we propose online surveys of enterprises around ENP. While we will conduct a survey of enterprises around ENP to determine if their revenue has increased and if they have seen other changes in investment around the park, there is a strong likelihood that those numbers will be biased.[1] That said, we expect any biases to be the same before and after the Compact.

[1] See discussion of potential bias in Section 3.3.2, below.

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
5. How sustainable are outcomes related to Compact-related ENP investments?		Perceptions about the sustainability of outcomes and extent to which sustainability plans have been implemented Evidence from quantitative results above of trends in years post-Compact	Qualitative assessment supplemented by any evidence from quantitative indicators allowing us to directly observe whether outcomes have been sustained since Compact end Process evaluation (review of the extent to which sustainability plans have been implemented)	Desk review of sustainability plans KIIs with GRN, MCA-N, and ENP staff about implementation of sustainability plans Quantitative data from all of the above	To answer this question we will face the same challenges in answering the questions above, due to limited data availability.	Limitations here are dependent on limitations from the above indicators, most specifically that we have very little data for the above indicators over time and will instead need to rely on our own ex-post primary data collection and qualitative interviews. Another limitation is potential response bias from KIIs with individuals who may want to show that the investments are indeed sustainable. To address the latter, we will triangulate all qualitative results through multiple interviews and documentation of completed steps in the plans, to the extent possible.
6. *Were there any unintended consequences that stemmed from implementing the activities?*		Perceptions of unintended outcomes, along with any quantitative evidence of those outcomes	Ex-post qualitative assessment	KIIs or FGDs with MCC, MCA-N staff, GRN, ENP, private sector, and conservancy staff Review of project documents or further data as consequences are identified and data is available	We will mainly rely on primary data collection, although we may use any secondary data we have collected or documents that might indicate unintended consequences of the project.	It is nearly impossible to identify all unintended consequences of project activities simply because we do not know what they all are or what all we should be looking for. That said, we identified several risks during our Evaluability Assessment, which we will use to help ensure we are exploring as many of the possibilities as possible. We will also ask open-ended questions about this of each key informant.

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
7. Was the Tourism Marketing Activity implemented according to plan?		Perceptions and recorded information about the extent to which implementation steps matched plan	Process evaluation looking at implementation fidelity	Desk review of project reports and M&E documents KII's with MCA-N staff, implementing partner staff, and MCC officials	We will use the documents provided to us by MCC and information we gather through primary data collection.	The main limitation here is that our assessment will largely be reliant on project documents and perceptions, which may be biased. We will seek to triangulate all data sources to address this issue.
8. To what extent, if any, did the individual tourism marketing efforts, and the activity as a whole, change the way tour operators do business regarding Namibia or play a role in increasing tourist arrivals in Namibia generally, from North America specifically, and to conservancy sites in particular as indicated by operator self-reporting and conservancy tourist revenues?		Difference between the annual number of tourist arrivals, 2007–2016, disaggregated by country of origin Changes in business practices and arrival trends as identified by tour operators	Descriptive time trend assessment of tourist arrivals Ex-post assessment of tour operator reported changes to business processes and perceptions of arrival trends	Secondary raw data from MET on tourist arrivals, 2007–2016 Online tour operator survey	We will mainly rely on primary data collection and secondary data that has already been provided.	Since we cannot tie trends in tourist arrivals to the project, primary data collection will be critical for answering this question. We will rely heavily on our tour operator survey to understand how the project may have affected their business. Information on visitors to conservancies has proven to be difficult to find. However, we do have a list of tour operators that operate lodges in conservancies; we can target these operators with our survey to be sure we capture information on trends in visitors to the conservancies.
9. How effective are the online marketing efforts in promoting ENP, particularly compared with traditional tourism marketing?		Difference between average visitors to key Namibian tourist websites annually before the intervention and after the intervention Differences in online perceptions	Pre-post qualitative comparison of online perceptions of Namibia as a tourist destination Descriptive time trend assessment of	Social media scraping of Twitter from 2010 (when the NTB sites were established) to 2018 Ex-post survey with North American and Namibian tourist operators using recall to discuss changes in perception over time	We have been unable to obtain access to NTB's website analytics or its social media accounts and have recently confirmed that the website created under the MCC compact is no longer active.	A significant limitation is that the website created under the compact is no longer being used, having been replaced by NTB. We will explore the reasons for this in our qualitative investigations. In addition, without access to the Facebook account, we are limited to identifying changes in hashtags and likes on Twitter, as well as publicly available comments.

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
		documented through comments and social media before and after the intervention Difference between average annual arrivals and rate of change of arrivals before and after the intervention Reported change in perceptions of tourist operators before and after the intervention	tourist arrivals Ex-post recall (and records, if possible) for pre-post evaluation of tour operator perceptions and reported trips organized to Namibia	as well as records from the number of trips booked to Namibia over time (before and after the Compact) Qualitative KIIs with MCA-N and MCC staff, ENP leadership, key stakeholders in GRN, tour operators, marketing implementing partners	Therefore, we will largely need to rely on primary data, the information we can pull without access to NTB's social media accounts, and the trends in tourist arrivals to answer this question.	Another limitation here will be that it will be difficult to compare online marketing with traditional tourism marketing because it is difficult to determine where traditional tourism marketing data might exist and to create a counterfactual for what would have happened without the online marketing. Considering the above and that online activity in general has increased over the years, we will focus on online marketing activities funded and promoted by the Compact. we will therefore capture this information to the extent possible through questions to tourist operators as well as by looking at social media conversations related to Namibia both before and after the Compact was implemented. Nonetheless, it is likely that while we will be able to look at contribution of online marketing to tourist arrivals, any comparison of those contributions to the contributions from traditional marketing will be anecdotal. The ex-post survey with North American and Namibia tourist operators will be conducted online. This survey will rely on recall for up to 10 years ago, which will likely lead to recall bias. We also expect a low response rate for this survey, so we will oversample in an attempt to mitigate this.

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
10. To what extent, if any, do stakeholders perceive the development and marketing of the new tourist routes lead to sustained functioning of those routes, tour operator promotion and use of the routes, and benefits to enterprises along the routes?		Perceptions of enterprises involved in the routes Trend in accommodation establishments in regions along each of the routes, 2006–2016	Descriptive analysis of perceptions of enterprises involved in tourist routes with regard to the benefits and challenges of the routes and general success of the endeavor Descriptive time trend analysis of the number of accommodation establishments along the routes	Online survey of enterprises along the routes Registration data aggregated to the areas the routes run through, 2006–2016 Staff observation of marketing of routes in country KIIs with tour operators, lodge owners, and other stakeholders	Most data collection will be primary data collection. We were unable to obtain any financial information for the enterprises along the routes.	One limitation is that we will be relying on the perceptions and recall of enterprises along the tour routes from our survey. We will attempt to mitigate this by conducting direct observation of all three tourism routes. In addition, NTB notified us that the registration data they sent us is aggregated by regions/areas that the routes went through. However, the registration data does not collect GIS data points so it is not possible to know if all establishments in these areas were along the routes. Therefore, we will only be able to identify trends in these areas but will not be able to identify clearly whether the routes played a role in these trends.
11. To what extent, if any, have North American tourism destination marketing efforts contributed to changes in perception among tour operators or potential tourists?		Reported change in perceptions of North American tourist operators from before the intervention to after Reported change in perceptions of Namibian tourist operators from before the intervention to after	Ex-post survey with North American tourist operators Ex-post survey of incoming tour operators based in Namibia Time trend analysis of social media content	Online survey of North American and Namibian tourism operators Social media scraping of reviews of NTB resorts within ENP from TripAdvisor, 2006–present (Note: the majority of the analysis will incorporate reviews between 2010 and 2018, given the limited information	See note from EQ9 about the NTB social media accounts. Outside of this, we have access to all of the secondary data we will need to answer this question. Most data collection will be primary data collection.	In order to identify changes in perception among tour operators, we will have to rely on recall methods. We will include questions about changes in perception, in addition to direct recall questions to try to triangulate results. While we may be able to observe changes in opinions and trends in potential tourist opinions of Namibia, we will not be able to establish any causal relationship between the pre-post results or trends in the tourism marketing efforts. Instead, we will seek to describe possible contribution

Evaluation Questions (EQs)	Evaluation Sub-Questions	Key Outcomes	Evaluation Design	Data Collection Methods	Data Availability and Next Steps	Limitations and Mitigation
		Differences in online perceptions of North Americans documented through comments and social media before and after the intervention		available before that time.)		of MCA-N. When analyzing social media content, we note that the majority of the analysis will be conducted on data between 2010 and 2018, considering the limited availability of reviews on TripAdvisor before 2010. And, since users are not required to identify where they are from, disaggregating reviews by country of origin might not be possible. But, the team will extract where possible.
12. How sustainable are Compact investments in tourism marketing?		Perceptions about the sustainability of outcomes and extent to which sustainability plans have been implemented Evidence from quantitative results above of trends in years post-Compact	Changes in outcomes using available data for the lifetime of the Compact and after its completion Process evaluation, including an ex-post qualitative assessment, including a review of the extent to which sustainability plans have been implemented	Desk review of sustainability plans KIIs with GRN, NTB, MCA-N, tour operators, and implementing partner staff about implementation of sustainability plans, and specifically the use of the website Direct observation of the marketing efforts, etc. to determine whether marketing has been sustained Quantitative data from all of the above tourism marketing indicators	We have access to all of the secondary data we will need to answer this question. Most data collection will be primary data collection.	Limitations here are dependent on limitations from the above data collection as well as limitations related to potential response bias from key informants who may want to show that the investments are indeed sustainable. To address the latter, we will triangulate all qualitative results through multiple interviews and documentation whenever possible.

3.3 Quantitative Approach

3.3.1 Methodology

Our quantitative evaluation of the ENP and Marketing Activities will use an ex-post snapshot design using two different primary data collection (survey) efforts, accompanied by descriptive time trend analyses of secondary data where available. We will use data from our tour operator and local enterprise surveys to answer evaluation questions 8, 10, and 11. We will use secondary data to supplement the results of our qualitative data collection (detailed in the next section) to answer evaluation questions 4a–e and 8. To answer evaluation questions 5 and 12 about the sustainability of the activities and outcomes we will compare outcomes from the other evaluation questions, especially in the years following the Tourism Project. We will also rely on qualitative information to triangulate which aspects of the Tourism Project have been sustained. To answer evaluation questions 1 and 7 about whether the activities were implemented according to plan, we will rely on a desk review of project reports and M&E documents from the project, as well as qualitative data.

Ex-Post Design and Analyses

We will conduct ex-post analyses on primary data that we will collect through two online surveys—one for tourism operators and one for enterprises around ENP and along the three routes.

To better understand the effects of some of the specific marketing activities, we will conduct ex-post snapshot analyses based on data that we will collect through two online surveys. Firstly, through a survey of enterprises around ENP and along the tourism routes, we aim to assess both how the ENP activities affected investment in and around the park as well as the effects route marketing had on business operators along the routes (which will address evaluation question 10). Secondly, we will conduct a survey of North American tour operators and Namibian tour operators to understand how they perceive the success of the NADM (which will address evaluation questions 8, 9 and 11).

Descriptive Analyses of Time Trends

We will supplement our ex-post analyses with descriptive time series analyses of secondary data where it is available. We will draw on raw national arrivals data provided by MET, fragmented data on ENP arrivals and revenue, and bed occupancy summary reports to make descriptive statements about changes in these factors over the time of the Tourism Project. This will contribute to answering evaluation questions 4a, b, e, and 8.

Counterfactuals do not exist for any outcomes under any of the quantitative analyses to be conducted in this evaluation. Therefore, our analyses will be purely descriptive. That is, we will not be able to directly attribute any trends we see in the outcomes to the ENP or Marketing Activity and will only be able to hypothesize about project contributions.

3.3.2 Primary Data Collection

In this section we describe the two methods of primary quantitative data collection we propose to use over the course of the evaluation. For each method, we describe the data collection, the instrument to be used, the timeframe in which we will collect the data, the sample, the quality control and data plan, and the analysis plan. We also include a section on the limitations and mitigation strategies of the data collected through each survey.

Online Enterprise Survey

The Online Enterprise Survey will contribute to our understanding of the effects the development and marketing of tourism routes may have had on enterprises located close to or along the tourism routes, as well as the effects of the ENP Activity on private sector investment around the park. We will send the survey to enterprises nationwide using a list of nearly 2,500 enterprises provided by NTB. We will split responses into three groups—a "treatment" group of enterprises around ENP, a "treatment" group of enterprises along the tourism routes, and a "comparison" group of enterprises located elsewhere in the country.[2] In addition to the list provided by NTB, we will send the survey to a list of enterprises along the tourism routes provided by OpenAfrica. This list comprises the following:

1) Arid Eden Route: 147 tourism enterprises (e.g., lodges, camps, restaurants) with email addresses available for 87 enterprises
2) Omulunga Palm Route: 85 tourism enterprises with email addresses available for 60 enterprises
3) Four Rivers Route: 100 tourism enterprises, with email addresses available for 65 enterprises

Should we find tourism enterprises not on our list during the route observations, we will collect their contact information and send them the survey as well.

Data collection

Due to the large distances between enterprises along the routes and around ENP and the significant cost of conducting an in-person survey, we will conduct the survey online. This will allow us to collect data from a comparison group of enterprises not located near ENP or the routes. The evaluation team will develop the survey instrument and send an email inviting enterprises to respond online.

Instrument

The questionnaire will ask owners/managers about trends in the number of guests or visitors and the revenue they received before and after the Tourism Project and about their perceptions of the project's contribution to their businesses. Specifically, we will ask recall questions in an attempt to determine trends in the number of guests/visitors, revenue, employees, and (for lodging operators) the number of rooms of the surveyed enterprises. We will also ask about their use of NTB/Open Africa marketing materials and their satisfaction with NTB/Open Africa marketing support. See Annex 5.4 for draft instruments.

Timeframe

We will conduct this survey once, in 2019. The duration of the survey will depend on how long it takes to achieve our desired response rate/sample size. It is important to take into account that it can be difficult to incentivize respondents to take a survey online. For this reason, if time and

[2] Please note that the design is non-experimental, and the use of "treatment" and "comparison" should not be construed to imply that results of this comparison will offer evidence of causation.

resources allow, we may follow up the online survey with some targeted phone calls in an attempt to increase the sample size.

Sample

We will sample all enterprises from a list we received from NTB in 2018. We will target a person in a position of authority at the enterprise as the respondent. To confirm whether a respondent's enterprise is located along the routes and/or around ENP, the survey will begin with a number of screening questions to categorize each enterprise. Those enterprises that are along the routes and/or around ENP will make up our treatment groups; we will have one treatment group for ENP and another for the routes. Those that are not located near ENP or the routes will serve as a comparison group that will allow us to descriptively account for country-wide economic shifts that may have affected enterprises during the intervention period but outside of the Tourism Project. We expect a response rate of about 3 to 5 percent, which is a conservative estimate based on numbers achieved in past online surveys. Once we have enough responses we will synthesize them to get a comprehensive understanding of the enterprise owners' perceptions of the Tourism Project's contributions. As mentioned above, if we are not able to obtain enough responses, we will call the enterprises directly, as phone numbers are available for most of the enterprises.

Analysis Plan

In order to identify changes in perception among enterprises along the tourism routes, we will rely on recall methods within the survey. We will conduct an ex-post analysis of the survey data to determine trends in these enterprises' key business measures before and after the Tourism Project. As mentioned above, we will compare the results between enterprises that we define as treatment enterprises (located less than 50 kilometers from ENP and/or the tourism routes based on their own classification) and enterprises we define as comparison (located more than 50 kilometers from ENP and/or the tourism routes based on their own classification) to determine if changes have been greater for those groups around the routes and the park. We will also examine when the enterprises opened to determine if there is any correlation between those enterprises opening and the interventions.

Limitations and Mitigation Strategies

While this data will be useful, it is not without limitations. Many of our survey questions will be subject to recall bias, since the Tourism Project ended more than four years ago and enterprises will be asked to recall their situation prior to the intervention. Generally, recall is improved when respondents have a significant event to which they can tie their memories. We hope that the project will act as a significant enough event to assist with recall. We will also ask probing questions to try and stimulate a more detailed account.

Another potential limitation of this study is that enterprises may not report revenue or bed rate numbers accurately for reasons out of the evaluation team's control, such as poor record-keeping or fear of tax repercussions. However, we expect underreporting to be the same for the past and present, so pre-post comparisons should still be possible. Nonetheless, in our reporting we will clearly describe any limitations of our data and analysis.

Next, we run the risk of selection bias and social desirability bias. The risk of selection bias stems from the fact that enterprises will self-select whether they want to complete our survey, and past studies have shown that usually those who are either very happy or have complaints are more likely to complete surveys than those without a strong positive or negative opinion. We

will note this in our reporting and will also seek to follow up via phone with some enterprises close to ENP and along the tourism routes, should resources permit. We may also face social desirability bias, in that enterprises may over-report good business performance or exaggerate their experiences following MCC investment if they believe their responses could lead to more donor funding in the future. We will mitigate this to the extent possible by thoroughly explaining the study in all consent forms and wording questions in a neutral manner to try to limit any implication that questions have desirable or undesirable answers.

Finally, as mentioned previously, we will not be able to attribute findings to the Tourism Project but we should be able to triangulate data and identify key contributions made by the Tourism Project. One way we propose strengthening the explanatory power of this component of our evaluation is to collect surveys even from enterprises not right along the park or the routes, as described above. This will allow us to compare trends over time (descriptively) against the results in enterprises close to ENP and along the routes.

Tour Operators Survey

Through the Tour Operators Survey, we aim to generate insights into how tour operators perceive the NADM marketing effort and its contribution to the number of travelers that North American tourist operators sent to Namibia.

Data Collection

We have acquired lists of roughly 1,000 Namibian tour operators and 2,000 North American tour operators. Based on questions in the survey, we will determine whether a tour operator has been exposed to the NADM marketing effort and, if so, the extent (or "dose") of its exposure. We will send a link to the online survey via email to all operators for whom we are able to obtain contact information. We will monitor the responses through the online platform SuveyGizmo, and adjust the survey accordingly to ensure we receive the best quality data. We may also follow up with phone calls to tourist operators if our response rates are not adequate.

Instrument

Apart from collecting information on the business profile of these operators (e.g., tour characteristics, trip data, revenues), we will collect data on their perceptions about the effectiveness of NTB marketing materials, their satisfaction with NTB marketing activities, and the reported numbers of tourists sent to Namibia over time. We will ask recall questions to attempt to measure the "pre" conditions, but will also include questions about changes in perception to try to triangulate results.

Timeframe

We will conduct this survey once, in 2019. The duration will depend on how quickly we are able to achieve an adequate response rate. It is important to take into account that it can be difficult to incentivize respondents to take a survey online.

Sample

We will send the survey to as many tour operators as possible from our list of tour operators targeted by the NADM campaign, since online surveys have notoriously low response rates. We will target a person in a position of authority at the enterprise as the respondent. As with the Online Enterprise Survey, based on our experience we expect a response rate of about 3 to 5 percent. If we are not able to receive enough responses through the emailed survey, we may try to obtain phone numbers and contact the operators directly.

Analysis Plan

As with our analysis of the tourism route enterprise survey, in order to identify changes in perception among tour operators we will have to rely on recall methods within the survey. We will conduct descriptive analysis of these data.

Limitations and Mitigation

Given that this is an online survey and that the Tourism Project ended in 2014, we expect a low response rate. We will therefore over-sample to reach our desired sample size. In addition, we do not have a comparison group and are relying on recall data, which can introduce recall bias. To mitigate recall bias, we will include questions about changes in perception, which we will compare with the recall questions to try to triangulate results.

3.3.3 Secondary Data Collection

The evaluation team, with support from MCC, has worked with officials at MET to procure several secondary data sets to provide supplemental information to our online surveys and qualitative data. MET and other entities have made data available for different years depending on data availability for different indicators. We will use data from as many years as possible given data availability. For this reason, the years for which we will analyze data may vary from indicator to indicator as discussed in this section and in Table 1 above.

Tourist Arrivals

Every year, MET collects data on the number of arrivals to the country from different entry points. According to MET's Tourist Arrival Statistics Reports, the ministry uses a specific methodology to extract the sample it analyzes and reports on. MET collects all forms from the border posts, including the airport, and then weeds out all visitors who are not international tourists. It then randomly selects a certain number from each border post and enters them into the data set. The data include the nationality of the visitor as well as age, gender, purpose of visit, and intended length of stay.

MET has provided the evaluation team with raw data for the years 2006–2016. This data set includes the border post at which the visitor arrived in Namibia; the gender of the visitor; and his or her birth year, nationality, mode of travel, age, duration of stay, and date of arrival. Also included is the person's travel category and purpose of entry, from which we can identify whether he or she is a tourist.

We will include analysis of these data to respond to evaluation question 8, which in part asks to what extent individual marketing efforts may have played a role in increasing tourist arrivals from Namibia. With raw data from MET, we will be able to observe if indeed there was in increase in tourist arrivals and explore the trends in tourist arrivals by different levels of disaggregation.

