

ASSESSING THE POTENTIAL OF AGRITOURISM AT NEUDAMM, NAMIBIA

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Abstract

The share of the agricultural Gross Domestic Product (GDP) in Namibia is lower than that of the average Sub-Saharan Africa. Correspondingly, is the share of agricultural labour force, which has also, been declining since the country's independence (Mushendami, Biwa and Gaomab 2008). The University of Namibia (UNAM) experienced this reality, primarily, through potential of income generating opportunity at Neudamm Campus. As a result of this precarious condition, and the declining of UNAM's government subsidy, the university had to explore alternative income streams. One such alternative avenue is the agritourism opportunity at Neudamm. Very few studies have so far assessed agritourism factors of success in global north whilst global south lack such studies. This gap in literature in assessing agritourism factors of success in the global south necessitated this study. The research concluded firstly, that economic factors are not the only determining factors of successful agritourism but also social factors. Secondly, the findings established that Neudamm suffers from several shortcomings and therefore, potential viable agritourism cannot be achieved without addressing those shortcomings. Thirdly, critical success factors of agritourism were found to be natural bonding dynamics of various forms of capital. As a result, the study recommended nomination of Neudamm as a place of heritage importance due to its historical importance. Furthermore, policy directives such as Affirmative Action Loan Scheme (AALS) and National Agricultural Credit Program (NACP) need urgent review thirty-two years after Namibia's independence, to foster national reconciliation. Additionally, the implementation of agritourism concept at farm Neudamm is fervently advised by addressing shortcomings and adding tangible visionary stage for the TALC model during agritourism destination development process is proposed.

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List of Abbreviations and/or Acronyms

Academic Model Life Cycle	(AMLC)
Affirmative Action Loan Scheme	(AALS)
After Christ	(AD)
Bed and Breakfast	(B&B)
Before Christ	(BC)
City of Windhoek	(CoW)
Community-Based Natural Resource Management	(CBNRM)
Computer Assisted Qualitative data analysis Software	(CAQDAS)
Critical Success Factors	(CSF)
Expression of Interest	(EOI)
Farming Faculty of Agriculture and Natural Resources	(FANR)
Gross Domestic Product	(GDP)
Master of Arts	(MA)
Ministry of Environment Forestry and Tourism	(MEFT)
Namibia Tourism Board	(NTB)
National Agricultural Credit Programme	(NACP)
Networks View Theory	(NVT)

School of Veterinary Medicine	(SoVM)
Strength, Weaknesses, Opportunities and Threats	(SWOT)
Total Agricultural Area	(TAA)
Tourism Satellite Account	(TSA)
Tourist Area Life Cycle	(TALC)
United States of America	(USA)
University of Namibia	(UNAM)
Water Molecule	(H₂O)
Wildlife Based Land Use	(WLBLU)
World Travel Organisation	(WTO)

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Dedications

This thesis is dedicated to my family and friends for their constant inspiration. I single out my wife, Sandra Gaes, for endless love and understanding. I devote this thesis to my two sons, Jordan and Mads Gaeb.

Declarations

I, Manfred Donavon Gaeb, hereby declare that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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April 2023

Name of Student

Signature

Date

CHAPTER 1

1. Introduction

1.1 Background of the Study

Globally the complexities of meagre agriculture commodity prices such as increasing production costs, globalization, industrialization, and the intrusion of peripheral development among others created a decline in rural development opportunities. This in turn has resulted in declining of rural economies which compel rural persons to look for additional sources of income leading to the creation of new industries such as the agritourism industry (McGehee, & Kim, 2000; Wilson, Fesenmaier, Fesenmaier, & van ES, 2001; Gunther, 2009). In response of these complexities, researchers and others have advanced intense international debates of agritourism. Some current debates relate to critical success factors (CSF) and determining factors (DF) of agritourism (Wilson et al., 2001; Petrić, 2006; Schulze, Sidali & Spiller, 2007; Comen, 2017; Chase, Smith, Stewart, Achilling, Walk, 2018).