ENP Visitors

To help answer evaluation question 4a and assess the trend in the number of tourists visiting ENP, we will rely on secondary data provided by ENP. Data on ENP visitors is available for most years between 2001 and 2018 for the Anderson gate (March 2001 to December 2005, January 2009 to May 2011, January 2013 to February 2015, August 2015 to September 2018), while for the Galton and Von Lindequest gates, the data is only available for the period of August 2015 to September 2018. In 2018, the data for the Von Lindequest gate was combined

with data from the King Nehale gate, but there is no other information available on the King Nehale gate.

Not all data sources that the evaluation team was able to obtain use the same variable for the total number of visitors to the park. For example, visitor data for the Anderson gate for the period March 2001 to December 2005 only shows the total number of day visits and total number of overnight visitors per month, while for January 2013 to February 2015 we have a variable showing the total number of visitors. In addition, the data is disaggregated differently depending on the year, which means that for some of the earlier years we will not be able to disaggregate trends by country of origin.

Using the available data, we can compare the number of visitors across countries of origin for a limited number of years during and post-Compact, particularly for the Anderson gate, and only for two post-Compact years for the Galton and Von Lindequest gates. The Anderson gate is the way in which visitors reach the Okaukuejo rest camp, the administrative headquarters of the park. It is a popular place to stop and stay, so we can to some extent extrapolate visitor trends there from the data we have on Anderson gate. We recognize that there will be much uncertainty around this extrapolation considering that the Anderson Gate is most popular, that we only have data for two years for the other Gates, and that the Galton Gate more recently opened. We will try to gather information through KIIs about their view on developments of visitors at the other Gates.

Regarding the length of stay in the park, we have two years of data available for the Anderson gate (2013 and 2014). For the other gates there is no data on the length of stay. We will thus not be able to approximate the effects of the Tourism Project on the length of stay in the park.

With no data on the total number of ENP visitors before, during, and post-Compact, we can at best approximate the trend in visitors to the park over the years by using the data from the Anderson gate, disaggregated by country of origin, and only two years of post-Compact data for the Galton and Von Lindequest gates.

ENP Revenue

There are a couple different sources of revenue data from which we can draw; we can use this data to answer evaluation question 4b. First, ENP records its daily revenue from visitor entrance fees. It has provided us with some of this revenue data, although it is highly fragmented and incomplete.

Different indicators of entrance revenue are available. These indicators are disaggregated by gate and, depending on year, also by country of origin. Firstly, total revenue is available for the period April 2015 to March 2018 for the Anderson, Galton, and Von Lindequest gates. In 2018, the data for the Von Lindequest gate was combined with data from the King Nehale gate, but otherwise—as with the ENP arrivals data—there is no information on the King Nehale gate. The total revenue data is disaggregated to show whether the visitor came from Namibia, the Southern African Development Community (SADC), or other countries (without specifying which country). This means that we cannot isolate data for visitors from North America.

Due to limited availability of data about total revenue for each gate, we will turn to the ENP visitor information and our knowledge of entrance fees to calculate the revenue. Using the arrivals data mentioned above, we can calculate the entrance revenue through fees at the Anderson, Galton, and Von Lindequest gates for the years of available data. However, as we

noted, the categories for country of origin are not always the same across the data sources, which limits comparability.

In addition to entrance revenue, we can also respond to evaluation question 4b by using the data we have on internal park accommodation revenue. NWR has provided summary revenue data on the rest camps it operates in the park for the years 2005–2017. Since all rest camps within ENP are managed by NWR, these figures help contribute to the picture of revenue being generated by the park.

All of these sources of data contribute to answering evaluation question 4b by enabling a descriptive analysis of the trends in revenue collected by ENP.

Accommodation establishments

To address evaluation question 4e, we will use accommodation capacity reports from NTB for the years 2006–2016. These reports show the monthly number of accommodation establishments, beds, rooms, and bed occupancy rates by region. With this data we will be able to provide a descriptive analysis over time of the number and nationality of visitors and bed occupancy rates nationally. This will enable us to assess increases in and the nationality of tourists in Namibia. In addition, we can isolate the data in the regions where ENP is located. Isolating the area around ENP will help us understand the trends in ENP visitors and triangulate this data with our other data on ENP arrivals to create an overall picture of visitors to the area.

NTB also provided us with the business registration data of the accommodation establishments aggregated in each region and area that the tourism routes passed through. We will use this data to contribute to answering question 10, to identify trends in the number of accommodation establishments surrounding the tourism routes during the years since the routes began.

Online Marketing Metrics

We will perform time series analysis of key online marketing metrics combined with social media conversations related to Namibia (such as Twitter posts and hashtags, and data from review sites such as Trip Advisor) to assess the online marketing activities. In order to construct the time series, we will collect data from three different time periods. The three time periods represent the period before project inception (2000–2008), during the project (2009–2014), and after the project (2015–present).

To extract pertinent information, the team will use the Twitter application programming interface (API). This approach will allow the team to extract the number of likes, retweets and shares per comment, and users sharing the NTB hashtags (#GoBigNamibia or #SharemyNamibia).

We will assess the changes in the number of likes and of retweets and shares of hashtags over the time periods, using Microsoft Excel and Python. In addition, and to the extent possible, we will analyze data on the number of sites linked to the NTB website. We will use this information to contribute to answering evaluation questions 9 and 11 about the effectiveness of the marketing campaigns.

3.3.4 Quantitative Data Collection Summary

Table 2 summarizes the data sources mentioned in the quantitative section and links them to the evaluation questions that they answer.

Table 2: Summary of Quantitative Data Sources and Sample by Evaluation Question

Data Source	Data Type	Timing (Rounds)	Sample Unit/ Respondent	Sample Size	Exposure Period (Months)	Evaluation Question(s) Answered
North American Tour Operator Survey	Primary	One round	Tour operators	TBD	2019	8, 9, 11, 12
Online Enterprise Survey	Primary	One round	Enterprises along tourism routes	TBD	2019	4e, 9, 12
Tourist arrivals	Secondary	---------	-------	-------	2006–2016	8, 9, 12
ENP park revenue	Secondary	-------	-------	-------	2006–2018*	4b, 5
ENP visitor statistics	Secondary	-------	-------	-------	2001–2018**	4a, 5
Accommodation establishment data	Secondary	-------	-------	-------	2006–2016	4e, 5, 9, 12
Online marketing data	Secondary	-------	-------	------	2000–present	9, 11, 12

*ENP Park revenue data available for: Anderson Gate most years from 2006–2018; Galton Gate 2015–2018; Von Lindequest 2015–2018.

** ENP visitor statistics available for: Anderson Gate most years from 2001–2018; Galton Gate 2015–2018; Von Lindequest 2015–2018.

3.4 Qualitative approach

3.4.1 Methodology

Across both the ENP and NADM components of the evaluation, we will use qualitative methods to answer some evaluation questions and to provide the context—the how and why—for other evaluation questions, triangulating this information with quantitative data. The evaluation team will employ a variety of qualitative methods to provide comprehensive responses to each question. Methods will include KIIs, FGDs, a desk review, and social media analytics. The range of methods will allow us to triangulate qualitative findings and appropriately analyze each evaluation question. In this section, we provide details on each of the methods we will use.

Key Informant Interviews

The evaluation team has identified key stakeholders/informants involved during and after[3] the Tourism Project's implementation. We will interview these stakeholders through semi-structured interviews. Draft KII guides, individualized for each type of key stakeholder/informant, are included in Annex 5.4. These interview questions will guide discussions and ensure we cover all relevant topics, but interviewers will also have the flexibility to ask additional questions and probe to further understand key issues that may arise throughout the course of the interview.

[3] Those who were not involved until after implementation will primarily be interviewed to better understand project sustainability.

Evaluation questions for the ENP portion of the evaluation to be answered in part through KIIs include whether the ENP Activity was implemented according to plan (EQ 1), the current condition of Tourism Project-supported infrastructure (EQ 2), what changes introduced by the ENP Change Management Advisor were adopted and how those changes were perceived (EQ3), the quality of ENP staffing and management (EQ 4d), the quality of visitor experience (EQ 4c), private sector investment around the park (EQ 4e), the sustainability of outcomes related to ENP investments (EQ 5), and unintended consequences of the ENP activity (EQ 6). In addition, the KIIs will provide context for the quantitative findings on the number of ENP visitors and the length of their stays in or around the park (EQ 4a).

For the tourism marketing component, evaluation questions to be answered in part through KIIs will include whether the tourism marketing activity was implemented according to plan (EQ 7), whether it contributed to increased tourist arrivals from North America (EQ 8), the effectiveness of online marketing efforts (EQ 9), whether development of new tourism routes contributed to benefits for tour operators and enterprises along those routes (EQ 10), and the sustainability of the investments in tourism marketing (EQ 12).

Focus Group Discussions

The evaluation team will conduct FGDs with ENP staff and communal conservancy members. This will enable us to both maximize access to a meaningful number of respondents within the timeframe for data collection and determine to what extent there is agreement within those groups about the outcomes of the Tourism Project. We will conduct separate interviews with ENP staff by their level of employment so we can capture the opinions of lower-level staff who may not share their opinions in front of supervisors. Based on consultations with our local expert about cultural norms, professional rank was deemed more important than gender as a factor for group separation. However, we will give respondents the opportunity to continue their conversations with interviewers at the end of the interview, as appropriate. This will give respondents the opportunity to share any information they do not feel comfortable sharing in front of the group. Additionally, we will record the gender of all respondents to observe any gender differences in responses.

We will use FGDs to help answer evaluation questions for the ENP portion of the evaluation. Information gathered through FGDs will help us understand the current condition of Tourism Project-supported infrastructure (EQ 2), the quality of ENP staffing and management (EQ 4d), the quality of visitor experience (EQ 4c), private sector investment around the park (EQ 4e), the sustainability of outcomes related to ENP investments (EQ 5), and unintended consequences of the ENP Activity (EQ 6).

Semi-Structured Observations

We will observe the infrastructure developed and the equipment acquired during the Tourism Project. Specifically, we will observe the state of Galton Gate, the new management facilities around it, the new staff housing facilities, and the supporting services for staff housing. To standardize our observation data, we will develop detailed qualitative five-point scales to evaluate the infrastructure on functionality, observed upkeep, and overall quality.

We will use these observations to inform our research about the current conditions of Tourism Project-supported infrastructure (EQ 2) and sustainability of the ENP investments (EQ 5).

Desk Review

We will review documents pertaining to the evaluation questions. To inform both the evaluability assessment and the evaluation design report, we began reviewing the documents we received. We will continue to do so to provide evidence to inform the evaluation questions and the interview protocols and to answer some evaluation questions.

We will use a desk review to answer evaluation questions about the ENP component, including whether the ENP was implemented according to plan (EQ 1), the sustainability of outcomes related to the Tourism Project's ENP activities (EQ 5), the current condition of the supported infrastructure (EQ 2), and whether there were unintended consequences of the activity (EQ 6).

We will also use a desk review to answer evaluation questions about the tourism component of the evaluation, including whether the evaluation was implemented according to plan (EQ 7) and the sustainability of the Tourism Project's elements (EQ 12).

Social Media Analytics

We will create a deductive code book and apply it to text-based park and tourism reviews found on platforms such as Twitter and TripAdvisor, among other sites. This will enable us to synthesize information found in reviews about ENP and Namibian tourism from 2006 to 2018 to look at changes in perception over time. We will primarily focus on the time period beginning in 2010, because there is limited data available before that point. We will then identify patterns and themes among the data that relate to our evaluation questions.

We will use this technique to help answer evaluation questions about the quality of ENP staff and management (EQ 4d); the ENP visitor experience; the Namibian visitor experience; and the effectiveness of online marketing and NADM (EQ 9), including with regard to changing perceptions among potential tourists (EQ 11).

3.4.2 Timeframe of Exposure

As this is an ex-post evaluation without a baseline, all KIIs and FGDs will be conducted after the end of the intervention period. We will not therefore have much to compare them to. However, where possible we will ask respondents to think about the situation before the Tourism Project and how things have changed since then, including whether or not there have been any changes since the end of the intervention.

Similarly, due to the lack of a baseline, the semi-structured observations will only be done post-Tourism Project. However, we will use the SEA, Environmental and Social Impact Assessments, and other due diligence reports to compare the reported condition of the infrastructure pre-Tourism Project with both the observed and reported condition post-Tourism Project.

Our desk review will include reviews of documents developed before and during the implementation phases, final reports, and documents describing the study after the end of implementation.

Finally, as described above, where they are available we will analyze social media posts on Namibia tourism in general and tourism to ENP specifically before, during, and after the Tourism Project.

3.4.3 Study Sample

The majority of the qualitative portion of this evaluation will be composed of semi-structured KIIs with relevant stakeholders. Through the initial evaluability scoping trip in September 2017 and ongoing communications with stakeholders, we drafted a preliminary list of key stakeholders that should be interviewed as part of the evaluation. Many of these individuals have been identified in conjunction with MCC, and others have been identified through communications with MCA-N, MET, NTB, and ENP staff.

We have also identified key stakeholder groups for FGDs, including ENP park staff and communal conservancy staff. Because of the range of stakeholders identified, we are likely to only conduct two to three FGDs with each of the groups. Because some individuals in these groups may be more difficult to identify, we will employ a snowballing technique, whereby key contacts at ENP, lodge owners, and others will help identify additional research participants or groups, where applicable. We aim to have separate FGDs for junior staff and senior staff, and considering the time frame of the Tourism Project, we will attempt to have staff participating in the FGD with a long history working at ENP.

The social media analytics sample will include all North American tourists[4] that comment on potential or actual trips to ENP or Namibia. Details on sample size are dependent on further exploration.

3.4.4 Analysis Plan

To analyze the qualitative data collected through interviews and focus groups, we will use the software Nvivo to code responses to key themes corresponding to the evaluation questions.

We will draft a codebook to code the qualitative data. To create the codebook, we will define key themes for coding and will then identify sub-themes of focus within each theme, based on the quantitative data the qualitative data seeks to triangulate and the themes identified by the interviewers. After the codebook is created, coders (members of the team) will test the codebook and then make changes to ensure that it adequately captures information from the interviews. Multiple coders will work together to code the data. To ensure inter-coder consistency, all coders will receive training on the codebook and will code the same initial interview. They will then discuss any differences they had during coding to make sure they have the same understanding of the codebook prior to coding all other data.

After coding has been completed for all interviews, we will analyze trends in responses for each research question, including similarities and differences across stakeholders. We will use this data to answer and provide context to each research question where relevant.

For the desk review, the evaluation team will synthesize key points from documents reviewed. We will conduct this desk review systematically, creating an index of documents. We will add to this index a descriptive summary of key points from each document and an assessment of their relevance to various evaluation questions. We will draw on this index to synthesize the body of documentation and draw conclusions.

[4] The evaluation team will attempt to separate out North American tourists. However, sites such as Trip Advisor may inadvertently include individuals from other countries and country of origin is not always specified on Twitter.

For the structured observations of infrastructure and equipment, the team will synthesize and aggregate the data collected through the observational tool and will analyze general patterns, as well as any disaggregation by facility type.

To analyze the data for social media analytics, we will use Python to cluster responses based on similar words and themes, drawing upon pre-existing Python programs. We will then look at trends in the themes over time to triangulate this with other data sources.

3.4.5 Challenges

The internal validity of our qualitative results may be threatened by the relatively small number of interviews and focus groups conducted for each stakeholder group. However, because many of the main actors in the implementation will be interviewed, this risk should be mitigated by the extensive knowledge many of those interviewed will have about the implementation.

Because the evaluation is being conducted a few years after the end of implementation, it may be difficult to reach some of the key actors we had hoped to interview for the study. In addition, those we do interview may have some difficulty recalling pre-implementation or implementation questions we ask. They may also have some level of recall bias.

The data collected through the social media analytics likely will have some response bias, as those writing comments or leaving reviews likely had a particularly good or particularly bad experience, whereas many individuals not falling into those two categories will likely choose not to respond.

4. Administrative

4.1 IRB Requirements and Process

Abt upholds the highest national and international standards for ethical research and the protection of human subjects. We design and implement our evaluations with special attention to the specific needs and sensitivities of the country we work in and the human subjects who will partake in the evaluation. Abt's in-house Institutional Review Board (IRB) ensures that research is conducted in a manner that protects the rights and welfare of human subjects who agree to participate in our research activities. When reviewing these protections, our IRB considers the nature, probability, and magnitude of harms that could result from improper disclosure.

For the Namibia Tourism Project evaluation, Abt's IRB has reviewed all data collection plans, confidentiality statements, evaluation designs, and tools and has determined that the study is exempt from full review.

4.2 Preparation of Data Files for Access, Privacy, and Documentation

Abt has strict policies in place to prepare data files for access; guarantee the privacy of respondents; and document the purpose, potential uses, and content of all data sets.

Abt's in-house Information Security team implements procedures and technologies to safeguard data access and privacy during all phases of the evaluation. We use these procedures to minimize the risk of disclosure or re-identification when preparing files for public use. For example, Abt clears data of all personally identifiable information (PII) prior to any public use, peer review, or online publication. Our strict data security and retention procedures also dictate that we limit the amount of data we collect to the minimum necessary to complete project evaluations and avoid collecting PII if possible. We also minimize the number of staff, subcontractors, and consultants who have access to sensitive data and PII, and we require them to complete a training regarding data security annually. Furthermore, we follow strict data retention policies, stipulating how data is stored during and upon completion of the contract.

Upon completion of the Namibia Tourism Project evaluation contract, we will deliver final data, documentation, and other evaluation products to our client, placing research outputs and data sets in appropriate online MCC repositories. We will destroy sensitive data at the end of the contract period and, unless otherwise requested by MCC, archive the data in encrypted form.

For any data that is made public, we will adhere to MCC's de-identification guidelines to be sure no information can be traced back to the original respondent.

4.3 Evaluation Team Roles and Responsibilities

Table 3 below describes roles and responsibilities of each technical evaluation team member. The evaluation team may contract interpreters if necessary for some of the qualitative data collection, but due to the nature of the interviews and the prevalence of English as a spoken language in Namibia, it is anticipated that this may not be necessary.

Table 3: Evaluation Technical Roles and Responsibilities

Name	Position	Responsibilities
Betsy Ness-Edelstein	Program Manager	Acts as the key point of contact between the team, MCC, former MCA-N staff, GRN, and other stakeholders, including the data collection firm. Provides managerial and technical oversight of the evaluation design, data collection instruments, data collection, analysis, and report writing processes. Supervises completion and quality of all deliverables. Holds ultimate responsibility for the budget and contract compliance.
Kate Hausdorff	Deputy Program Manager and Quantitative Analyst	Provides backstopping management support for the contract, including backup communication support for interactions with MCC, former MCA-N staff, GRN, and other stakeholders, including the data collection firm. Supports the program manager in supervising the timely implementation of the evaluation and advises on design methodology, data collection instruments, and processes. Designs and implements the quantitative evaluation design, data collection methodology, and instruments. Conducts quantitative data analysis with support from the analysts and contributes to the evaluation report and other deliverables.
Marina Novelli	Team Lead/ Senior Analyst	Provides technical leadership and oversight for the team. Assigns roles and responsibilities for technical inputs, drafts evaluation deliverables, and represents the team as the key point of contact in the field. Leads both quantitative and qualitative data collection in the field and leads dissemination efforts for the evaluation.
Claire Lay	Project Quality Advisor	Reviews all deliverables to ensure they meet Abt's and MCC's rigorous quality assurance standards. Provides technical backstopping for sample size calculation and quantitative analysis.
Ben Holland	Web Analytics Expert	Designs all web data collection and analysis methods. Applies web data mining techniques to conduct social media analysis for the portion of the evaluation that focuses on the online marketing campaign. Gathers and analyzes Google Analytics data and contributes sections to the evaluation design and report deliverables.
Molly Brune	Qualitative Research Assistant	Designs the qualitative design and methodology as well as the data collection instruments. Conducts the qualitative data collection, coding, and analysis of data from KIIs and FGDs. Supports writing of the evaluation report. Creates the qualitative code book and analysis plan. Will lead the training of enumerators for the quantitative portion of the evaluation.
Marius Meijerink	Analyst	Supports the evaluation design process, drafting sections of the design report and helping to develop data collection instruments. Runs the online survey portion of data collection. Assists with qualitative data coding, cleans and supports analysis for both quantitative and qualitative data, and writes sections of the report.
Havelinus Shemuketa	In-Country Coordinator	Serves as the key point of contact in Namibia. Supports continued efforts to locate and obtain secondary data. Organizes meetings with stakeholders to gather input on the evaluation design and the report. Coordinates all data collection efforts and field work. Provides monitoring support of quantitative data collection and helps gather qualitative data in the field. Supports report drafting, providing sections on context and background.

4.4 Dissemination Plan

The evaluation team has shared a draft of the evaluation design report, including data collection instruments, with MCC and all key stakeholders in Namibia via email to gather their feedback. This feedback, along with our response, is documented in Annex 5.1 and has been incorporated into this document throughout. Upon completion of the draft report on our findings, we will share the draft evaluation report in the same way. At this point, either the Team Lead/Senior Analyst or Program Manager will travel to Namibia to share the results with local stakeholders during a results dissemination workshop. Our In-Country Coordinator will document feedback from this session; we will then share the revised report with MCC and present the results at MCC headquarters. We will produce a final version that incorporates MCC and stakeholder feedback. Finally, we will prepare an Evaluation Brief to make the results more digestible for the public and other interested stakeholders.

Abt will advise the MCC on any opportunities to publicly disseminate the results of the evaluation and will collaborate with the MCC and relevant stakeholders as appropriate to lead these public dissemination efforts. The efforts may include local workshops, conferences, presentations, briefing papers, and additional opportunities that Abt or the MCC identify.

4.5 Timeline

The evaluation team plans to complete the tasks and deliverables associated with this evaluation as follows in Table 4.

Table 4: Evaluation Timeline

Name of Round	Data Collection	Data Cleaning & Analysis	First Draft Report Expected	Final Draft Report Expected
Tour Operator Surveys	April 2019	April 2019 – May 2019	July 2019	October 2019
Local Enterprise Survey	April 2019	April 2019 – May 2019	July 2019	October 2019
Focus group discussions and key informant interviews	April 2019	April 2019 – May 2019	July 2019	October 2019

5. Annexes

5.1 Design Report Comments and Evaluator Responses

In this section we discuss the feedback received on this design report from both MCC and stakeholders and the ways in which their feedback led to changes in the document.

5.1.1 MCC Feedback

MCC provided substantial feedback on the design report. Some of this feedback led to additional discussions about the approach and substantive changes which are summarized below. Other, more minor comments are presented with our responses in Table 5.

Discussions with MCC have led to the following substantial changes to the approach:

- The team decided jointly with MCC that some of the evaluation questions needed to be amended. These changes included removing some indicators from the questions that the team has not been able to obtain data on over time, such as the length of stay within the park. We also added a question pertaining to the change management advisor and made the question about the tourism routes more specific. Part of this effort also involved changing the wording of some of the evaluation questions to make it clear that our interpretation of results will not involve attribution, or even contribution of the project.
- The initial design involved additional quantitative primary data collection. We proposed to conduct a second round of the 2012 Tourist Exit Survey and a new exit survey of visitors specifically to ENP. MCC decided that they did not feel this data collection would yield enough information to be worth the additional costs it would require so both surveys were removed from the design.

Below, we present a matrix of MCC's detailed feedback on our draft Evaluation Design Report and our responses to that feedback.

Table 5. MCC Feedback and Response

Comment	Response
Please apply feedback in data collection instruments to all similar questions. Here are some themes to consider: 1. Please use MCC standard consent script for all instruments. 2. Sometimes the Compact or Tourism Project are referenced in the data collection instruments with no context or intro. Is it confirmed that all respondents will be familiar or do we need to establish familiarity first? 3. Some questions require respondents to do some math steps in their heads, which doesn't seem advisable. I've added a comment or two but please consider this feedback for all similar questions. 4. When we ask about unintended consequences we need to probe to understand why people believe the project caused whatever effects they've observed. 5. It wasn't always clear to me why we selected certain reference periods or years. Please review and clarify.	Comments addressed throughout: 1. Consent scripts revised 2. Intro to the project added for respondents who may be unfamiliar 3. Questions revised 4. Questions revised 5. Explanation added on choice of reference years 6. Done

Comment	Response
6. I've indicated in a couple of places that we should discuss feedback so let's plan to do that.	
Source?	Source added - website of the Government of the Republic of Namibia 2018
I believe the maintenance equipment (e.g., graders) and translocation equipment are different.	We have updated the text to make this more clear.
MCA and contractors don't count as participants but tour operators do	We have revised accordingly.
Staff or non-staff Hai//om San?	Non-staff (clarified in revised text)
We don't have such things but perhaps you didn't find a description of expected beneficiaries?	That's right. We updated the text to be more precise.
This description seems more relevant to the Conservancy Support Activity than ENP.	Thank you for pointing this out; we have removed these paragraphs.
How about impacts on visitor arrivals, per the original program logic?	This is part of our scope and we will certainly look at it—we have added text to describe how this evaluation both answers evaluation questions (of which impacts on arrivals is one) *and* has policy relevance, which we describe in the bullet points.
Related to our discussion, I don't want to specify this in the absence of evidence.	Understood; we have removed it.
Please review and update the table per our discussion, including refining the focus of questions, analytical methods, and data sources.	Updated.
Have you reviewed the methodology of the study and confirmed its validity and comparability with later ENP data?	We have removed the mention of this study because it contains limited useful information and we are not in possession of the data itself.
I don't think you're still planning to do any D-in-D but just in case, please clarify your choice of a baseline period and why the gap between 2005 and 2009.	We have updated this information both in terms of date and method.
Duplicate.	Thank you, removed duplicate.
How have you decided when to focus on Kunene only and when to focus on more regions?	Updated this language to reflect that we will look at all regions around the park rather than just Kunene.
Is this referring to the KIIs listed in the next column? What will that get us?	Yes, we will conduct KIIs to get information on perceptions of changes in the quality of the visitor experience.
Expecting them to have useful perspectives about the quality of the visitor experience?	No, we have removed MCA staff and MCC staff from the list of interviews for this question.
NTB?	Thank you, updated.
It would be important here to survey informal businesses as well as formal local small, medium, and micro enterprises (MSMEs), and also gauge the difference in investment changes between male and female-owned business investment.	We have contact details for all tourism businesses registered with NTB so this will be a cross section of tourist operators in Namibia and should include small and medium businesses. Our survey now includes a question asking for the gender of the respondent.
An online survey might leave out a large number of MSMEs, especially informal ones. Which enterprises would be targeted here?	See response above.

Comment	Response
What are you looking for specifically?	We have updated this text to reflect that we will use all relevant documents that we have been provided by MCC and use information we obtain through our primary data collection.
Also interested in evidence of use of the equipment.	Noted. We have added this as a key outcome.
Not sure what this means but we wouldn't expect you to come up with a number that wasn't informed by documents or triangulation across different sources. Re whether MCC is interested in more than the current condition, it would be interesting to know if it's always been in the current condition, whether that was positive or negative, though you don't need to do anything super-rigorous on this.	Noted. We have removed this sentence and added that we will be conducting KIIs to understand the current condition and whether it is positive or negative.
The SGIP has a number of potential issues that were flagged for the tourism project, including negative impacts stemming from the construction phase, as well as imbalances in the participation in decision making mechanisms at conservancies and benefit distribution between men and women and vulnerable groups.	Noted, thank you. We will keep these issues in mind as we explore the unintended consequences.
Note that the imbalance issue seems to be related to the Conservancy Support Activity, rather than the investments being investigated under this contract.	This is good to know. We will focus on unintended consequences related to the investments under this contract but will keep these issues in mind.
Dates don't align with those in 2nd column.	Thank you. We have updated the dates.
Will this focus on the conservancy piece? Is it possible to track the origin of visitors to conservancies? If not, it might be hard to tie general bed rates to this very specific intervention.	We have removed this as a key outcome because it no longer seems relevant enough to the question.
Would like to see some observation and other qualitative work along the routes (not necessarily all 3).	Noted. We have added this as part of our data sources.
Can you also do a direct assessment of existing marketing efforts?	Yes, this will be part of our observation of the routes.
Would it be useful to talk with the implementer?	We have spoken with Cardno and they were the only stakeholder to review our design report. Their feedback has been helpful.
Include perceptions of tour operators about sustainability?	Yes, we have included this.
What exactly are you looking for?	We have updated this text to reflect that we will use all relevant documents that we have been provided by MCC and use information we obtain through our primary data collection.
Needs to be updated per recent discussion.	Sections are updated per our recent discussion.
It would be helpful to know whether this survey captures more than a narrow segment of the business community. Of interest are MSMEs in the area, including informal businesses, that might not show up on NTB and OpenAfrica lists.	We plan to use an NTB database with over 2,500 tourism enterprises in Namibia. These include Bed & Breakfasts, hotels, guesthouses, campsites, chalets, game ranches etc. and thus many of these are MSMEs. We do not believe we could target informal enterprises in a systematic way.
Agreed that we want to have broad representation but this should also be rooted in the businesses targeted for involvement. If targeting excluded smaller businesses, that should be documented.	As noted above, our sample will include MSMEs.

Comment	Response
Does this frame represent companies definitely exposed to the intervention. If not, how can we confirm some or all of the entities we think would have benefited?	To determine whether tour operators were exposed to the intervention, the survey includes questions about whether the tour operators were targeted by the campaign.
Rationale for targeted sample size?	Based on our experience implementing online surveys, and the fact that the online survey is taking place 4 years after the Compact, we expect a response rate of 3-5%.
Note that female enumerators would be needed for the women's FGDs.	We do not anticipate conducting separate FGDs for women and men. We believe conducting separate interviews for ENP staff by professional rank is more important to capture all viewpoints, and we may not conduct more than on FGD with communual conservancies. However, if we find that women feel uncomfortable speaking, we will address this.
Per the comment above, it would be important to expand the focus groups to include formal, informal, small, medium, and micro-enterprises, and to talk with both male and female-owned businesses.	Due to the large number of interviews we plan to complete, we don't anticipate doing this many separate interviews with various communal conservancies.
See note above re targeting of the investment.	Due to the large number of interviews we plan to complete, we don't anticipate doing this many separate interviews with various communal conservancies.
The unintended consequences FGDs in particular would benefit from separate male and female groups.	We do not anticipate conducting separate FGDs for women and men. We believe conducting separate interviews for ENP staff by professional rank is more important to capture all viewpoints, and we may not conduct more than on FGD with communal conservancies. However, if we find that women feel uncomfortable speaking, we will address this.
2017?	Yes that is correct
See note above regarding need to interview MSMEs, formal and informal businesses, men and women.	Due to the large number of interviews we plan to complete, we don't anticipate doing this many separate interviews with various communal conservancies.
Need to confirm whether Namibia requires a local IRB.	We do not believe this requires review based on our in-country consultant's discussions, but we will consult with one of our health projects in-country who deals with the IRB there more frequently to help us make sure. We have included language that we will seek review if it is required.
Please document that you'll adhere to MCC's de-identification guidelines.	We have added this language.
If Abt is conducting qualitative data collection directly, will there be any language issues to consider?	Based on our understanding, the only interviews that might require translation would be for interviews in the conservancies. If that is true then we will hire a translator, but we do not foresee needing this assistance for most interviews.
Need to update	Thank you, done.
Only becomes final after MCC provides feedback and Abt responds.	Changed to say "revised" instead of "final."
Haven't commented since we'll drop this.	Noted.
Haven't commented since we'll drop.	Noted.

Comment	Response
Please align this and others to our standard consent script.	We have updated the consent scripts throughout.
Will there be demographic information collected? We should know the sex of the business owner(s).	A question on the sex of the business owner is included in the enterprise survey.
Global change	We updated it accordingly.
Will any of these need to be defined or described for respondents?	Although we do think that the business owner or employee of the tourism enterprise is able to select the most applicable category, we consider adding definitions to each type of establishment.
Assuming these are businesses that will have at least 1 employee? Should we add a 0 or include it in the first category?	A new category for 0 employees is included.
Is more than 4000 possible?	Some (luxury) resorts and lodges are more or less $300 a night (just over 4000 NAD)
Will they recognize this by this simple reference? If not, perhaps we specify "an association related to one or more of the following tourism routes: X, Y, Z"?	We have included a description of what we mean by "route association."
Since they were established? No options for none and don't know. Also, should businesses along the routes be attending these meetings? If so, let's ask how many of these meetings they've attended.	We have added the options "Don't know" and "none." We also included a question on how many route association meetings they have attended, if they are a member.
Can we unpack this some, like to ask about efforts to increase businesses along the routes, integrate new businesses into the routes, engage with businesses along the routes, etc.	We have included two statements asking about their perception on whether the route associations were successful in engaging business in promoting and maintaining the routes, and if they have been able to integrate new business along the route.
Why 2013? Please consider for other questions as well.	2013 was the year that the routes were developed and route marketing began.
This strikes me as a potentially messy question that would be difficult to interpret. Would it work to simply repeat the question about # of staff or to ask approximately how many people have left and been hired since [YEAR]? Same feedback applies to all similar questions.	We have revised this and it is now in the form of a Likert scale.
More active association	We reworded this question asking for the top 3 recommendations to improve route marketing.
Seems complicated. Could we just ask them to compare the number of guests in 2017 in % terms to the number of guests in 2014? Same feedback applies to similar questions.	We have rephrased this and all the similar questions to be more straightforward.
Do we need to define or will this be translated into appropriate language for anyone who might not be familiar?	We have removed this question.
Why 5? Please clarify appropriate reference period and make consistent throughout.	Question and similar questions are updated referencing specific years that correspond to key project events.

Comment	Response
Please use standard MCC consent script.	We have updated the consent scripts throughout.
These strike me as corresponding to fairly large companies—is that likely to be the case.	We have revised ranges for revenue and other questions.
Again, are these likely to be large companies?	We have decreased the range.
Can we ask them to explain?	We have added a question adding the respondent to explain.
Standard script and apply feedback from Namibian survey	We have updated the consent scripts throughout. Feedback from Namibia survey applied.
What does 1-5 correspond to and how will respondents know? Also, should we assume the number has grown? Should this instead be framed in terms of the change – maybe first with whether the change in positive or negative and then estimating a % range or some kind of Likert scale?	We have replaced this question with one on trends in number of bookings to Namibia and its regional competitors.
Standard script	We have updated the consent scripts throughout.
We should know the sex of the participants.	We have added questions to get this information.
Seems like we should establish somewhere whether they're familiar with the project before using it as a reference point. Also, I wonder if everyone will know what the project consisted of or whether we should specify the key components.	Added a question about this and an explanation in the appendix that will be catered to respondents: Text: *"Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? (If not, interviewer should paraphrase project description found in 5.4.13 below)"*
Also, wherever we asked about changes caused by the project, can we ask why people report such changes?	Yes – we changed our impact questions to this series of questions throughout where applicable: *1. Were there any challenges to tourism at ENP before the project implementation? If so, which?* *a) Have those challenges changed since project implementation?* *b) Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had those impacts? If so, which impacts has it had? Why has it had those impacts? Why has it had those impacts?* *2. Were there any challenges to tourism in Namibia before the project implementation? If so, which?* *a) Have those challenges changed since project implementation?* *b) Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had those impacts?* *3. Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?* *a) Has the Tourism Project influenced those changes? If so, how? Why has it had that influence? Why has it had that influence?* *4. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?* *Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*

Comment	Response
Or something like this to understand how much stock we should put in their responses.	See response to above comment.
We need to probe to understand why their think the project had these effects.	We changed this question to the following: *"Can you list the three best and three worst things associated with the Tourism Project, if any?"* *a) Have there been any unintended consequences of the Tourism Project?*
Are you getting at infrastructure or something else?	This question has been removed.
Standard script	We have updated the consent scripts throughout.
We should know the sex of the participants.	We have added a note so the interviewer writes down the sex of the participants.
We should know whether the gender composition of the conservancy has changed.	Since the conservancies are covered by a separate evaluation and this was not an objective of the tourism project, we do not feel it would be appropriate to incorporate it into our evaluation.
I don't actually think this is relevant since these conservancies weren't supported under the Compact and we weren't setting out to do anything related to their gender composition. Abt, can you imagine using this information in the evaluation?	Since the conservancies are covered by a separate evaluation and this was not an objective of the tourism project, we do not feel it would be appropriate to incorporate it into our evaluation.
Will the respondents know this? Will this FGD bring together people from different conservancies? If so, will they be comfortable discussing this? How will we use this information?	We have removed this question.
Will they know what was intended and what was not? Might need to change language to negative consequences. The SGIP ha a number of issues that could be raised.	We have changed this question to the following, with unintended consequences being a probe or potential follow-up question instead of a standalone question: *"Can you list the three best and three worst things associated with the Tourism Project, if any?* *a) Have there been any unintended consequences of the Tourism Project?"*
Abt, let's discuss because I don't want to lead respondents.	See response to above comment.
Standard script.	We have updated the consent scripts throughout.
Probe to understand connection to the project.	We have changed this question to the following, with unintended consequences being a probe or potential follow-up question instead of a standalone question: *"Can you list the three best and three worst things associated with the Tourism Project, if any?* *Have there been any unintended consequences of the Tourism Project?"*
Likely that they'll know this?	This question has been removed.
Is that reference more common than referring to it as the NTB website?	This question has been removed.

Comment	Response
Standard script – please apply throughout.	We have updated the consent scripts throughout.
Again, it would be important to know whether the gender composition has changed.	Since the conservancies are covered by a separate evaluation and this was not an objective of the tourism project, we do not feel it would be appropriate to incorporate it into our evaluation.
Abt, I'm not clear the connection between the membership, gender, etc. to the ENP intervention. But in a descriptive way, I'm okay asking the question about gender composition but let's discuss.	Since the conservancies are covered by a separate evaluation and this was not an objective of the tourism project, we do not feel it would be appropriate to incorporate it into our evaluation.
Again, might need clarify this question to say negative consequences.	We have changed this question to the following, with unintended consequences being a probe or potential follow-up question instead of a standalone question: *"Can you list the three best and three worst things associated with the Tourism Project, if any?* *a) Have there been any unintended consequences of the Tourism Project?"*
Abt, let's discuss since I don't want to lead respondents.	*b)* See response to above comment.
Why all of this detail about the interventions in the intro? I'm concerned about biasing responses if respondents think we're looking for them to say that this work was meaningful. Terms like "benefited," large scale," "most influential" could affect responses. I suggest paring back to something closer to what you had originally, though I've proposed some revisions that I think work. If you think more detail is necessary, let's discuss.	Agreed. We applied these changes in all quantitative surveys.
Please add [funded by MCC] back in throughout.	Done
Most of the categories overlap. Beginning with $1M, something like "more than…" is needed to make the categories mutually exclusive here and for similar questions.	We updated the categories in all surveys as suggested.
See related comment about consent language—I'm concerned about biasing responses with this intro.	Agreed. We applied this change in all quantitative surveys.
Double-barreled	Removed "specialized" because what we are really asking about is whether it helped them to sell travel to Namibia
Double-barreled	Deleted "efficiency" because effectiveness is the main point we want to know about.
Suggest aligning order with order of responses (here and in similar places) in this instrument and others. Agree and disagree questions are another where the order doesn't always track. (And sometimes agree responses are listed first and sometimes disagree responses are listed first.)	Thank you for this comment. We have aligned the question with the order of the responses for all surveys.
This is complex and how would respondents know this?	The question whether respondents agree or disagree with this statement is indeed somewhat complex. We updated the question in a way we think will elicit the same information without as much complexity.
Should we focus on *their customers*?	Done.

5.1.2 Stakeholder Feedback

Based on the early feedback stakeholders provided during the evaluation design workshop the evaluation team held at MET's head office on March 13, 2018, we note the following:

- Workshop participants were supportive of the evaluation team's proposed primary data collection activities and asked that MET and NPC staff be involved in data collection for capacity building purposes. However, the evaluation team has since determined in consultation with MCC that primary data collection in-country is infeasible and unnecessary to address the evaluation questions and as such no primary data collection training can occur.
- Workshop participants asked that the previously proposed tourist exit survey include a survey of domestic returnees who went on holiday elsewhere to find out why. However, MCC has informed the evaluation team that this is outside the scope of this evaluation and therefore cannot be funded as part of the evaluation. Furthermore, the exit survey is no longer going to take place.
- Finally, participants suggested that we conduct FGDs with communal conservancies to assess whether the project logic and ERR assumptions hold up; specifically, whether benefits from the ENP and marketing projects filtered down to the conservancies. In response to this suggestion, we have proposed some FGDs with conservancies to cover this.

Despite reaching out to all stakeholders requesting comments on the initial evaluation design draft, we only received comments from Cardno, which was largely in charge of implementing the North American Marketing activity. Cardno made some suggestions that caused us to update some of our language in the document as well as add and modify a few questions in our data. Ms. Calnan's detailed comments can be found in Table 6.

For ease of reference, we have added the section of the draft EDR to which the comment pertains in parentheses following each comment.

Table 6. Stakeholder Feedback and Response

Feedback	Response
While the increase in North American tourist arrivals is a key indicator, this will also depend on the accuracy of tourism arrival information that has been collected. There is substantial anecdotal arrival of increased NA arrivals to Namibia, and there can also be data gathered through the North American tour operators selling Namibia as a destination, who can provide information on increased traveller numbers. Just keep in mind that government collection of arrival information hasn't always been consistent/reliable *(section 2.3 Cost benefit analysis)*	We agree with this comment. The evaluation team has noted some inconsistencies in the data provided by the GRN. Using the Tour Operator Surveys, we will ask their perception on the increase in tourism to Namibia, particularly from North America.
I would add to the points below that the evaluation might be able to demonstrate the value of destination marketing and capacity building in support of local tourism product and service providers may increase tourism travel to and spend in a destination (*section 2.4.3 - Policy Relevance of the Evaluation)*	The evaluation team considers this something that is to be determined, as our aim is to assess the value (as opposed to demonstrating it) of destination marketing and capacity building in this context.