Agritourism has globally experienced a gradual expansion in literature due to different problems of rural areas becoming popular in scientific research (Iyilikci, 2016). However, a gap remains in literature within the area of research focusing on CSF and DF of agritourism, from the viewpoint of agriculture and tourism-related bonding through forms of natural capital. Since the early 1960s, (*Farm based recreation in south east England*) researchers have been studying farm tourism. Two key studies that are generally popular in farm tourism are that of Bull and Wibberley (1976) and Clarke (1996) cited by Busby

& Rendle, (2000). The overall impression of these earlier studies is that agriculturalists regard tourism as a category of farm diversification. Conversely, tourism researchers regard it as a sector of rural tourism in its own right. Literature however, is missing in terms of natural bonding of the two industries. Oppermann (1995) highlighted the definitional problems associated with the concept of agritourism due to a lack of a comprehensive body of knowledge and a theoretical framework, this problem still exists today as there is no agreed unified definition for agritourism (Oppermann, 1995). Busby and Rendle (2000) highlighted that no studies have discussed agritourism in the entire continent of Europe and therefore, only indentified four countries in Europe in their 1999 study of transition from tourism on farms to farm tourism. The same study examined New Zealand and found that little empirical research existed on farm tourism apart from Pearce's (1990) and Ryan (1997) studies. Furthermore, the study of Oppermann (1998) adding to the comparative study of New Zealand and UK by Clarke (1995) were exceptions at the time. In the North American context, Pizam and Pokela (1980) developed the concept of "vacation tourism". These and other more recent studies on agritourism Adam (2019); Chase et al., (2018); Comen, (2017); Petromana, Vararga, Constantinb, Petromana, (2016); Jafaar, Ismael & Rasoolimanesh, (2015); Flanigan, Blackstock & Hunter, (2014); Ascuito, Di Franco, & Schimmenti, (2013); Van der Merwe, (2012) warrants further research mainly in the context of comparative agritourism studies in the global north and south.

Recently, researchers in the developing world including those in the Middle East, Africa and South America have put emphasis on agritourism as an economic and social

development tool in their respective regions and countries. Globally, very few studies have scrutinized DF and CSFs of agritourism, one study by Wilson, et al. (2001) examined factors that have helped rural communities to successfully develop tourism and its entrepreneurship opportunities. This study established the importance of community approach to tourism development and that rural tourism development cannot work without the participation and collaboration of businesspersons directly and indirectly involved in tourism. Another study by Schulze (2007) examined the success factors of farm tourism in the German panorama. The study concluded that the principal component for the success of farm tourism relies on the entrepreneurial skills of the farmers. A conference presentation by Comen (2017, p. 2) (*Critical Success Factors for Agritourism Entrepreneurs*) concluded that the following factors were critical to the success of an agritourism enterprise: partnerships with complementary enterprises and like-minded entrepreneurs, delivering quality service and listening to customer needs and feedback, designing a strong brand identity and integrating visible value and value-added products into the product/service mix, financial management and accounting and promoting the business in the local, regional, and international marketplace in combination with marketing partners and using both internet and local agents to promote the enterprise.

Consequently, irrespective of the various studies already conducted on CSFs and DF in the agritourism industry, specific research should be performed in Namibia, as no study could be found on CSF's and DF's of agritourism in Namibian literature on agritourism. Moreover, it is evident from literature that though northern agritourism countries found between 6-10 CSF's (referring to that in Europe and North America) each study possessed