Feedback	Response
Consider adding a question about the extent that training of local tour operators (in online marketing), product and service providers improve linkages and access to international (North American) markets, resulting in more arrivals (section 3.1.2 – Tourism Marketing Activity Evaluation Questions)	We plan to address this under our existing evaluation questions and address it thoroughly in our Tour Operator Survey.
I see that your finding is consistent with my comment above regarding availability and reliability of this arrivals data. Another alternative source would be North American tour operators selling Namibia as a destination, and of course a cross section of Namibian operators (and accommodation providers) on their increased arrivals (*comments made in 3.2 – Evaluation Design Overview, EQ6)*	Thank you for the suggestion. We will collect these data to the extent possible from North American and Namibia tour operators across through online surveys.
I would hope that MCC, and the MET would be able to help encourage NTB to provide these analytics. It's not difficult, and we helped set this up and trained them to do this for several years. (*section 3.2 – Evaluation Design Overview*, EQ7)	While we still hope to collect some of this information, and have provided step-by-step guidance on how to extract it, it has become apparent that obtaining these data may not be feasible.
Probably your best bet (*section 3.2 Evaluation Design Overview, EQ 9*)	Thank you.
Good (*section 3.3.1 - Methodology*)	Thank you.
Within those three time periods, will you also examine frequency per month for example, instead of only on annual basis for example? It will be important to show this in terms of frequency of postings through social media, and then the subsequent retweets, hashtags, likes, etc… (*3.4.1 Secondary data collection*)	To the extent data are available, we will also look at monthly frequencies.
What about Print Media placements over time? There are substantial placements of significant $value and consumer reach. (*section 3.4.1 Methodology*)	Print media, as one of the approaches to North American Destination Marketing, is part of our evaluation of the NADM strategy to the extent it is relevant to answering the evaluation questions. However, we are not aware of any analytics available for the print media placements that would mirror those of online/social media.
You have mentioned the PR/Media component of the campaign – outreach to media, familiarization trips, and significant media placements. Many of the Namibian tour operators participated in these, by helping to host parts of the fam trips; and many of the North American operators learned more about Namibia through the media placements and have been able to use those media placements in their own marketing of the destination/itineraries, etc. (*section 5.4.4 comment made to introduction to Namibian Tour Operator Survey*)	We have included questions about familiarization trips and media placements the tour operator surveys.
Again – no mention of the PR/Media outreach work, the results of which (media placements) were used by many operators – online links, etc. (*section 5.4.4 - section 2 of Namibia Tour Operator Survey)*	Thank you, we have included media placements in the tour operator surveys.
Consider an additional question for social media? (*section 2 of Namibia Tour Operator Survey)*	Good suggestion; we have added a question about the usefulness of social media.

Feedback	Response
My comments above for the Namibian Operators survey are also relevant to the North American Operators survey. (*section 5.4.5 – North American Tour Operator Survey)*	The Evaluation Team has incorporated the same comments into the North American Tour Operator Survey as were made to the Namibia Tour Operator Survey.
This might require further explanation. In some countries, operators receive cooperative marketing investment in different ways; in this case it might be content, materials, etc. as opposed to a financial package that covers various components. Should be clear what you are asking them, as they might be confused when compared to other destination Tourism Boards, and staff selling Namibia at tour operators might have changed over time and they might not be aware of the nature of prior cooperative marketing with NTB. (section 5.4.5 – *North American Tour Operator Survey* section 4 on Cooperative Marketing Approach)	We have removed this question as part of our revision of the survey, as we felt it was not key to answering the evaluation questions.

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5.3 Quantitative Data Collection Instruments

5.3.1 Namibian Tour Operator Survey

Between 2009 and 2014, the Namibia Tourism Board (NTB) implemented a marketing campaign targeting the North American travel trade. The implementation of the marketing campaign was led by Cardno and funded by the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects. This survey gathers information about your company's experiences with that marketing campaign. If possible, we request that the owner or manager of your company respond to the survey.

The study is funded by MCC and carried out by Abt Associates Inc. If you agree to participate in this online survey, we will ask questions about your how you may have benefited from this campaign, and your perceptions about tourism to Namibia in general. The survey is expected to take 10 minutes. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers, to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for statistical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the option to not participate and there will be no consequences for nonparticipation. You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant.

Section 1: Business Profile

1. Is your company located in Namibia?*

_ 1. Yes

_ 2. No

2. How would you qualify your company?*

____ 1. Tour operator

____ 2. Travel agent

____ 3. Other, please specify:

3. What is your role in the company?*

____ 1. Owner

____ 2. Manager (non-owner)

____ 3. Non-managerial employee

____ 4. Intern or a part time employee

____ 5. Other, please specify:

4. Has your company ever sold travel or tourism experiences (for example tours, safaris, hunting trips etc) to or within Namibia?

____ 1. Yes

____ 2. No

5. *If No to Q3, end of survey.*

What year did you first sell travel and/or tourism experiences in Namibia?*

____ SHOW LIST OF CALENDAR YEARS

If after 2014, end of survey.

6. Does your company currently sell travel to or within Namibia? *

____ 1. Yes

____ 2. No

7. In which year did you stop selling travel and/or tourism experiences in Namibia?*

____ SHOW LIST OF CALENDAR YEARS

8. Why did your company stop selling travel or tourist experiences Namibia?

____ …….

9. Do you anticipate selling travel to Namibia in the near future (again)? *

____ 1. Yes

____ 2. No

10. Please explain:……..

11. What is your gender?

____ 1. Male

____ 2. Female

____ 3. Prefer not to answer

12. How many permanent employees did your company employ during 2018?*
(Permanent employees are direct employees hired without a pre-determined time limit.)

____ 1. 0 permanent employees

____ 2. 1-5 permanent employees

____ 3. 6-10 permanent employees

____ 4. 11-25 permanent employees

____ 5. 26-50 permanent employees

____ 6. More than 50 permanent employees

____ 7. Don’t know/ Prefer not to specify

13. How many permanent employees did your company employ in the last year you sold travel or tourist experiences in Namibia? *
If respondent stopped selling travel to Namibia

(Permanent employees are direct employees hired without a pre-determined time limit.)

( ) 0 permanent employees

( ) 1 - 5 permanent employees

( ) 6 - 10 permanent employees

( ) 11 - 25 permanent employees

( ) 26 - 50 permanent employees

( ) More than 50 permanent employees

( ) Don't know/ Prefer not to specify

14. Approximately how many customers booked with your company in 2018?*
___ 1. Less than 50 customers

___ 2. 51 – 100 customers

___ 3. 101 - 250 customers

___ 4. 251– 500 customers

___ 5. 501 – 1000 customers

___ 6. More than 1000 customers

___ 7. Don't know/ Prefer not to specify

15. Approximately how many customers did your company have in the last year you sold travel or tourist experiences in Namibia?*
___ 1. Less than 50 customers

___ 2. 51 – 100 customers

___ 3. 101 - 250 customers

___ 4. 251– 500 customers

___ 5. 501 – 1000 customers

___ 6. More than 1000 customers

___ 7. Don't know/ Prefer not to specify

16. What was your company's total revenue in Namibian dollars in 2018?*
( ) N$ 0 - 250,000

( ) N$ 250,001 - 500,000

( ) N$ 500,001 – 1 million

( ) More than N$ 1 million and less than or equal to 5 million

( ) More than N$ 5 million and less than or equal to 10 million

( ) More than N$ 10 million and less than or equal to 25 million

( ) More than N$ 25 million

( ) Don't know/ Prefer not to specify

17. What was your company's total revenue in Namibian dollars in the last year you sold travel or tourist experiences in Namibia?*
( ) N$ 0 - 250,000

( ) N$ 250,001 - 500,000

( ) N$ 500,001 – 1 million

( ) More than N$ 1 million and less than or equal to 5 million

( ) More than N$ 5 million and less than or equal to 10 million

( ) More than N$ 10 million and less than or equal to 25 million

( ) More than N$ 25 million

( ) Don't know/ Prefer not to specify

18. Is your company located in a communal conservancy?*
( ) Yes

( ) No

( ) Don't know/Prefer not to specify

19. Was your company located in a communal conservancy in the last year you sold travel or travel experiences in Namibia?*
( ) Yes

( ) No

( ) Don't know/Prefer not to specify

Familiarity with marketing campaign (I)

Between 2009 and 2014, the Namibia Tourism Board (NTB) developed marketing tools for the Namibian and North American travel trade. We will ask some questions about whether you or

anyone in your company used these marketing tools or participated in marketing events organized by the NTB.

Section 2: Marketing Campaign Namibia

Marketing tools and materials

20. Have you or anyone at your company used online marketing tools (e.g. short descriptions of Namibia as tourist destination, image library, sales guide with itineraries, mobile apps) created by NTB between 2009 and 2014 to promote Namibia as a tourist destination?*

____ 1. Yes

____ 2. No

21. To what extent do you agree or disagree with the following statement: *The online marketing tools provided by NTB were useful to promote Namibia as a tourist destination.**

____ 1. Strongly agree

____ 2. Agree

____ 3. Neither agree nor disagree

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to specify

22. NTB organized trade and road shows in North America, inviting the North American Travel trade to build and strengthen relationships. Did you participate in NTB's trade and roads shows in North America anytime between 2009 and 2014?*

____ 1. Yes

____ 2. No

23. To what extent do you agree or disagree with the following statement: *Trade and road shows organized by NTB were useful to network with North American tour operators.**

____ 1. Strongly agree

____ 2. Agree

____ 3. Neither agree nor disagree

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to specify

24. NTB organized workshops and trainings to build awareness of Namibia's festivals and events. Did you or anyone at your company participate in these workshops or trainings between 2009 and 2014?*

____ 1. Yes

____ 2. No

25. To what extent do you agree or disagree with the following statement: The w*orkshops and trainings were useful to build awareness of Namibia's festivals and events.**

____ 1. Strongly agree

____ 2. Agree

____ 3. Neither agree nor disagree

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to specify

26. The NTB developed an online course called the Destination Specialist Program, which provided training about Namibia as a tourist destination. Did you or anyone at your company participate in the Destination Specialist Program?*

( ) Yes

( ) No

( ) Don't know/Prefer not to specify

27. To what extent do you agree or disagree with the following statement: *The Destination Specialist Program helped me to effectively sell Namibia as a tourist destination.**

( ) Strongly agree

( ) Agree

( ) Neither agree nor disagree

( ) Disagree

( ) Strongly disagree

( ) Don't know/ Prefer not to specify

Interactive website and overall satisfaction

28. Are you aware of NTB's interactive website promoting Namibia online as a tourist destination? You can visit the NTB website here: namibiatourism.com.na.*

___ 1. Yes

___ 2. No

If no, skip to Q28.

29. To what extent do you agree with the following statement: *The NTB website is effective in promoting Namibia as a tourist destination abroad.**

____ 1. Strongly agree

____ 2. Agree

____ 3. Neither agree nor disagree

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to answer

30. How do you rate NTB's effectiveness as a tourism office?

____ 1. Poor

____ 2. Below average

____ 3. Average

____ 4. Above average

____ 5. Excellent

____ 6. Don't know/ Prefer not to answer

31. Please explain

……

……

……

Section 3. Marketing communal conservancies

Communal conservancies are legally-recognized areas formed by communal area residents who assume local responsibility to sustainably manage wildlife and other natural resources. Residents of communal conservancies can engage in tourism activities to benefit from tourism in the area and increase household incomes.

32. Have you specifically marketed travel or tourist experiences in communal conservancies in Namibia? *

____ 1. Yes

____ 2. No

33. To what extent did you change the amount of marketing you did of travel/tourist experiences to communal conservancies in Namibia between 2014 and 2018?

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

34. To what extent did you change the amount of marketing you did of travel/tourist experiences in communal conservancies in Namibia between 2014 and the year you stopped selling travel/tourist experiences in Namibia?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

35. To what extent did you change the amount of marketing you did of travel/tourist experiences in communal conservancies in Namibia between the year you began operations and 2014?

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

36. To what extent did you change the amount of marketing you do of travel/tourist experiences in communal conservancies in Namibia between 2009 and 2014.

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

37. To what extent do you agree or disagree with following statement: *Local communities in communal conservancies benefited from increased tourism.*.

____ 1. Strongly agree

____ 2. Agree

____ 3. Neutral

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to answer

Section 4. Effects of marketing activities on growth in tourism to Namibia

38. Do you or have you ever received bookings from North American travel agents or tour operators?

( ) Yes

( ) No

( ) Don't know/Prefer not to specify

39. How did the total number of bookings you received from North American travel agents and/or tour operators in 2018 compare to 2014?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

40. How did the total number of bookings you received from North American travel agents and/or tour operators in the last year you sold travel/tourist experiences in Namibia, compare to 2014?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

41. How did the total number of bookings you received from North American travel agents and/or tour operators in 2014 compare to 2009?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

42. How did the total number of bookings you received from North American travel agents and/or tour operators in 2014, compare with the year you began selling travel/tourist experiences in Namibia?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

43. Please explain why you think the total number of bookings you received from North American tour operators and/or travel agents changed between 2009/the year you began operations and 2014.

_____

_____

_____

_____

44. To what extent do you agree or disagree with the following statement: *The marketing campaign to promote Namibia during 2009 to 2014, increased the number of bookings I received from North American travel agents and/or tour operators.* *

( ) Strongly agree

( ) Agree

( ) Neither agree nor disagree

( ) Disgree

( ) Strongly disagree

( ) Don't know/Prefer not to specify

45. Three tourism routes were established to raise the awareness of tourist establishments and link tourism attractions such as Etosha National Park with other areas, such as communal conservancies. The Arid Eden Route stretches from Swakopmund in the South to the Angolan border; the Omulunga Palm Route is located along the Norther border and runs from Ruacana in the West to Nkurenkuru in the East; and the Four Rivers Route, located in the North East, takes visitors from Rundu in the West across to the Zambezi region.

    Are you aware of the establishment of any of these tourism routes?*

( ) Yes

( ) No

46. Have you ever promoted one or more of the tourism routes (Arid Eden Route, Omulunga Palm Route, Four Rivers Route)?*

( ) Yes

( ) No

( ) Don't know/Prefer not to specify

47. Which of the tourism routes do you or did you promote?

    You can select more than one option.
    *

[ ] Arid Eden Route

[ ] Omulunga Palm Route

[ ] Four Rivers Route

48. To what extent do you agree or disagree with the following statement: The *tourism route(s) were actively promoted in 2013 and the following years.**

( ) Strongly agree

( ) Agree

( ) Neither agree nor disagree

( ) Disgree

( ) Strongly disagree

( ) Don't know/Prefer not to specify

49. To what extent do you agree or disagree with the following statement: *The tourism route(s) have been well maintained after they were established in 2013.**

( ) Strongly agree

( ) Agree

( ) Neither agree nor disagree

( ) Disgree

( ) Strongly disagree

( ) Don't know/Prefer not to specify

50. Approximately how many customers from North America (United States of America and Canada) booked with your company in 2018?*

( ) 50 or less

( ) 51 to 100

( ) 101 to 250

( ) 251 to 500

( ) 501 to 1,000

( ) More than 1,000

( ) Don't know/Prefer not to specify

51. Approximately how many customers from North America (United States of America and Canada) booked with your company in the last year you sold travel or tourist experiences in Namibia?*

( ) 50 or less

( ) 51 to 100

( ) 101 to 250

( ) 251 to 500

( ) 501 to 1,000

( ) More than 1,000

( ) Don't know/Prefer not to specify

52. How does the total number of your customers from North America (United States of America and Canada) in 2018 compare with 2014?*

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

53. How does the total number of your customers from North America (United States of America and Canada) in the last year you sold travel/tourist experience in Namibia compare with 2014?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

54. How does the total number of North American customers (United States of America and Canada) you booked travel for in Namibia in 2014 compare with 2009?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

55. How does the total number of your customers from North America (United States of America and Canada) in 2014 compare with the year you began selling travel/tourism experiences in Namibia?*

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

56. Please explain why you think there was a change in total number of customers from North America between 2009/the year you began operations and 2014.

_____

_____

_____

57. To what extent do you agree or disagree with the following statement: *The marketing campaign to promote Namibia as a tourist destination to the North American market has contributed to an increase in bookings from North America for my company.**

____ 1. Strongly agree

____ 2. Agree

____ 3. Neither agree nor disagree

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to specify

Length of stay

58. What do you think was the average length of stay of your North American customers in Namibia in 2018?*

____ 1. 0-5 days

____ 2. 6-10 days

____ 3. 11-15 days

____ 4. More than 15 days

____ 5. Don't know/ Prefer not to answer

59. What do you think was the average length of stay of your North American customers (United States of America and Canada) in Namibia in the last year you sold travel/tourism experiences in Namibia?*

( ) 0 - 5 days

( ) 6 - 10 days

( ) 11 - 15 days

( ) More than 15 days

( ) Don't know/Prefer not to specify

60. How does the average length of stay of your North American customers (United States of America and Canada) in Namibia in 2018 compare with 2014?*

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

61. How does the average length of stay of your North American customers (United States of America and Canada) in Namibia in the last year you sold travel/tourism experiences compare with 2014?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

62. How does the average length of stay of your North American customers (United States of America and Canada) in 2014 compare with 2009? *

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

63. Did the average length of stay by your guests/visitors from North America increase, decrease or stay the same from the year you began operations to 2014? *

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

64. To what extent do you agree or disagree with the following statement: *The marketing campaign to promote Namibia as a tourist destination has contributed to an increase in the average length of stay of North American customers at my establishment.**

____ 1. Strongly agree

____ 2. Agree

____ 3. Neither agree nor disagree

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to specify

Revenue

65. How did the proportion of your total revenue from North American customers (United States and Canada) in 2018 compare to 2014?

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

66. How did the proportion of your total revenue from North American customers (United States of America and Canada) in the last year you sold travel/tourist experiences in Namibia compare with 2014?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

67. How did the proportion of your total revenue from North American customers (United States of America and Canada) in 2014 compare to 2009?

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

68. How did the proportion of your total revenue from North American customers in 2014 compare to year you began selling travel/tourist experiences in Namibia?

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same

____ 4. Increased

____ 5. Increased significantly

____ 6. Don't know/ Prefer not to answer

69. To what extent do you agree or disagree with the following statement: *The marketing campaign to promote Namibia as a tourist destination has contributed to an increase in revenue for my company.*

____ 1. Strongly agree

____ 2. Agree

____ 3. Neither agree nor disagree

____ 4. Disagree

____ 5. Strongly disagree

____ 6. Don't know/ Prefer not to specify

70. How do you think the popularity of Namibia as a tourist destination changed between 2009 and 2018?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

71. How do you think the popularity of Namibia as a tourist destination changed between the year you began selling travel/tourist experiences in Namibia and 2018?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

72. How do you think the popularity of Namibia as a tourist destination changed between 2009 and the year you stopped selling travel/tourist experiences in Namibia?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

73. What barriers exist (if any) in encouraging North American visitors/tourists to visit Namibia? *(multiple answers possible)*

____ 1. No direct air service between North American and Namibia

____ 2. Competition from surrounding countries.

____ 3. Perceived safety and security of Namibia.

____ 4. Namibia is perceived as an expensive tourist destination.

____ 5 [ ] Namibia is a relatively unknown tourism destination

____ 6. Other, please specify……..

---

74. How do you think the activities discussed in this survey could have been done more effectively to increase tourist arrivals in Namibia?

……
……
……

Thank You!

5.3.2 North American Tour Operator Survey

Introduction

Between 2009 and 2014, the Namibia Tourism Board (NTB) implemented a marketing campaign targeting the North American travel trade. The implementation of the marketing campaign was led by Cardno and funded by the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects. This survey gathers information about your company's experiences with that marketing campaign. If possible, we request that the owner or manager of your company respond to the survey.

This survey is funded by MCC and carried out by Abt Associates Inc. If you agree to participate in this online survey, we will ask questions about how you may have benefited from this campaign, and your perceptions about tourism to Namibia in general. The survey is expected to take 10 minutes. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for statistical purposes only.

Your participation is voluntary and you may choose not to specify any or all questions for any reason. In other words, you have the option to not participate and there will be no consequences for nonparticipation. You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant.

Section 1: Business Profile

1. How would you qualify your company?*
____ 1. Tour operator
____ 2. Travel agent
____ 3. Other, please specify:

2. What is your role in the company?*

____ 1. Owner

____ 2. Manager (non-owner)

____ 3. Non-managerial employee

____ 4. Intern or a part time employee

____ 5. Other, please specify:

3. Is your company located in the United States of America and/or Canada?*
____1. United States of America
____2. Canada
____3. Other, specify:

4. Does your company sell travel in the United States of America and/or Canada?*

____1. United States of America
____2. Canada
____3. Other, specify:

5. Has your company ever sold travel to Namibia?*
____ 1. Yes
____ 2. No
____ 3. Don't know/Prefer not to specify

6. In which year did you first sell travel to Namibia?*
____ SHOW LIST OF CALENDAR YEARS

7. Does your company currently sell travel to Namibia?*
____ 1. Yes
____ 2. No

8. In which year did you stop selling travel to Namibia?*
____ SHOW LIST OF CALENDAR YEARS

9. Why did your company stop selling travel to Namibia?

……
……
……

10. Do you anticipate selling travel to Namibia in the near future (again)?*
____ 1. Yes
____ 2. No
____ 3. Don't know/Prefer not to specify

11. Please explain:……..
……
……
……

12. How many permanent employees did your company employ during 2018?*
(Permanent employees are direct employees hired without a pre-determined time limit.)
____ 1. 0 permanent employees
____ 2. 1-10 permanent employees
____ 3. 11-25 permanent employees
____ 4. 26-50 permanent employees

____ 5. 50-100 permanent employees
____ 6. More than 100 permanent employees
____ 7. Don't know/ Prefer not to specify

13. What is your gender?
____ 1. Male
____ 2. Female
____ 3. Prefer not to answer

14. For approximately how many customers did your business book travel in 2018?*
___ 1. Less than 250 customers
___ 2. 251 – 500 customers
___ 3. 501 – 1000 customers
___ 4. 1001 – 2500 customers
___ 5. 2501 – 5000 customers
___ 6. More than 5000 customers
___ 7. Don't know/ Prefer not to specify

15. What was your company's total revenue in U.S. dollars in year 2018?*
___ 1. 0 - 250,000
___ 2. 250,001 - 500,000
___ 3. 500,001 – 1 million
___ 4. More than 1 million but less than or equal to 5 million
___ 5. More than 5 million but less than or equal to 10 million
___ 6. More than 10 million but less than or equal to 25 million
___ 7. More than 25 million
___ 8. Don't know/ Prefer not to specify

Section 2: Marketing Campaign Namibia

Between 2009 and 2014, the Namibia Tourism Board (NTB) promoted Namibia as a tourist destination and developed marketing tools for the North American travel trade. We will ask some questions about whether you or anyone in your company used these marketing tools or participated in marketing events organized by the NTB.

16. Between 2009 and 2014, a media campaign advertised Namibia in a variety of media outlets (e.g. CNN, the New York Times), and television shows (e.g. NBC Today). Were you or anyone at your company aware of the media campaign by NTB to raise the profile of Namibia as a tourist destination?*
____ 1. Yes
____ 2. No

17. To what extent do you agree or disagree with the following statement: *The media campaign was effective in raising the profile of Namibia as a tourist destination.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

18. Have you or anyone at your company used online marketing tools (e.g. short descriptions of Namibia as tourist destination, image library, sales guide with itineraries, mobile apps) created by NTB to promote Namibia as a tourist destination?*
____ 1. Yes
____ 2. No

19. To what extent do you agree or disagree with the following statement: *The online marketing tools developed by NTB were useful to promote Namibia as a tourist destination.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

20. Did anyone from your company participate in a familiarization trip to Namibia organized by the NTB anytime between 2009 and 2014?*
____ 1. Yes
____ 2. No
____ 3. Don't know/ Prefer not to specify

21. To what extent do you agree or disagree with the following statement: *The familiarization trip to Namibia that I participated in played an important role in my decision to sell Namibia as a tourist destination.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

22. NTB organized trade and road shows in North America, inviting the Namibian and North American travel trade, to build and strengthen relationships. Did your company participate in NTB's trade and roads shows in North America anytime between 2009 and 2014?*
____ 1. Yes
____ 2. No
____ 3. Don't know/ Prefer not to specify

23. To what extent do you agree or disagree with the following statement: *Trade and road shows organized by NTB between 2009 and 2014 were useful to network with Namibian tour operators.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

24. Workshops and webinars were organized by NTB to build awareness of Namibia's festivals and events. Did you or anyone at your company attend these workshops and webinars anytime between 2009 and 2014?*
____ 1. Yes
____ 2. No
____ 3. Don't know/ Prefer not to specify

25. To what extent do you agree or disagree with the following statement: *The workshops and webinars organized by NTB were useful to build awareness of Namibia's festivals and events.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disgree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

26. Are you aware of Namibia Tourist Boards (NTB)'s interactive website promoting Namibia online as a tourist destination?
You can visit the NTB website here: namibiatourism.com.na?
____ 1. Yes
____ 2. No

27. To what extent do you agree or disagree with the following statement: *The NTB website is effective in helping to promote Namibia as a tourist destination to the North American market.*
____ 1. Strongly agree

____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

28. How would you rate Namibia Tourism Board (NTB)'s effectiveness as a tourism office?*

____ 1. Poor

____ 2. Below average

____ 3. Average

____ 4. Above average

____ 5. Excellent

____ 6. Don't know/Prefer not to specify

29. Please explain your rating of the NTB?
…….

…….

…….

30. To what extent did you decrease or increase marketing efforts in North America to promote Namibia as a tourist destination between 2014 and 2018?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Did not market Namibia as a tourist destination
____ 7. Don't know/ Prefer not to specify

31. To what extent did you decrease or increase marketing efforts in North America to promote Namibia as a tourist destination between 2014 and the year you stopped selling travel to Namibia?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Did not market Namibia as a tourist destination
____ 7. Don't know/ Prefer not to specify

32. To what extent did you decrease or increase marketing efforts in North America to promote Namibia as a tourist destination between 2009 and 2014?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

33. To what extent did you decrease or increase marketing efforts in North America to promote Namibia as a tourist destination between the year you began selling Namibia and 2014?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

34. How do you think the awareness among North Americans (United States of America and/or Canada) of Namibia as a tourist destination has changed from **2009** to **2018**?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

35. How do you think the awareness among North Americans (United States of America and/or Canada) of Namibia as a tourist destination has changed from 2009 to the year you stopped selling travel to Namibia?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

36. How do you think the awareness among North Americans (United States of America and/or Canada) of Namibia as a tourist destination has changed from the year you began selling Namibia until 2018?*

____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased

____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

37. Please explain:

_____
_____
_____
_____

Section 3. Marketing communal conservancies

Communal conservancies are legally-recognized areas formed by communal area residents who assume local responsibility to sustainably manage wildlife and other natural resources. Residents of communal conservancies can engage in tourism activities to benefit from tourism in the area and increase household incomes.

38. Have you specifically marketed itineraries to or through communal conservancies in Namibia?*
____ 1. Yes
____ 2. No
____ 3. Don't know/ Prefer not to specify

39. To what extent did you change the amount of marketing you do of travel/tourist experiences in communal conservancies in Namibia between 2014 and 2018?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

40. To what extent did you change the amount of marketing you do of travel/tourist experiences in communal conservancies in Namibia between 2014 and the year you stopped selling travel to Namibia?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

41. To what extent did you change the amount of marketing you do of travel/tourist experiences in communal conservancies in Namibia between 2009 and 2014?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

42. To what extent did you change the amount of marketing you do of travel/tourist experiences in communal conservancies in Namibia between the year you began operations and 2014.*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

43. To what extent do you agree or disagree with the following statement: *Local communities in communal conservancies benefited from increased tourism.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

Section 4. Effects of marketing activities on growth in tourism to Namibia

44. For approximately how many North Americans did you book travel that included Namibia in 2018?*
____ 1. 50 or less
____ 2. 51 to 100
____ 3. 101 to 250
____ 4. 250 to 500
____ 5. 501 to 1,000
____ 6. 1001 to 2,500
____ 7. More than 2,500
____ 8. Don't know/ Prefer not to specify

45. For approximately how many North Americans did you book travel that included Namibia in the last year you sold this destination?*
____ 1. 50 or less
____ 2. 51 to 100

____ 3. 101 to 250
____ 4. 250 to 500
____ 5. 501 to 1,000
____ 6. 1001 to 2,500
____ 7. More than 2,500
____ 8. Don't know/ Prefer not to specify

46. Of all travel you booked to African destinations for North American customers in 2018, approximately what proportion of that travel was booked to Namibia?

_____Namibia

47. Of all travel you booked to African destinations for North American customers in the last year you sold Namibia as a destination, approximately what proportion of that travel was booked to Namibia?

_____Namibia

Section 2: Comparing Namibia to competitors

48. How did the total number of North American customers you booked travel for to each of the following countries in 2018 compare with 2014?*

	Number of bookings increased significantly	Number of bookings increased somewhat	Number of bookings stayed the same	Number of bookings decreased somewhat	Number of bookings decreased significantly	Don't know/Prefer not to specify
Botswana	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Kenya	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Namibia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
South Africa	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Tanzania	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Zambia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.

49. How did the total number of North American customers you booked travel for to each of the following countries in **the last year you sold Namibia as a destination** compare with 2014?*

	Number of bookings increased significantly	Number of bookings increased somewhat	Number of bookings stayed the same	Number of bookings decreased somewhat	Number of bookings decreased significantly	Don't know/Prefer not to specify
Botswana	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Kenya	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.

	Number of bookings increased significantly	Number of bookings increased somewhat	Number of bookings stayed the same	Number of bookings decreased somewhat	Number of bookings decreased significantly	Don't know/Prefer not to specify
Namibia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
South Africa	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Tanzania	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Zambia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.

50. How did the total number of North American customers you booked travel for to each of the following countries in 2014 compare with 2009?*

	Number of bookings increased significantly	Number of bookings increased somewhat	Number of bookings stayed the same	Number of bookings decreased somewhat	Number of bookings decreased significantly	Don't know/Prefer not to specify
Botswana	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Kenya	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Namibia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
South Africa	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Tanzania	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Zambia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.

51. How did the total number of North American customers you booked travel for to each of the following countries in 2014 compare with the year you began selling Namibia?*

	Number of bookings increased significantly	Number of bookings increased somewhat	Number of bookings stayed the same	Number of bookings decreased somewhat	Number of bookings decreased significantly	Don't know/Prefer not to specify
Botswana	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Kenya	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Namibia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
South Africa	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Tanzania	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Zambia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.

52. To what extent do you agree or disagree with the following statement: *The marketing campaign to promote Namibia as a tourist destination has contributed to an increase in bookings from North America to Namibia for my company.*

____ 1. Strongly agree
____ 2. Agree

____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

Length of stay

53. What was the average length of stay of your North American customers in Namibia in 2018?*
____ 1. 0-5 days
____ 2. 6-10 days
____ 3. 11-15 days
____ 4. More than 15 days
____ 5. Don't know/ Prefer not to specify

54. What was the average length of stay of your North American customers in the last year you sold this destination?*
____ 1. 0-5 days
____ 2. 6-10 days
____ 3. 11-15 days
____ 4. More than 15 days
____ 5. Don't know/ Prefer not to specify

55. How did the average length of stay of your customers from North America in Namibia in 2018, compare with 2014?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

56. How did the average length of stay of your customers from North America in Namibia in the last year you sold this destination, compare with 2014?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

57. How did the average length of stay of your customers from North America in Namibia in 2014, compare with 2009?*
____ 1. Decreased significantly
____ 2. Decreased

____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

58. How did the average length of stay of your customers from North America in Namibia in 2014 compare with the year you began selling this destination?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

59. To what extent do you agree or disagree with the following statement: *The marketing campaign to promote Namibia as a tourist destination has contributed to an increase in length of stay of North American customers at my establishment.**
____ 1. Strongly disagree
____ 2. Disagree
____ 3. Neither agree nor disagree
____ 4. Agree
____ 5. Strongly Agree
____ 6. Don't know/ Prefer not to specify

Revenue

60. Approximately what proportion of your total revenue came from bookings to Namibia in 2018?*
____ 1. 0-5%%
____ 2. 6-10%
____ 3. 11-25%%
____ 4. 25-50%
____ 5. More than 50%
____ 6. Don't know/ Prefer not to specify

61. Approximately what proportion of your total revenue came from bookings to Namibia in the last year you sold this destination?*
____ 1. 0-5%
____ 2. 6-10%
____ 3. 11-25%
____ 4. 25-50%
____ 5. More than 50%
____ 6. Don't know/ Prefer not to specify

62. How did the proportion of your total revenue from bookings to Namibia in 2018, compare with 2014?*
____ 1. Decreased significantly

____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

63. How did the proportion of your total revenue from bookings to Namibia in the last year you booked this destination, compare with 2014?
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

64. How did the proportion of your total revenue from bookings to Namibia in 2014, compare with 2009?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

65. How did the proportion of your total revenue from bookings to Namibia in 2014, compare with the year you began selling this destination?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

66. To what extent do you agree or disagree with the following statement: *The marketing campaign to promote Namibia as a tourist destination has contributed to an increase in revenue from bookings to Namibia for my company.*
____ 1. Strongly disagree
____ 2. Disagree
____ 3. Neither agree nor disagree
____ 4. Agree
____ 5. Strongly Agree
____ 6. Don't know/ Prefer not to specify

67. How would you rate the following tourist destinations on scale of 1 to 5 (1=Intriguing, 5=Not intriguing)?*

	Intriguing	Somewhat intriguing	Average	Less intriguing	Not intriguing	Don't know
Botswana	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Kenya	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Mozambique	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Namibia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
South Africa	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Uganda	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Zambia	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.
Zimbabwe	___ 1.	___ 2.	___ 3.	___ 4.	___ 5.	___ 6.

68. Please explain your rating of Namibia as a tourist destination:

_____

_____

_____

_____

69. How do you think the popularity of Namibia as a tourist destination changed between 2009 and 2018?*

____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don’t know/ Prefer not to specify

70. How do you think the popularity of Namibia as a tourist destination changed between the year you began selling Namibia and 2018?*

____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

71. How do you think the popularity of Namibia as a tourist destination changed between 2009 and the year you stopped selling this destination**?***

____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

72. What barriers do you think exist (if any) in encouraging international visitors/tourists to visit or extend their stay in Namibia? *Multiple answers possible*

- ☐ No direct air service between North American and Namibia
- ☐ Competition from surrounding countries offering unique safari experiences.
- ☐ Perceived safety and security of Namibia.
- ☐ Namibia is perceived as an expensive tourist destination.
- ☐ Namibia is a relatively unknown tourist destination.
- ☐ Other……
- ☐ Other……
- ☐ Other……

73. Why did your company stop selling travel to Namibia?

……
……
……

74. Do you anticipate selling travel to Namibia in the near future (again)?

____ 1. Yes
____ 2. No
____ 3. Don't know/ Prefer not to specify

75. Please explain.

……
……
……

76. How do you think the activities discussed in this survey could have been done more effectively to increase tourist arrivals in Namibia?

……
……
……

Thank You!

5.3.3 Enterprise Survey

Introduction

This survey gathers information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism sector between 2009 and 2014.

This study is funded by MCC and being carried out by Abt Associates Inc. If you agree to participate in this online survey, we will ask questions about your establishment, how you may have benefited from investments in Namibia's tourism sector, and your perceptions about tourism to Namibia in general. The survey is expected to take less than 10 minutes. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for statistical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the option to not participate and there will be no consequences for nonparticipation. You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant.

Section 1. Screening Questions

1. Since which year has your establishment been in operation?*
____ 1. *SHOW LIST OF CALENDAR YEARS*
____ 2. Don't know

2) Is your establishment currently in operation?*

( ) Yes

( ) No

3) What was the last year your establishment was in operation?*
____ 1. *SHOW LIST OF CALENDAR YEARS*
____ 2. Don't know

4. How far is your establishment located from Etosha National Park?*

____ 1. Less than 50 kilometers
____ 2. 50 kilometers or more
____ 3. Don't know/Prefer not to specify

5. Three tourism routes were established and promoted to help tourist establishments benefit from increased tourism to Namibia and link tourism attractions such as Etosha National Park with other areas, such as communal conservancies.
Below we show the three tourist routes with a link to a map of each route:

1) The Arid Eden Route stretches from Swakopmund in the South to the Angolan border: Map of Arid Eden Route.
2) The Omulunga Palm Route, is located along the Norther border and runs from Ruacana in the West to Nkurenkuru in the East: Map of Omulunga Route.
3) The Four Rivers Route, located in the North East, takes visitors from Rundu in the West across to the Zambezi region: Map of Four Rivers RouteThe
Is your establishment located within 50 kilometers from one of these routes? If so, please select the respective route closest to your establishment. If your establishment is not located within 50 kilometers from any of these routes, select "My establishment is not located within 50 kilometers from any of these routes"*

____ 1. Arid Eden Route
____ 2. Omulunga Palm Route
____ 3. Four Rivers Route
____ 4. My establishment is not located within 50 kilometers from any of these routes
____ 5. Don't know/Prefer not to specify

Section 2. Business Profile

6. What is your gender?*
____ 1. Male
____ 2. Female
____ 3. Prefer not to specify

7. Are you the owner of the establishment or an employee?*
____ 1. Owner
____ 2. Employee
____ 3. Prefer not to specify

8. Were you the owner of the establishment or an employee?*
____ 1. Owner
____ 2. Employee
____ 3. Prefer not to specify

9. What type of services does your establishment offer (more than one option allowed)?*
____ 1. Bed and Breakfast
____ 2. Hotel/Pension/Motel
____ 3. Camp site/camping or caravan park
____ 4. Guest House
____ 5. Guest Resort
____ 6. Self-catering accommodation

____ 7. Restaurant
____ 8. Lodge
____ 9. Hunting or game farm
____ 10. Shuttle, Transport, Vehicle rental
____ 11. Other – Write in:

10. What type of services did your establishment offer (more than one option allowed)?*
____ 1. Bed and Breakfast
____ 2. Hotel/Pension/Motel
____ 3. Camp site/camping or caravan park
____ 4. Guest House
____ 5. Guest Resort
____ 6. Self-catering accommodation
____ 7. Restaurant
____ 8. Lodge
____ 9. Hunting or game farm
____ 10. Shuttle, Transport, Vehicle rental
____ 11. Other – Write in:

11. Which Gate to Etosha National Park is your establishment most closely located?*

( ) Anderson Gate

( ) Von Lindequist Gate

( ) Galton Gate

( ) King Nehale

( ) Don't know/Prefer not to specify

12. Which Gate to Etosha National Park was your establishment most closely located?*

( ) Anderson Gate

( ) Von Lindequist Gate

( ) Galton Gate

( ) King Nehale

( ) Don't know/Prefer not to specify

13. How many permanent employees did your establishment employ in total in 2018?
(Permanent employees are direct employees hired without a pre-determined time limit.)*
____ 1. 0 permanent employees
____ 2. 1-5 permanent employees
____ 3. 6-10 permanent employees
____ 4. 11-25 permanent employees
____ 5. 26-50 permanent employees

____ 6. More than 50 permanent employees
____ 7. Don't know/ Prefer not to specify

14. How many permanent employees did your establishment employ in total in the last year you were in operation? (Permanent employees are direct employees hired without a pre-determined time limit.)*
____ 1. 0 permanent employees
____ 2. 1-5 permanent employees
____ 3. 6-10 permanent employees
____ 4. 11-25 permanent employees
____ 5. 26-50 permanent employees
____ 6. More than 50 permanent employees
____ 7. Don't know/ Prefer not to specify

15. How many rooms and/or campsites did your establishment have in 2018?*
____ 1. 1-5 rooms and/or campsites
____ 2. 6-10 rooms and/or campsites
____ 3. 11-25 rooms and/or campsites
____ 4. 26-50 rooms and/or campsites
____ 5. More than 50 rooms and/or campsites
____ 6. My establishment does not offer rooms or campsites
____ 7. Don't know/ Prefer not to specify

16. How many rooms and/or campsites did your establishment have in the last year you were in operation?*
____ 1. 1-5 rooms and/or campsites
____ 2. 6-10 rooms and/or campsites
____ 3. 11-25 rooms and/or campsites
____ 4. 26-50 rooms and/or campsites
____ 5. More than 50 rooms and/or campsites
____ 6. My establishment does not offer rooms or campsites
____ 7. Don't know/ Prefer not to specify

17. What was your average annual occupancy rate in year 2018?*
____ 1. 0 – 20%
____ 2. 21 – 40%
____ 3. 41 – 60%
____ 4. 61 – 80%
____ 5. More than 80%
____ 6. Don't know/ Prefer not to specify

18. What was your average annual occupancy rate in the last year you were in operation?*
____ 1. 0 – 20%
____ 2. 21 – 40%

____ 3. 41 – 60%
____ 4. 61 – 80%
____ 5. More than 80%
____ 6. Don't know/ Prefer not to specify

19. What was the total annual revenue in Namibian Dollars (N$) of your establishment in year 2018?*

( ) N$ 0 - 250,000

( ) N$ 250,001 - 500,000

( ) N$ 500,001 – 1 million

( ) More than N$ 1 million and less than or equal to 5 million

( ) More than N$ 5 million and less than 10 million

( ) More than N$ 10 million and less than 25 million

( ) More than N$ 25 million

( ) Don't know/ Prefer not to specify

20. What was the total annual revenue in Namibian Dollars (N$) of your establishment in the last year you were in operation?*

( ) N$ 0 - 250,000

( ) N$ 250,001 - 500,000

( ) N$ 500,001 – 1 million

( ) More than N$ 1 million and less than or equal to 5 million

( ) More than N$ 5 million and less than or equal to 10 million

( ) More than N$ 10 million and less than or equal to 25 million

( ) More than N$ 25 million

( ) Don't know/ Prefer not to specify

21. Is your establishment located in a communal conservancy or a free-hold farm?*
____ 1. Yes
____ 2. No
____ 3. Don't know/Prefer not to specify

22. Was your establishment located in a communal conservancy or a free-hold farm?*
____ 1. Yes
____ 2. No
____ 3. Don't know/Prefer not to specify

Section 3. Route Associations

When the tourist routes (Arid Eden Route, Omulunga Palm Route, Four Rivers Route) where established in 2013, each route was intended to have its own route association with an elected management committee. . We will now ask a few questions about the route associations.