different characteristics (Wilson, et al. 2001; Schulze, et al.; 2007 Comen, 2017) therefore, research should be carried out specifically on southern agritourism, including Namibia. While, a growing number of destinations are embracing agritourism as a development strategy, as a means of changing the types of tourism and streamlining their tourism industries in the global north little research has been performed in this field in the global south. (Meyer & De Crom, 2013; Rogerson & Rogerson, 2014). The above explained lack of literature necessitated this research and Neudamm was selected as the case for several reasons: Firstly, it was presented in an Expression of Interest (EOI) advert to promote public private partnership investment in tourism. Secondly, the University of Namibia's (UNAM) government subsidy has been declining since 2014. UNAM has been facing the same problems that many other universities are facing globally, that of reduced income (Elliott, Donald, Stanford, Levin, & Meisel, 1988). In addition, farm Neudamm is within the reach of the research study area and is barely 40 km. Moreover, Namibia is considered a tourism success and international tourism arrivals expanded quickly after the country gained its independence. Finally, Namibia is renowned for low volume high quality tourism, however, agritourism has a potential to enhance the nation's GDP and Neudamm being a UNAM campus could assist in boosting the university's revenue.

The assessment of agritourism CSFs and DF at Neudamm campus was achieved through qualitative research. Concurrently, the viability and CSF's and DF's of Neudamm were assessed through interviewing key informants. In particular, the viability of Neudamm as an agritourism destination has been thoroughly analysed in terms of the way it is projected by staff members working at UNAM. In addition, literature highlighted weaknesses of

Namibia as an agricultural nation. This research also investigated CSF's with the use Butlers (2000) Tourism Area Life Cycle (TALC) model. It focused particularly on the early stages of the model. A new bonding model for agritourism supported by conceptual frameworks-based on literature and qualitative research was devised. For the purpose of this research, agritourism was generally defined as an identification of agritourism products in order to satisfy the needs of visitors on a working farm. The agritourism key informants were limited to individuals in Namibia's public, private and voluntary associations in agriculture and tourism industries who by virtue of their professional positions participated in agritourism, including farmers, who are agritourism entrepreneurs.