23. Are you aware of the establishment of route associations?*
____ 1. Yes
____ 2. No

24. Are you or have you ever been a member of a route association?*
____ 1. Yes
____ 2. No

25. For which route are you or were you a member of the route association?*
____ 1. Arid Eden Route
____ 2. Omulunga Palm Route
____ 3. Four Rivers Route

26. How many times has the route association of the [ROUTE NAME] met in total since it was established?*
____ 1. None
____ 2. Once or twice
____ 3. 3-5 times
____ 4. 6-10 times
____ 5. More than 10 times
____ 6. Don't know/ Prefer not to specify

27. How many times have you attended meetings of the [ROUTE NAME] association since it was established?*
____ 1. None
____ 2. Once or twice
____ 3. 3-5 times
____ 4. 6-10 times
____ 5. More than 10 times
____ 6. Don't know/ Prefer not to specify

28. To what extent do you agree or disagree with the following statement: *The [NAME OF ROUTE] Association has been effective in sustaining the route.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

29. To what extent do you agree or disagree with the following statement: *The [NAME OF ROUTE] Association has actively engaged businesses along the route in promoting the routes.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

30. To what extent do you agree or disagree with the following statement: *The [NAME OF ROUTE] Association has been successful in increasing the number of businesses that promote the routes.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

Section 4. Total number of visitors

Between 2009 and 2014, the Millennium Challenge Corporation invested in the infrastructure, equipment, and management of Etosha National Park. We will now ask some questions about how your awareness of and experience with these investments.

31. How did the total number of guests/customers you received at your establishment in 2018 compare to 2014?
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

32. How did the total number of guests/customers you received at your establishment in the last year you were in operation compare with 2014?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

33. How did the total number of guests/customers you received at your establishment in 2014 compare with 2009?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

34. How did the total number of guests/customers you received at your establishment in 2014 compare with the year you began operations?*

( ) Decreased significantly

( ) Decreased

( ) Stayed the same

( ) Increased

( ) Increased significantly

( ) Don't know/Prefer not to specify

35. Please explain why you think there has been a change in total number of guests/customers between 2009/the year you began operations and 2014.

…….

…….

…….

Section 5. Total number of North American visitors

If enterprise was established after 2013, skip to Q38

36. How did the proportion of your guests/customers from North America (United States of America and/or Canada) in 2018 compare with 2014?*

____ 1. Decreased significantly

____ 2. Decreased

____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

37. How did the proportion of guests/customers from North America (United States of America and/or Canada) in the last year your establishment was in operation compare with 2014?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don't know/Prefer not to specify

38. How did the proportion of guests/customers from North America (United States of America and/or Canada) in 2014 compare with 2009?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don't know/Prefer not to specify

39. How did the proportion of your guests/customers from North America (United States of America and/or Canada) in 2014 compare with the year you began operations?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don't know/Prefer not to specify

40. Please explain why you have seen a change in the proportion of guests/customers from North America between 2009/the year you began operations and 2014.
…….
…….
…….

41. In which year since 2009 do you estimate you received the highest proportion of guests/visitors from North America (United States of America and/or Canada)?*
( ) 2009

( ) 2010
( ) 2011
( ) 2012
( ) 2013
( ) 2014
( ) 2015
( ) 2016
( ) 2017
( ) 2018
( ) Don't know/Prefer not to specify

42. In which year since you began operations, do you estimate you received the highest proportion of guests/visitors from North America (United States of America and/or Canada)?*
( ) 2009
( ) 2010
( ) 2011
( ) 2012
( ) 2013
( ) 2014
( ) 2015
( ) 2016
( ) 2017
( ) 2018
( ) Don't know/Prefer not to specify

43. To what extent do you agree or disagree with the following statement: *Development and marketing of the [ROUTE NAME] contributed to an increase in the number of guests/customers I received at my establishment.**
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don’t know/ Prefer not to specify

44. To what extent do you agree or disagree with the following statement: *Investments in Etosha National Park by the Millennium Challenge Corporation (e.g. infrastructure, housing, opening of the Galton Gate) have contributed to an increase in the number of guests/customers at my establishment.**
( ) Strongly disagree
( ) Disagree
( ) Neither agree nor disagree
( ) Agree
( ) Strongly agree

( ) Don't know/Prefer not to specify

Section 6. Revenue

45. How does your establishment's total revenue in 2018 compare with 2014?*
____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly
____ 6. Don't know/ Prefer not to specify

46. How does your establishment's total revenue in the last year you were in operation compare with 2014?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don't know/Prefer not to specify

47. How does your establishment's total revenue in 2014 compare with 2009?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don't know/Prefer not to specify

48. How does your establishment's total revenue in 2014 compare with the year you began operations?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don't know/Prefer not to specify

49. To what extent do you agree or disagree with the following statement: *Development and marketing of the [ROUTE NAME] has contributed to an increase my establishment's revenue.*
____ 1. Strongly agree

____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don’t know/ Prefer not to specify

50. To what extent do you agree or disagree with the following statement: *Investments in Etosha National Park have contributed to an increase in my establishment's revenue.**
( ) Strongly agree
( ) Agree
( ) Neither agree nor disagree
( ) Disagree
( ) Strongly disagree
( ) Don't know/Prefer not to specify

Section 7. Employees

51. How did the number of permanent employees at your establishment in 2018 compare with 2014?

(If your establishment did not have permanent employees in both these years, please select "No permanent employees in both these years")*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No permanent employees in both these years
( ) Don’t know/Prefer not to specify

52. How did the number of permanent employees at your establishment in the last year you were in operation compare with 2014?

(If your establishment did not have permanent employees in both these years, please select "No permanent employees in both these years")*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No permanent employees in both these years
( ) Don’t know/Prefer not to specify

53. How did the number of permanent employees at your establishment in 2014 compare with 2009?

(If your establishment did not have permanent employees in both these years, please select "No permanent employees in both these years")*

( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No permanent employees in both these years
( ) Don't know/Prefer not to specify

54. How did the number of permanent employees at your establishment in 2014 compare with the year you began operations?

(If your establishment did not have permanent employees in both these years, please select "No permanent employees in both these years")*

( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No permanent employees in both these years
( ) Don't know/Prefer not to specify

55. To what extent do you agree or disagree with the following statement: *Development and marketing of the [ROUTE NAME] has contributed to an increase in permanent employment at my establishment.**

____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

56. To what extent do you agree or disagree with the following statement: *Investments in Etosha National Park have contributed to an increase in permanent employment at my establishment.**

( ) Strongly agree

( ) Agree

( ) Neither agree nor disagree

( ) Disgree

( ) Strongly disagree

( ) Don't know/Prefer not to specify

Section 8. Number of rooms/campsites

57. How did the total number of rooms and/or campsites at your establishment in 2018 compare with 2014?

*(If your establishment did not offer rooms and/or campsites in one of these years, please select "No rooms and/or campsites in both these years")**

( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No rooms and/or campsites in one of these years
( ) Don’t know/Prefer not to specify

58. How did the total number of rooms and/or campsites at your establishment in the last year you were in operation compare with 2014?

*(If your establishment did not offer rooms and/or campsites in one of these years, please select "No rooms and/or campsites in both these years")**

( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No rooms and/or campsites in one of these years
( ) Don’t know/Prefer not to specify

59. How did the total number of rooms and/or campsites at your establishment in 2014 compare with 2009?

*(If your establishment did not offer rooms and/or campsites in one of these years, please select "No rooms and/or campsites in both these years")**

( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No rooms and/or campsites in one of these years

( ) Don't know/Prefer not to specify

60. How did the total number of rooms and/or campsites at your establishment in 2014 compare with the year you began operations?

*(If your establishment did not offer rooms and/or campsites in one of these years, please select "No rooms and/or campsites in both these years")**

( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) No rooms and/or campsites in one of these years
( ) Don't know/Prefer not to specify

61. To what extent do you agree or disagree with the following statements: *Development and marketing of the [ROUTE NAME] has contributed to an increase in rooms/campsites at my establishment.**

____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don't know/ Prefer not to specify

62. To what extent do you agree or disagree with the following statement: *Investments in Etosha National Park have contributed to an increase in the number of rooms and/or campsites of my establishment.**

( ) Strongly disagree
( ) Disagree
( ) Neither agree nor disagree
( ) Agree
( ) Strongly agree
( ) Don't know/Prefer not to specify

Section 9. Occupancy rates

63. How did your establishment's average occupancy rate in 2018 compare with 2014?

____ 1. Decreased significantly
____ 2. Decreased
____ 3. Stayed the same
____ 4. Increased
____ 5. Increased significantly

____ 6. Don’t know/ Prefer not to specify

64. How did your establishment's average occupancy rate in the last year you were in operation compare with 2014?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don’t know/Prefer not to specify

65. How did your establishment's average occupancy rate in 2014 compare with 2009?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don’t know/Prefer not to specify

66. How did your establishment's average occupancy rate in 2014 compare with the year you began operations?*
( ) Decreased significantly
( ) Decreased
( ) Stayed the same
( ) Increased
( ) Increased significantly
( ) Don’t know/Prefer not to specify

67. To what extent do you agree or disagree with the following statements: *Development and marketing of [ROUTE NAME] has contributed to an increase in occupancy rates at my establishment.*
____ 1. Strongly agree
____ 2. Agree
____ 3. Neither agree nor disagree
____ 4. Disagree
____ 5. Strongly disagree
____ 6. Don’t know/ Prefer not to specify

68. To what extent do you agree or disagree with the following statement: *Investments in Etosha National Park have contributed to an increase in my establishment's occupancy rates.* *
( ) Strongly agree
( ) Agree
( ) Neither agree nor disagree

( ) Disgree
( ) Strongly disagree
( ) Don't know/Prefer not to specify

Section 10. Open/closure of establishments

69. Have more establishments opened or closed between 2014 and 2018 in the area where you are located?*
( ) Significantly more establishments opened than closed in my area
( ) A few more establishments opened than closed in my area
( ) About the same number of establishments have opened as closed in my area
( ) A few more establishments closed than opened in my area
( ) Significantly more establishments closed than opened in my area
( ) No establishments have opened or closed in my area
( ) Don't know/ Prefer not to specify

70. Have more establishments opened or closed between 2014 and the last year you were in operation in the area where you were located?*
( ) Significantly more establishments opened than closed in my area
( ) A few more establishments opened than closed in my area
( ) About the same number of establishments have opened as closed in my area
( ) A few more establishments closed than opened in my area
( ) Significantly more establishments closed than opened in my area
( ) No establishments have opened or closed in my area
( ) Don't know/ Prefer not to specify

71. Did more establishments open or close between 2009 and 2014 in your area?*
( ) Significantly more establishments opened than closed in my area
( ) A few more establishments opened than closed in my area
( ) About the same number of establishments have opened as closed in my area
( ) A few more establishments closed than opened in my area
( ) Significantly more establishments closed than opened in my area
( ) No establishments have opened or closed in my area
( ) Don't know/ Prefer not to specify

72. Have more establishments opened or closed between the year you began operations and 2014 in the area where you are located?*
( ) Significantly more establishments opened than closed in my area
( ) A few more establishments opened than closed in my area
( ) About the same number of establishments have opened as closed in my area
( ) A few more establishments closed than opened in my area
( ) Significantly more establishments closed than opened in my area
( ) No establishments have opened or closed in my area

( ) Don’t know/Prefer not to specify

73) To what extent do you agree or disagree with the following statement: *Development and marketing of the [question('value'), id='3'] has contributed to a change in the number of establishments that have opened or closed in the area I am located.*

( ) Strongly agree

( ) Agree

( ) Neither agree nor disagree

( ) Disagree

( ) Strongly disagree

( ) Don't know/prefer not to specify

74) To what extent do you agree or disagree with the following statement: *Investments in Etosha National Park have contributed to a change in the number of establishments that have opened or closed in the area I am located.**

( ) Strongly agree

( ) Agree

( ) Neither agree nor disagree

( ) Disagree

( ) Strongly disagree

( ) Don't know/Prefer not to specify

73. How would you rate your overall satisfaction with how the [NAME ROUTE] has been marketed?*

____ 1. Very satisfied
____ 2. Satisfied
____ 3. Neutral
____ 4. Dissatisfied
____ 5. Very dissatisfied
____ 6. Don’t know/ Prefer not to specify

74. What are your top 3 recommendations to improve route marketing?

Recommendation 1.
Recommendation 2.
Recommendation 3.

Thank you!

5.4 Qualitative Data Collection Instruments

5.4.1 Focus Group Discussion 1: ENP Staff

Inclusion criteria: ENP Staff at the respective Gates of ENP. To the extent possible, we will have separate FGDs for junior and senior staff. Ideally, the participants have been working with ENP since before and/or during the years of the Compact.

Instructions for Focus Group Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the focus group, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender ratio.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this Focus Group Discussion, we will ask questions about your work at ENP, your housing conditions, and your perception of the quality of tourist experiences in ENP.The discussion is expected to take 1 ½ hours or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Demographics

Thank you for agreeing to speak with me today about your experience as staff at ENP. I would like to begin with introductions. Could we please go around the circle so each person can introduce him/herself – name and job role?

NOTE: Interviewer should write down the sex of each respondent.

Introductions: *Please introduce yourself by providing the following information (will write these items on a flip chart):*

1. **What is your name?**
2. **What is your current role?**
3. How long you have been working in Namibia Parks and Wildlife?
4. **How long you have been working at ENP?**
5. **What drew you to come and work at ENP?**
    a. Have you received any training before or after starting working at ENP?
6. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address?**
    a. If any respondents are unfamiliar, interviewer should paraphrase project description found in 5.4.13 below at the end of the introductions.

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Working Conditions and Job Satisfaction

I would like to ask you a few questions about your work at ENP.

7. **From 1 being the lowest satisfaction level to 10 being the highest, how satisfied are you with your job, and has that level of satisfaction changed over time?**
    a. What parts of your job at ENP do you like most?
    b. What parts of your job at ENP do you find most challenging?
    c. If you have been working at ENP since before the Tourism Project, has your job satisfaction changed since the project ended in 2014, if at all? If so, what caused that change?
    d. What most affects the level of your job satisfaction?
    e. What could be done to improve staffing conditions at ENP?

Housing and Living Conditions

I would like to ask you a few questions about your housing and living conditions at ENP.

8. **What are the living conditions like in ENP? And, have they changed over time?**
    a. Can you describe your living situation?
    b. **From 1 being the lowest satisfaction level to 10 being the highest, how would you rate your current living conditions?** (Interviewer should record the response of each respondent)
    c. Are there any particular challenges you currently have?
        i. Maintenance of housing, power or water outages, groceries, transportation, number of houses for staff
    d. Are you aware of any policies that govern your housing?
        ii. What do you like/not like about these policies or current housing situation (if not aware of the policies)*?*
        iii. Are the policies effective? Yes/No and why?
        iv. Is all housing within ENP dedicated for ENP or MET staff only? (If not, who else occupies them)
9. How are housing allocations made? Has staff housing allocation procedures and quality changed over time?

    For those who have been at the park before the start of the Tourism Project in 2009:

    a. Do you recall what the housing conditions were like before the start of Tourism Project (prior to 2009)?*
        i. What did you like about the living conditions before?
        ii. What didn't you like?

Have housing and living conditions changed since the Tourism Project's implementation? If so, how?*

Tourist Experiences

I would like to ask you a few questions about the experience tourists have when visiting ENP and how those have changed over time.

10. **What do you think are the most important factors for a tourist to have a positive experience at ENP?**

    a. To what extent does ENP do these things well?

    b. Could you list at least 3 positive and 3 negative pieces of feedback you recall receiving from ENP tourists, if any?

11. **Has ENP changed the way they handle these factors over the past 10 years? Yes / No and why? If yes, do you think these changes led to improvements in the tourist experience? Why or why not?**

12. How do most tourists find out about ENP?
    a. About what percentage of tourists hear about ENP from tour operators?

b. Has this changed over time? Yes/No and why? If yes, how?
c. Do you know where most tourists are from?
d. Have you seen an increase or decrease in tourists from certain countries?
    i. *Have you seen a change in the number of visitors from North America (United States of America and Canada) over the past 10 years?*

Sustainability

13. Can you list the three best and three worst aspects of the Tourism Project, if any?
14. **Were there any challenges to tourism at ENP before the project implementation? If so, what were they?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
15. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?*Were there any challenges to tourism in Namibia before the project implementation? If so, what were they?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
16. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?**
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*
17. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*
18. Do you have anything else you would like to discuss about ENP?

5.4.2 Focus Group Discussion 2: Communal Conservancies Not Granted Concessions

Inclusion criteria: members of the conservancy committee and representatives of enterprises running tourism activities in the conservancy. Ideally, the participants have been members of the conservancy (committee) since before and/or during the years of the Compact.

Instructions for Focus Group Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the focus group, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender ratio.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this Focus Group Discussion, we will ask questions about your conservancy, tourism developments in your conservancy, and your perception on the role that the Tourism Project may have played in these developments. The discussion is expected to take 1 ½ hours or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Demographics

Thank you for agreeing to speak with me today about your community and conservancy.

NOTE: Interviewer should write down the sex of each respondent.

Introductions: *Please introduce yourself by providing the following information (will write these items on a flip chart):*

1. **What is your name?**
2. **The conservancy you are a member of…….**
3. **What is your job and how long have you had this job?**
4. **When did the conservancy open, and how long you have been a member with this conservancy?**
5. **How many members does your conservancy have?**
6. Does anyone outside of your membership benefit from your conservancy?
7. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. If any respondents are unfamiliar, interviewer should paraphrase project description found in 5.4.13 at the end of the introductions.

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Tourism

I would like to ask you a few questions about tourists you receive at your conservancies

1. How do tourists find out about your conservancy?
2. **To what extent have you seen a change in your conservancy regarding the following [mention one of the components]? Yes/No and why? If yes, how?**

Component	a. Have you seen a change in this over time? Yes/No and why? If yes, how?	b. What led to this change?	c. Did the Tourism Project impact this component?* Yes/No and why?
Services offered at the conservancy			

Component	a. Have you seen a change in this over time? Yes/No and why? If yes, how?	b. What led to this change?	c. Did the Tourism Project impact this component?* Yes/No and why?
Relationship with ENP			
Wildlife Present\ce			
Tourists			
Frequency and number of tourists			
Length of stay of tourists			
Activities tourists undertake at the conservancy			
Activities tourists undertake at ENP			

3. Do you work at ENP with tourists? If so, in what capacity do you work with them?

Impact

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

Skip Q7b, 8b, 9a, 10a if the respondent is not familiar with the Tourism Project.

4. **communitiesHow has tourism affected your conservancy over the past 10 years? Why??**
    a. Have you seen any benefits accrued through tourism for the communities involved in the Tourism Project? If so, what are they?
        i. *Have there been any effects of that development on your quality of life?*
        ii. *Have there been any effects of that development on quality of life for others in your community?*
    b. Have you seen any barriers impeding your community from receiving benefits from tourists? If so, what are they?
    c. Have you seen any obstacles to tourism development in general and to tourism development in your conservancy specifically? If so, what are they?
5. **Have you seen a change in private investments in your conservancy over the past 10 years? If so, what type of investments have increased or decreased and why ?**
6. Can you list the three best and three worst aspects of the Tourism Project, if any?*

   a. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?*
7. Were there any challenges to tourism at ENP before the project implementation? If so, what were they?
   a. Have those challenges changed since project implementation?
   b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
8. Were there any challenges to tourism in Namibia before the project implementation? If so, what were they?
   a. Have those challenges changed since project implementation?
   b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
9. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?**
   a. **Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?***
10. **Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?**
   a. **Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?***
11. Do you have anything else you would like to discuss about ENP?

5.4.3 Key Informant Interview 1: ENP Leadership

Inclusion criteria: ENP Leadership (e.g. Director of ENP, Chief Control Warden, Chief Technical Services) who held leadership positions during the period of implementation of the Tourism Project.

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your involvement in the Tourism Project, your perception on the implementation of the ENP Activity, and the role that the Tourism Project may have played in tourism developments in ENP. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Introduction

I would like to ask you a few questions about your background and your role at ENP.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **What is your current job role?**
    a. **(If no longer in the same role) when did you leave your previous role with the tourism project?**
3. **How long have you been working at ENP?**
4. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address?**
    a. ***(If not, interviewer should paraphrase project description found in 5.4.13 below)***
5. **What was your role with respect to the Tourism Project?**
    a. **Include any involvement before, during or after the Project.**

Implementation and Current Status

I would like to ask you a few questions about the implementation of the Tourism Project at ENP, and the current status of the project's activities.

6. **Are you aware of what problems or constraints the project aimed to address? If so, what were they?**
    a. Who felt this was an issue of concern and why?
7. Are you aware of who was involved in designing and making decisions about the project? If so, why?
8. To what extent was there agreement among stakeholders about the design of the project?
    a. Were there any stakeholders that did not agree with the design? If so, why did they disagree?
9. Did the project align with other projects in country? Yes/No and why? If yes, how?
    a. Was there any overlap?
    b. Were there any gaps? If so, what were they?
10. **Based on your understanding of the Tourism Project, was the ENP activity implemented according to plan? What is the current condition of the Tourism Project-built or enhanced infrastructure, and what resources have been used to maintain it?**

Component	a. Was this component implemented according to plan? Yes/No and why?	b. What is the current condition of the infrastructure?	c. What resources have been used to maintain it?	d. Have there been challenges in maintaining this component? Yes/No and why? If yes, what challenges?
Galton Gate				
Road maintenance				
Translocation equipment				
Staff housing				
Other recommendations or steps?				

11. **The Tourism Project included a change management advisor at ENP. Are you familiar with that effort? If so, please describe the objective, how this intervention was perceived by staff—both in terms of what was effective, and what could have been more effective.**
12. **At the end of his position, the change management advisor wrote a list of recommendations for next steps. Are you familiar with this list of recommendations? If so, were the next steps as recommended by the change management advisor achieved? Yes/No and Why?**

Component	a. Was this recommendation implemented? Yes/No and Why?	b. If yes, has this been sustained? If not, should the recommendation have been implemented?
ENP should fill outstanding vacancies		
A housing policy should be put into place and adhered to		
Reporting and decentralized management plan should be applied		
Day-to-day management standard operating procedures should be in place		

Component	a. Was this recommendation implemented? Yes/No and Why?	b. If yes, has this been sustained? If not, should the recommendation have been implemented?
ENP should sign and implement and operate the operating agreement		
Other recommendations or steps?		

13. Has ENP staffing changed since the Tourism Project? Yes/No and why? If yes, how? This could include changes in management, turnover, performance or satisfaction.

a. Have you seen an improvement in the quality of services and staff since the improvements to infrastructure in ENP?

14. Hasthere been an increase in private sector investments in and around ENP since the Tourism Project began in 2009? If so, what types of investments have increased and why?

15. Have any businesses closed down? Yes / No and why?
16. Has the Tourism Project affected conservancies in the area? Yes/No and why? If yes, how?

Tourists

I would like to ask a few questions about how the implementation affected tourism in Namibia.

17. What do you think are the most important factors for a tourist to have a positive experience at ENP?
    a. To what extent does ENP do these things well?
    b. Could you list at least 3 positive and 3 negative pieces of feedback you recall receiving from ENP tourists, if any?
18. Has ENP changed the way they handle these factors over the past 10 years? Yes / No and why? If yes, do you think these changes led to improvements in the tourist experience? Why or why not?

19. Have you seen any changes in the tourism experience in ENP over time? If yes, how have the changes from the Tourism Project affected the experience?

Component	a. Has this component of the tourism project affected tourism? Yes/No and why?	b. If yes, what has this component changed about tourists' experience?
Galton Gate		
Road maintenance		
Translocation equipment		
Staff management reforms		
Staff housing		
Marketing		
Other recommendations or steps?		

Impact

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

20. Can you list the three best and three worst aspects of the Tourism Project, if any?
    a. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?
21. **Were there any challenges to tourism at ENP before the project implementation? If so, what were they?**
    c) Have those challenges changed since project implementation?
    d) Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?
22. Were there any challenges to tourism in Namibia before the project implementation? If so, what were they?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?
23. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?**
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?
24. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?
25. Do you have anything else you would like to discuss about ENP?

5.4.4 Key Informant Interview 2: MCA-Namibia and MCC staff

Inclusion criteria: former MCA-Namibia staff and MCC staff

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender ratio.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your involvement in the Tourism Project, your perception on the implementation of the Tourism Project, and the role that the Tourism Project may have played in tourism developments in Namibia and ENP in particular. . The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation. You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

Background and Introduction

I would like to ask you a few questions about your background and your role in Namibia

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **What was your role in the Tourism Project?**
    a. **Include any involvement before, during or after the Tourism Project.**
    b. **How long were you working with the Tourism Project?**
3. **What is your current job?**

Implementation

I would like to ask you a few questions about the implementation of the Tourism Project.

4. **Are you aware of what problems or constraints the project aimed to address? If so, what were they?**
    a. Who felt this was an issue of concern and why?
5. **Are you aware of who was involved in designing and making decisions about the project? If so, why?**
6. **To what extent was there agreement among stakeholders about the design of the project?**
    a. Were there any stakeholders that did not agree with the design? If so, why did they disagree?
7. Did the project align with other projects in country? Yes/No and why? If yes, how?
    a. Was there any overlap?
    b. Were there any gaps? If so, which?

Implementation of the ENP Activity

Now I have a few questions about the implementation of the ENP Activity.

8. **Was the ENP activity implemented according to plan? Yes/No and why?**

Component	a. Was this component implemented according to plan? What went well, if anything?	b. Did you face any challenges implementing this component? Yes/No and why? If yes, what challenges?	c. Has this component been sustained? Yes/No, how and why?
Galton Gate			
Road maintenance			
Translocation equipment			
Staff housing			
Staffing management			
Other recommendations or steps?			

Change Management Advisor

9. *Next, I would like to ask you a few questions about the ENP Change Management Advisor who recommended policies for management reform at ENP.***The Tourism Project included a change management advisor at ENP. Are you familiar with that effort? If so, please describe the objective, how this intervention was perceived by staff—both in terms of what was effective, and what could have been more effective.**
10. **At the end of his position, the change management advisor wrote a list of recommendations for next steps. Are you familiar with this list of recommendations? If so, were the next steps as recommended by the change management advisor achieved? Yes/No and Why?**

Component	Was this recommendation implemented? Yes/No and why?	If yes, has this been sustained? Yes/No and why?
ENP should fill outstanding vacancies		
A housing policy should be put into place and adhered to		
Reporting and decentralized management plan should be applied		

Component	Was this recommendation implemented? Yes/No and why?	If yes, has this been sustained? Yes/No and why?
Day-to-day management standard operating procedures should be in place		
ENP should sign and implement and operate the operating agreement		
Other recommendations or steps?		

11. Before GRN could start the implementation of the Tourism Project Activities, it had to meet Conditions Precedents and Performance Targets. Are you aware of these conditions and targets?
    a. Was the scope and purpose of the Conditions Precedents and Performance Targets appropriate?
    b. What was the effectiveness of these activities?

Implementation of the Marketing Activity

I would like to ask a few questions about the implementation of the Marketing Activity.

12. Was the Tourism Marketing activity implemented according to plan? Yes/No and why?

Component	a. Was this component implemented according to plan? Why? What went well, if anything?	b. Did you face any challenges implementing this component? Yes/No and why? If yes, what challenges?	c. Has this activity been sustained? Yes/No, how and why?
Interactive website of NTB			
Tourism routes			
North American Destination Marketing			
Other recommendations or steps?			

13. In order to sustain the North American Destination marketing, Cardno and Solimar made recommendations to NTB. Are you aware of any recommendations that Cardno and Solimar made? If so, which? Have you seen any of the recommendations implemented to your knowledge? Yes/No and why?

Component	a. Was this recommendation implemented? Yes/No and why?	b. Who has taken the responsibility for sustaining the interventions?
Staff position for North American requests		
Hiring a marketing firm		
Updating website content regularly		
Other recommendations or steps?		

Partnerships

I would like to ask a few questions on partnerships you held during this period.

14. **To what extent do you think MCA-Namibia's partnerships with MET and NTB worked? Why or why not?**
15. Did MCA-Namibia provide technical assistance to partners? If yes, what technical assistance? Was it effective? Yes/No and why?
16. **Did MCA-Namibia face any challenges in collaborating with government partners including MET, NTB, NPC, NWR? If so, which and why?**
17. Did MCA-Namibia have partnerships with other donors and what role did those partnerships play? If so, which?

Impact

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

18. Can you list the three best and three worst aspects of the Tourism Project, if any?
    a. **Have there been any unintended consequences of the Tourism Project?** If not clear from response: Why do you think the Tourism Project caused these outcomes?

19. Were there any challenges to tourism at ENP before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?
20. **Were there any challenges to tourism in Namibia before the project implementation? If so, which?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?
21. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen (probes: number of visitors, private investments, annual park revenue, quality of visitor experience)?**
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?
22. **Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen (probes: number of tourists, number of tourists from North America, length of stay)?**
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?
23. **What are the most important lessons learned from implementing this project?**
24. **In hindsight, is there anything you would have done differently with respect to the Tourism Project? If so, what and why?**
25. Do you have anything else you would like to discuss about the Tourism Project?

5.4.5 Key Informant Interview 3: Key Stakeholders in Namibian Government (MET, NTB, NPC, NWR)

Inclusion criteria: key stakeholders of the Tourism Project (MET, NTB, NPC, NWR)

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your your involvement in the Tourism Project, your perception on the implementation of the Tourism Project, and the role that the Tourism Project may have played in developments in tourism in Namibia and ENP in particular. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

Background and Introduction

All

I would like to ask you a few questions about your background and your role in Namibia.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If not, interviewer should paraphrase project description found in 5.4.13 below)**
3. **What was the role you held during the implementation of the Tourism Project between 2009 and 2014?**
    a. **Include any involvement before, during or after the Tourism Project**
4. **What is your current role?**
    a. **(If no longer in the same role) when did you leave your previous role you held during the Tourism Project?**

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Implementation

All

I would like to ask a few questions about your relationship with MCA-Namibia and your thoughts on the project overall.

5. **Are you aware of what problems or constraints the project aimed to address? If so, what were they?***
    a. Who felt this was an issue of concern and why?
6. Are you aware of who was involved in designing and making decisions about the project? If so, who? *****
7. To what extent was there agreement among stakeholders about the design of the project? *****
    a. Were there any stakeholders that did not agree with the design? If so, why did they disagree?
8. **Overall, were Tourism Project activities appropriate for tourism development? Which activities worked well and which did not? ***
9. Did the project align with other projects in country? Yes/No and why? If yes, how?
    a. Was there any overlap?
    b. Were there any gaps? If so, which?

10. **Did MCA-Namibia engage your organization in the implementation of the Tourism Project? If yes, how did they engage you? ***
11. Did MCA-Namibia provide your organization with any technical assistance? If yes, what technical assistance did they provide? To what extent was it effective? *****

Implementation ENP Activity

MET and NPC

Now I have a few questions about the implementation of the ENP Activity.

12. **Was the ENP Activity implemented according to plan? Yes / No and why? ***

Component	a. Was this component implemented according to plan? Why? What went well, if anything?	b. Did you face any challenges implementing this component? Yes/No and why? If yes, what challenges?	c. Has this activity been sustained? Yes/No, how and why?
Galton Gate			
Road maintenance			
Translocation equipment			
Staff housing			
Staffing management			
Other recommendations or steps?			

Change Management Advisor

MET, NPC, and NWR

I would like to ask you a few questions about the Change Management Advisor.

13. The Tourism Project included a change management advisor at ENP. Are you familiar with that effort? If so, please describe the objective, how this intervention was perceived by staff—both in terms of what was effective, and what could have been more effective. *****
14. At the end of his position, the change management advisor wrote a list of recommendations for next steps. Are you familiar with this list of recommendations? If so, were the next steps as recommended by the change management advisor achieved? Yes/No and Why? *****

Component	Was this recommendation implemented? Yes/No and why?	If yes, has this been sustained? If no, should the recommendation have been implemented?
ENP should fill outstanding vacancies		
A housing policy should be put into place and adhered to		
Reporting and decentralized management plan should be applied		
Day-to-day management standard operating procedures should be in place		
ENP should sign and implement and operate the operating agreement		
Other recommendations or steps?		

Implementation of Marketing Activity

MET, NPC, NTB

15. Was the Tourism Marketing Activity implemented according to plan? Yes/No and why? *

Component	a. To what extent did implementing this component go well? Why? What went well, if anything?	b. Did you face any challenges implementing this component? Yes/No and why? If yes, what challenges?	c. Has this activity been sustained? Yes/No, how and why?
Interactive website of NTB			
Tourism routes			
North American Destination Marketing			
Other recommendations or steps?			

16. In order to sustain the North American Destination marketing, Cardno and Solimar made recommendations to NTB. Are you aware of any recommendations that Cardno and Solimar made? If so, which? Have you seen any of the recommendations implemented to your knowledge? Yes/No and why? *****

Component	a. Was this recommendation implemented?	b. Yes/No and why?
NTB staff position for North American requests and marketing efforts		
Hiring a marketing firm		
Updating website content regularly		
Other recommendations or steps?		

Impact

All

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

17. Can you list the three best and three worst aspects of the Tourism Project, if any?*****
    a. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?
18. **Were there any challenges to tourism at ENP before the projectimplementation? If so, what were they?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
19. **Were there any challenges to tourism in Namibia before the project implementation? If so, what were they?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
20. Have you seen a change in private sector investments in and around ENP? If so, what changes have you seen?

a. To what extent do you think Tourism Project has played a role in the change in private sector investments in and around ENP? Why?*****

21. Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?

a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*

22. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?

a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*

23. Do you have anything else you would like to discuss about the Tourism Project?

24. What are the most important lessons learned from implementing this project?

5.4.6 Key Informant Interview 4: Tour Operators

Inclusion criteria: tour operators providing tours and travel in and around ENP

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your perception on developments in tourism in Namibia and ENP, and the role that the Tourism Project may have played in these developments. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Introduction

I would like to ask a few general questions about your organization's role as a tour operator.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **Please state the agency you work for, how long you have worked at the agency, and what your role at the agency is.**
    a. **Do you have a specialty in terms of region or type of tourism?**
3. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If not, interviewer should paraphrase project description found in 5.4.13 below)**

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Impact

Now I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

4. Can you list the three best and three worst aspects of the Tourism Project, if any?*
    a. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?
5. Were there any challenges to tourism at ENP before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
6. **Were there any challenges to tourism in Namibia before the project implementation? If so, which?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
7. **Has Namibia's competitiveness in tourism in the region changed over the past ten years?**
    a. **To what extent has the Tourism Project influenced Namibia's competitiveness?***

8. **Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?**

Component	a. Has this changed over the last ten years? Yes/No and why? If yes, how?	b. If yes, what led to these changes?	c. Did the Tourism Project contribute to those changes? Yes/No and why? If yes, how?*
Number of tourists from North America			
Length of stay of tourists			
Activities tourists choose to do			
Where tourists stay			
Tourism in ENP			

North American Destination Marketing Campaign

Next, I would like to ask a few questions about the North American Destination Marketing Campaign

9. **Are you familiar with the North American destination marketing campaign supported by the Tourism Project? Did that campaign have any impact on tourism in Namibia? If so, what effects did you see?**

Component	a. Did you promote or participate in any of the components of NADM? Yes/No and why? If yes, how?	b. To what extent has this component been sustained since the end of the Tourism Project?*	c. Were there barriers to the implementation of this component? If yes, which?*
North American Destination Marketing			

Component	a. Did you promote or participate in any of the components of NADM? Yes/No and why? If yes, how?	b. To what extent has this component been sustained since the end of the Tourism Project?*	c. Were there barriers to the implementation of this component? If yes, which?*
Interactive website of NTB			
Online marketing			

Tourism Routes

We would like to ask you a couple of questions about the promotion and use of tourism routes.

Skip to next section if not aware of the tourism routes.

10. **Are you aware of the tourism routes established as part of the Tourism Project? [Mention the three tourism routes: Arid Eden, Omulunga Palm Route, and Four Rivers Route] If yes, to what extent do you think they have been successful and why?**
    a. **To what extent have the tourism routes affected your organization and why?**
    b. Are the routes actively promoted and well-maintained?
    c. Are you a member of a route association? Why, or why not?
    d. How effective are the route associations? Why? Do you think the route associations are effective in maintaining and promoting the routes? Are they successful in involving other enterprises along the routes?

ENP Activity

11. Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*

Component	a. Did you promote or interact with these components? Yes/No and why? If yes, how?	b. To what extent has this component been sustained since the end of the Tourism Project?*	c. Were there barriers to the implementation of this component? If yes, which?*
Opening of Galton Gate and the Western part of the park			
Other aspect of ENP improvements			

12. Do you have anything else you would like to discuss about the Tourism Project?

5.4.7 Key Informant Interview 5: Project Marketing Implementers

Inclusion criteria: Tourism Project marketing implementers (Cardno, Solimar, OpenAfrica)

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your involvement in the Tourism Project, your perception on the implementation of the Marketing Activity, and the role that the Marketing Activity may have played in tourism developments in Namibia and ENP in particular. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Introduction

I would like to ask a few general questions for you about your role in your organization.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **What is your current role?**
3. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If not, interviewer should paraphrase project description found in 5.4.13 below)**
4. **What was your role during the Namibia marketing campaign?**
5. What other regions have you created marketing campaigns for? Have you created marketing campaigns for other national parks?
    a. Have you worked on any other marketing campaigns in Namibia? If yes, can you please list for us the campaigns and their focus?

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Implementation (Cardno)

I would like to ask you a few questions about the activities you implemented for the Tourism Project, and the impact you think they had.

6. **Were you involved in determining which activities to undertake for the marketing campaign? If yes, how did you select activities?**
7. Overall, did the process for developing the marketing activities go as planned? What were your top three successes and challenges during this process, if any?
8. **Did implementing the marketing campaign go as planned? Yes/ No and why?**

Component	a. Was this component implemented according to plan? Why? What went well, if anything?	b. Did you face any challenges implementing this component? Yes/No and why? If yes, what challenges?	c. Has this activity been sustained? Yes/No, how and why?
Public relations campaign			
Online marketing tools			
Marketing training			
Trade and Road Shows			
North American Destination Marketing festivals and events			
Adventure Travel World Summit 2013			

9. To what extent did the campaign link tourists with those in the tourism industry?
    i. *Probe: tour operators, travel agents, hoteliers, airlines*
    a. What were the main barriers to linking travelers with components of the tourism industry?
10. What were the successes and challenges of working with NTB on the implementation?
    a. Were there successes during the handover of your role to NTB? If yes, what went well?
11. Were there challenges during the handover? If yes, what were they?In order to sustain the North American Destination marketing, you made recommendations to NTB. Have you seen any of your recommendations implemented? If so, which?

Component	a. What led you to make this recommendation?	b. Was it implemented? Yes/No and why?	c. If yes, has it been sustained? Yes/No, how and why?
Staff position for North American requests			
Hiring a marketing firm			
Updating website content regularly			
Other activities?			

Implementation (Solimar)

I would like to ask you a few questions about the activities you implemented for the Tourism Project, and the impact you think they had.

12. **Were you involved in determining which activities to undertake for the marketing campaign? If yes, how did you select activities?**
13. Overall, did the process for developing the marketing strategy go as planned? What were your top three successes and challenges during this process, if any?
14. **Did the implementation of the marketing campaign go as planned? Yes/ No and why?**

	a. Was this component implemented according to plan? Why? What went well, if anything?	b. Did you face any challenges implementing this component? Yes/No and why? If yes, what challenges?	c. Has this activity been sustained? Yes/No, how and why?
Online marketing themes			
Namibia Tourism website			
Newsletters (regional trade, Sundowner)			
Facebook page			
Twitter and Facebook page			

15. What were the main successes and challenges of the online marketing strategy you worked on?

16. What were the successes and challenges of working with NTB on the implementation?
    b. Were there successes during the handover of your role to NTB? If yes, what went well?

Were there challenges during the handover? If yes, what were they?

Implementation (OpenAfrica)

17. Overall, did the process for developing the tourism routes go as planned? What were your top three successes and challenges during this process, if any?
18. Did the implementation of the tourism routes go as planned? Yes/ No and why
19. To what extent do you think the tourism routes have achieved their intended purpose?
20. To what extent have the tourism routes been sustained?
    a. Are the routes actively promoted and well-maintained? Why, or why not?
    b. How effective are the route associations? Why? Do you think the route associations are effective in maintaining and promoting the routes? Are they successful in involving other enterprises along the routes?

Impact

All

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

Q18 only for Cardno

21. Can you list the three best and three worst aspects of the Marketing Activity, if any?
    a. Have there been any unintended consequences of the Marketing Activity? If not clear from response: Why do you think the Marketing Activity caused these outcomes?

Q19 only for Solimar

22. Can you list the three best and three worst aspects of the Online Marketing Campaign, if any?
    a. Have there been any unintended consequences of the Online Marketing Campaign? If not clear from response: Why do you think the campaign caused these outcomes?

Q20 only for OpenAfrica

23. Can you list the three best and three worst aspects of the Tourism Routes, if any?
    a. Have there been any unintended consequences of the Tourism Routes? If not clear from response: Why do you think the routes caused these outcomes?

24. Were there any challenges to tourism in Namibia before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*

25. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*

26. Do you have anything else you would like to discuss about the Tourism Project?

27. What are the most important lessons learned from implementing this project?

17. **In hindsight, is there anything you would have implemented differently? If so, what and why?**

5.4.8 Key Informant Interview 6: MCA-N Infrastructure Director

Inclusion criteria: implementer of the infrastructure component of the ENP Activity (MCA-Namibia Director of Infrastructure)

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your involvement in the Tourism Project, the implementation of the infrastructure activities in ENP, and your perception on the sustainability of the infrastructure investments. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Introduction

I would like to ask a few general questions about your role in your organization.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **What is your current job?**
3. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If not, interviewer should paraphrase project description found in 5.4.13 below)**
4. **What was your role during the Tourism Project?**
5. What types of projects does your company usually undertake?

Implementation

I would like to ask you a few questions on the implementation of the infrastructure activities?

6. **What was your role in implementing the infrastructure activities?What was the focus of the infrastructure development activities?**
7. **Did the budget, timeline and work plan for your component of the project appear feasible? Yes/No and why?**
8. Can you list what worked well and what did not with infrastructure development, if any?
9. **Did implementation go according to plan? Yes/No and why?**
    a. Did you face any challenges in implementing the infrastructure development?

Sustainability

I would like to ask you a few questions about the sustainability of infrastructure in Namibia

10. **Are you aware of whether the infrastructure you developed has been maintained? If yes, has the infrastructure been maintained? Yes/No and Why?**
11. What maintenance was required to keep the infrastructure you built maintained?
    a. Are adequate resources available to maintain the infrastructure, including budget, skillsets, and labor?

Impact

I would like to ask you a few questions about the impact of the infrastructure project.

12. Can you list the three best and three worst aspects of the infrastructure project, if any?

b. Have there been any unintended consequences of the infrastructure project? If not clear from response: Why do you think the infrastructure project caused these outcomes?

13. Were there any challenges to tourism at ENP before the project implementation? If so, which?

c. Have those challenges changed since project implementation?

d. Have the investments in infrastructure had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?

14. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?**

b. Have the investments in infrastructure influenced those changes? If so, how? Why has it had that influence?

15. What are the most important lessons learned from implementing this project?

16. In hindsight, is there anything you would have done differently with respect to the infrastructure project? If so, what and why?

17. Do you have anything else you would like to discuss about the infrastructure project?

5.4.9 Key Informant Interview 7: Community Conservation Members from Conservancies Granted Concessions

Inclusion criteria: members of the conservancy committee and representatives of enterprises running tourism activities in the conservancy. Ideally, the participants have been members of the conservancy (committee) since before and/or during the years of the Compact.

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interviews, we will ask questions about your conservancy, tourism developments in your conservancy, and your perception on the role that the Tourism Project may have played in tourism developments in your conservancy. . The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

Background and Introduction

I would like to ask a few general questions for you about your role in your organization.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **Please state the conservancy you are a part of, and how long you have worked there or held an office.**
    a. **When did the conservancy originally open?**
    b. **How many members does your conservancy have?**
    c. **Does anyone outside of your members benefit from your conservancy? If so, who benefits**
3. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project?**
    a. (If not, interviewer should paraphrase project description found in 5.4.13 below)
4. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If any respondents are unfamiliar, interviewer should paraphrase project description found in 5.4.13 below at the end of the introductions)**

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Tourism

I would like to ask you a few questions about tourists you receive at your conservancies?

5. How do tourists find out about your conservancies?
6. **Has your conservancy changed over time? Yes/No and why? If yes, how?**

Component	a. Have you seen a change in this over time? Yes/No and why? If yes, how?	b. What led to this change?	c. Did the Tourism Project impacted on this component?* Yes/No and why?
Services offered at the conservancy			
Relationship with ENP			

Component	a. Have you seen a change in this over time? Yes/No and why? If yes, how?	b. What led to this change?	c. Did the Tourism Project impacted on this component?* Yes/No and why?
Wildlife Present			
Tourists			
Frequency and number of tourists			
Length of stay for tourists			
Activities tourists undertake at the conservancy			
Activities tourists undertake at ENP			

7. Do you work at ENP with tourists? If so, in what capacity do you work with them?
    a. Has the Tourism Project (i.e. ENP and marketing activities) had any impact on tourism development?*

Concessions

I would like to ask you a few questions about the concessions you've received.

8. Do you know how your conservancy was identified to receive private concessions? Yes/No and why? If yes, how were you identified?
9. **Are you aware of the concessions you received? If yes, what type of concession were you given? Were you given special access to the park, build a lodge in the park, etc.?**
    a. Was this the type of concession you were hoping for? If not, why not? What affected your ability to get the type of concession you hoped for?
10. **How successful have the private concessions been?**
    a. What delays or challenges did you face setting up your concessions?
    b. How much revenue have you made through the concessions?
    c. How have the concessions affected tourism to your conservancy?
    d. How important have the concessions been to the success of your conservancy?
11. **Does your conservancy pay fees to ENP? If so, how much fee do you pay to ENP?**
    a. If not, why do you not have to pay fees to ENP?

Impact

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

12. Has tourism affected your communities? Yes/No and wWhy?
    a. Have you seen any benefits accrued through tourism for the communities involved in the Tourism Project? If so, what are they?*
        i. Have there been any effects of that development on your quality of life?
        ii. Have there been any effects of that development on quality of life for others in your community?
    b. Have you seen any barriers impeding your community from receiving benefits from tourists? If so, what are they?
    c. Have you seen any obstacles to tourism development in general and to tourism development in your conservancy specifically? If so, what are they?
13. Have private sector investments started and / or grown in and around ENP since the Tourism Project? If so, which investments and why have they grown?
14. Can you list the three best and three worst aspects of the Tourism Project, if any?*
15. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?**Were there any challenges to tourism at ENP before the project implementation? If so, which?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
16. Were there any challenges to tourism in Namibia before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
17. Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*
18. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*
19. Do you have anything else you would like to discuss about ENP?

5.4.10 Key Informant Interview 8: Interested Tourism-Related NGOs or Community-Based Tourism Organizations

Inclusion criteria: tourism-related NGOs or community-based tourism organizations (e.g. NASCO, FENATA)

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interviews, we will ask questions about your involvement with tourism in Namibia and any perceptions you may have about MCC's tourism investments in Namibia. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Introduction

I would like to ask a few general questions for you about your role in your organization and work in tourism.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **What is your current role and organization?**
3. **How long have you been in this role?**
4. **Is your organization conducting any tourism development activities in Namibia, or have you historically? If so, what have they been?**
5. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If not, interviewer should paraphrase project description found in 5.4.13 below)**

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Tourism Project

I would like to ask you a few questions about your thoughts on the Namibia Tourism Project and its impact.

6. Overall, were Tourism Project activities appropriate for tourism development in Namibia? Which activities worked well and which did not?*
7. **What level of cooperation and coordination did you have with the project before or during the Tourism Project?***
8. Did the project align with other projects in country? Yes/No and why? If yes, how?
    a. Was there any overlap?
    b. Were there any gaps? If so, which?
9. Are you aware of the tourism routes established as part of the Tourism Project? If yes, to what extent do you think they have been successful and why?
    a. To what extent have the tourism routes affected your organization and why?
10. Can you list the three best and three worst aspects of the Tourism Project, if any?*
    a. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?

11. **Were there any challenges to tourism at ENP before the project implementation? If so, which?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
12. **Were there any challenges to tourism in Namibia before the project implementation? If so, which?**
    a. Have those challenges changed since project implementation?
    b. **Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence**?*
13. **Have you seen tourism in Namibia change over the last ten years? If yes, what changes have you seen?**

	a. Have you seen a change? Yes/No and why? If yes, how?	b. If yes, what led to the changes?	c. What role, if any, did the Tourism Project play in this change? Why has it had that influence?*
Number of tourists			
Tourism to ENP			
Quality of the visitor experience in ENP			
Revenue from tourism			

14. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?**
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*

15. **What else do you think is needed to advance tourism in Namibia, and ENP in particular?**

15. Do you have anything else you would like to discuss about the Tourism Project?

5.4.11 Key Informant Interview 9: Lodge Owners

Inclusion criteria: lodge owners in and around ENP. Ideally, lodges have in operation since the implementation of the Tourism Project.

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your perception on private sector investments in and around ENP, changes in visitor experience, and the role that the Tourism Project may have played in these developments. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Demographics

I would like to ask you a few general questions about you and your background so we can have some context for your responses.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **How long has your lodge been in business? How long have you owned or managed it, and what is your lodges' location?**
3. Why did you decide to open or work at a lodge near ENP?
4. **What investments have you made in / near the park? Please include both your lodge and any other investments.**
5. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If not, interviewer should paraphrase project description found in 5.4.13 below)**

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

Private Sector Investments

I would like to ask you a few questions about private sector investments in and around the park. Please feel free to draw both on your personal experiences investing and trends you see more generally.

6. **How much private sector investment near ENP was there before the Tourism Project started in 2009?**
    a. **What were the main barriers to private sector investment at that time?**
7. What private sector investments have you seen start / grow near the park?
    a. Have you seen changes in barriers to private sector investment in tourism in Namibia?
    b. **Has the Tourism Project affected private sector investment at all? If so, how?***
8. **Are you aware of the tourism routes established as part of the Tourism Project? If yes, to what extent do you think they have been successful and why?**
    a. **To what extent have the tourism routes affected your organization and why?**
    b. Are the routes actively promoted and well-maintained?
    c. Are you or were you a member of a route association? Why, or why not?

How effective are the route associations? Why? Do you think the route associations are effective in maintaining and promoting the routes? Are they successful in involving other enterprises along the routes?

Visitor Experience

I would like to ask you a few questions about the tourists you receive, and their experiences at the park.

9. **Where are most of the tourists that stay with you from? How has that changed over the past 10 years, if at all? Have you seen a change in the number of tourists from North America over the past 10 years?**

a. Have you seen a change in the average length of stay at your lodge over the past 10 years?

10. How do most of the tourists who stay with you find out about ENP?
    a. How has this changed over time?
    b. Have you seen any effects of the Tourism Project on tourism to ENP or to your lodge? If so, what effects have you seen?
11. What activities do tourists usually want to undertake while at the park?
    a. What changes have you seen in what activities tourists want to do?
    b. Why have these changes occurred?
    c. To what extent do you think the Tourism Project has affected these changes?

Impact

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia more generally.

12. Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*
13. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?
    a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*
14. Can you list the three best and three worst aspects of the Tourism Project, if any?*
    a. Have there been any unintended consequences of the Tourism Project? If not clear from response: Why do you think the Tourism Project caused these outcomes?

15. **Were there any challenges to tourism at ENP before the project implementation? If so, which?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
16. **Were there any challenges to tourism in Namibia before the project implementation? If so, which?**
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
17. Do you have anything else you would like to discuss about the Tourism Project?

5.4.12 Key Informant Interview 10: Other Donor Agencies

Inclusion criteria: donor agencies (e.g. USAID, WWF, GIZ, UNDP).

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender of respondent.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview we will ask questions about your involvement with tourism in Namibia and any perceptions you may have about MCC's tourism investments in Namibia. The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Introduction

I would like to ask a few general questions for you about your role in your organization and work in tourism.

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **What is your current role and agency?**
3. **How long have you been in this role?**
4. **Are you aware of the MCA-Namibia Tourism Project? If so, what do you know about the project? To what extent are you familiar with the ENP Activity and issues it aimed to address? To what extent are you familiar with the Marketing Activity and issues it aimed to address?**
    a. **(If not, interviewer should paraphrase project description found in 5.4.13 below)**

(Skip questions with an asterisk (*) if respondents are not familiar with the Tourism Project.)

5. **Is your agency conducting any tourism development activities in Namibia, or have you historically? If so, what have they been? When did these interventions take place?**
    a. If before the Tourism Project, to what extent did the Tourism Project reach out to you or your organization for information about your project, if at all? Are you aware of whether they used that information to inform their project design?*
    b. If at the same time as the Tourism Project, to what extent did your projects coordinate and collaborate? If yes, list three things that worked well and three that didn't, if any. If no, why not?*
    c. If after the Tourism Project, to what extent did your project build on the Tourism Project?*

Activity	a. Please describe the activity and when it took place.	b. Did you coordinate with the Tourism Project when planning your activity? Yes/ No and why? If yes, to what extent?	c. Did the Tourism Project coordinate with your project when planning their activity? Yes/ No and why? If yes, to what extent?
Activity 1:			
Activity 2:			
Activity 3:			

Tourism Project

I would like to ask you a few questions about your thoughts on the Namibia Tourism Project and its impact.

6. **Overall, were Tourism Project activities appropriate for tourism development in Namibia? Which activities worked well and which did not?***
7. What level of cooperation and coordination did you have with the project before or during the Tourism Project?*
8. Did the project align with other projects in country? Yes/No and why? If yes, how?
    a. Was there any overlap?
    b. Were there any gaps? If so, which?
9. Can you list the three best and three worst aspects of the Tourism Project, if any?*
    a. Have there been any unintended consequences of the Tourism Project? [If not clear from response: Why do you think the Tourism Project caused these outcomes?]
10. Were there any challenges to tourism at ENP before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
11. Were there any challenges to tourism in Namibia before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the Tourism Project had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?*
12. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen?**

	a. Have you seen a change? Yes/No and why? If yes, how?	b. If yes, what led to the changes?	c. What role, if any, did the Tourism Project play in this change? If so, how? Why has it had that influence?*
Number of tourists			
Tourism to ENP			
Quality of the visitor experience			
Revenue from tourism			

13. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen?

a. Has the Tourism Project influenced those changes? If so, how? Why has it had that influence?*

14. Do you have anything else you would like to discuss about the Tourism Project?

5.4.13 Key Informant Interview 11: Change Management Advisor

Inclusion criteria: former Change Management Advisor

Instructions for Interview Facilitator

After conducting introductions, you will ask the first question, listed as item number 1. Under each item, you will find several other probing questions, which you should use if responses require further elaboration and clarity throughout the course of conversation. While you must ask each question, those in *italics* are optional and may be asked if necessary and based on the course of conversation. During the interview, you may find that for some questions, not all respondents may be required to answer, but may just need to agree/support others' offered answers. Please remember to record the names and contact of each participant before starting to ensure records and spelling of names are kept accurately. Please also record the gender ratio.

Consent Script

My name is [NAME] and I am working with Abt Associates. We are gathering information about investments that the Millennium Challenge Corporation (MCC), a U.S. Government agency that provides assistance to other countries' development projects, made in support of Namibia's tourism industry between 2009 and 2014. We are conducting this study in order to improve projects in this and other communities.

Our study is funded by MCC and is being carried out by Abt Associates Inc. If you agree to participate in this interview, we will ask questions about your role in the Tourism Project, your perception on the implementation of the Tourism Project, and the role that the Tourism Project may have played in tourism developments in Namibia and ENP in particular. . The discussion is expected to take one hour or less. Any information you provide that can identify you will be kept strictly confidential by the parties conducting this study, including MCC employees, employees of Abt Associates, and researchers to the maximum extent permitted by the laws of the United States of America and the laws of The Republic of Namibia. These users will use data for analytical purposes only.

Your participation is voluntary and you may choose not to answer any or all questions for any reason. In other words, you have the alternative to not participate and there will be no consequences for nonparticipation.

Do you agree to participate?

- ☐ ___ Yes *[Thank them and ask about audio recording]*
- ☐ ___ No *[Thank them for their time]*

Can I audio record the interview only for the purposes of preserving the accuracy of your responses (the recordings will be destroyed no more than 1 year after the date of this interview)? Only authorized researchers from Abt Associates will have access to the recording to generate the interview notes.

- ☐ ___ Yes *[Thank them and proceed to the interview questions]*
- ☐ ___ No *[Say it is no problem and proceed to the interview questions]*

Name:

Signature: Date:

You may contact Betsy Ness-Edelstein, Program Manager of this study, via Betsy_Ness-Edelstein@abtassoc.com, if you have questions, concerns or complaints about the study or your rights as a participant. If you have any questions for me, please feel free to ask at any time.

Background and Introduction

I would like to ask you a few questions about your background and your role in Namibia

1. **What is your name?**
    a. **(Interviewer – please record gender of participant)**
2. **What was your role in the Tourism Project?**
    a. **Include any involvement before, during or after the Tourism Project.**
    b. **How long were you working with the Tourism Project?**
3. **What is your current job?**

Implementation

I would like to ask you a few questions about the implementation of the Tourism Project.

4. **Are you aware of what problems or constraints the project aimed to address? If so, what were they?**
    a. Who felt this was an issue of concern and why?
5. Are you aware of who was involved in designing and making decisions about the project? If so, why?
6. **To what extent was there agreement among stakeholders about the design of the project?**
    a. Were there any stakeholders that did not agree with the design? If so, why did they disagree?
7. Did the project align with other projects in country? Yes/No and why? If yes, how?
    a. Was there any overlap?
    b. Were there any gaps? If so, which?

Change Management Advisor Scope of Work

8. **Before GRN could start the implementation of the Tourism Project Activities, it had to meet Conditions Precedents and Performance Targets. Was the scope and purpose of the Conditions Precedents and Performance Targets appropriate?**
    a. What was the effectiveness of these activities?
    b. What were the main challenges with achieving these PTs and CPs?
        i. MET and NWR signed an operating agreement. To what extent has this operating agreement been implemented? Why, or why not?

9. What challenges did you face with the implementation of the Standard Operating Procedures (SOPs)?

10. **At the end of your position, you wrote a list of recommendations for next steps. To what extent were your recommendations adopted? Yes/No and Why?***

Component	a. Was this recommendation implemented? Yes/No and why?	b. If yes, has this been sustained? If no, should the recommendation have been implemented?
ENP should fill outstanding vacancies		
A housing policy should be put into place and adhered to		
Reporting and decentralized management plan should be applied		
Day-to-day management standard operating procedures should be in place		
ENP should sign and implement and operate the operating agreement		
Other recommendations or steps?		

Impact

I would like to ask you a few questions about the Tourism Project's impact on tourism in Namibia.

11. Can you list the three best and three worst aspects of the ENP Activity, if any?
    a. **Have there been any unintended consequences of the ENP Activity?** If not clear from response: Why do you think the ENP Activity caused these outcomes?

12. Were there any challenges to tourism at ENP before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the ENP Activity had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?
13. Were there any challenges to tourism in Namibia before the project implementation? If so, which?
    a. Have those challenges changed since project implementation?
    b. Has the ENP Activity had an impact on those challenges? If so, which impacts has it had? Why has it had that influence?
14. **Have you seen tourism in ENP change over the last ten years, if at all? If yes, what changes have you seen (probes: number of visitors, private investments, annual park revenue, quality of visitor experience)?**
    a. Has the ENP Activity influenced those changes? If so, how? Why has it had that influence?
15. Have you seen tourism in Namibia change over the last ten years, if at all? If yes, what changes have you seen (probes: number of tourists, number of tourists from North America, length of stay)?
    a. Has the ENP Activity influenced those changes? If so, how? Why has it had that influence?
16. **What are the most important lessons learned from implementing this project?**
17. **In hindsight, is there anything you would have done differently with respect to the ENP Activity? If so, what and why?**
18. Do you have anything else you would like to discuss about the Tourism Project?

5.4.14 Project Description for Respondents Not Aware of the Tourism Project

Note: The interviewer should summarize this based on the understanding the respondent has of the project.

The objective of the Tourism Project was to "grow the Namibian tourist industry by improving tourism management and increasing awareness of Namibia as a tourist destination." To meet this objective, the project included three major activities, targeted at

1) Improving management of Etosha National Park (ENP), which MCC described as the jewel that attracts tourists to Namibia,
2) Strengthening tourism marketing to the country, especially from North America, and
3) Ecotourism development in communal conservancies.

The **ENP Activity** aimed to reform the management and governance of ENP by MET, and to improve its infrastructure. This included the preparation for the opening of the western half of the park through development of the Galton Gate; provision of equipment for the translocation of wildlife; the construction and maintenance of staff housing, including camping facilities run by NWR and other infrastructure such as roads; and management strengthening activities including policy formation, conducted by an MCA-contracted Change Management Advisor (CMA).

The **Marketing Activity** aimed to increase tourist arrivals to Namibia by expanding marketing to North America in particular, by establishing an interactive website to market Namibia online as one of the best tourist destinations, and by creating local and regional tourism routes. To increase tourism marketing, the NTB pursued a cooperative marketing program with operators in key markets. The MCA engaged Cardno to implement the North America Destination-Marketing (NADM) activity and Grant Thornton and Open Africa to develop and implement regional tourism routes in Namibia to spread the benefits of tourism to local communities and create jobs, manage those routes, and promote tourism to the region to encourage cooperation among tourism operators. Finally, MCA contracted *Solimar International* to deliver the online marketing component and *MMG Worldwide*, a multimedia and website developing company, to redesign the NTB website.