1.2 Statement of the problem

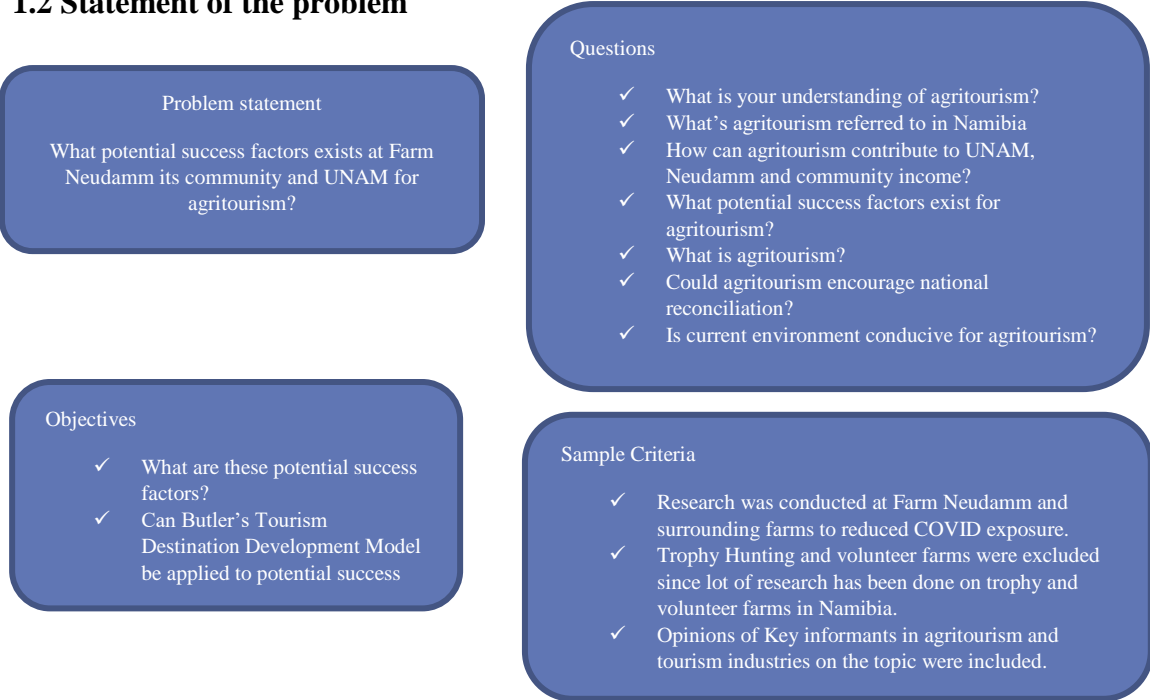


Fig: 1 Research Problem Statement

Problem Statement

Universally, declining rural development opportunities are experienced due to various factors such as as increasing production costs, globalization, industrialization, and the intrusion of peripheral development. Correspondingly, Namibia is faced with ever declining agricultural sector, where the share of agricultural sector to the GDP continue to be weakening including the dwindling employment in the sector (Mushendami, et al., 2008). Opportunity for empirical research to determine whether agritourism could be a development path for farms in order to prosper, create employment and generate income turned out to be an option for further research. The preliminary enquiry proposed that tourism and to be more specific, agritourism is often indicated as having development potential for farms and rural areas (Potocnik Slavic, 2013:265). The investigator advanced that agritourism had greater potential than merely financial success factors, and could include development path for farms to prosper such as employment creation and income generation. The introductory review of the literature informed the research question which researcher would like to respond to:

- ✓ What factors are needed to transform Neudamm farm and its community to become a successful agritourism venture?

1.3 Research objectives

Guided by the above-mentioned research question, the study aimed to assess factors that could influence the likely successful potential development of agritourism at farm Neudamm in Namibia. In addition, the identified factors were compared with earlier

findings in literature and analyzed in distinguishing the evolutionary stages on the TALC model, in particular, the early stages of the model. This study also addressed the following specific objectives:

1. analysis of the DF's for agritourism.
2. the assessment of the potential viability of agritourism at Neudamm campus
3. the establishment of the comparison between CSF's for agritourism at different life cycle stages within the context of the global north and south with a specific focus on Namibia

1.4 Significance of the study

The objective of the investigation was to afford both academic and practical contributions to successful implementation of agritourism. Academically this study contributed to current knowledge by providing information on CSF's and DF of agritourism. At the time of this research no published studies that focused on the CSF's and DF's of agritourism exist in Namibia and very few in both global north and south hence, there has been inadequate research and critical evaluation of this study area (Comen, 2017; Schulze, et al. 2007; Petrić,et al., 2006, Wilson, et al., 2001). The discussion of the DF's of agritourism raised in this research highlighted a unique specific situation. It differed immensely from factors highlighted in previous literature. The situation therefore, warranted a unique development of models, and conceptual frameworks as opposed to current frameworks found in literature. The qualitative approach used in this research endeavoured to understand the world from the perspectives of respondents as key players

in the sector of agritourism. As previously highlighted “Individuals develop subjective meanings of their experiences, meanings that are directed toward certain objects or things Creswell (2014, p. 37)”. Moreover, these meanings are diverse and numerous, leading the research study to search for the complexity of views rather than narrowing meanings into a few categories or ideas. The goal of this qualitative enquiry was to rely as much as possible on the respondents’ views of the topic of research. The DF’s of agritourism highlighted in this study is compared to other factors identified globally through literature. The comparative nature of the study with secondary research provided a high level of reliability and validity. For this reason, this study generated new knowledge towards agritourism in Namibia. The findings of the research not only enhanced the existing literature on CSFs and DF’s of agritourism but, could also inspire further research on associated aspects.

Practically, the research provided useful insights for Inceptus Holdings PTY in view of its expression of interest proposal, with particular focus on tourism investment proposal at Neudamm. The intelligence resulting from this research could assist both the public and private sectors of Namibia’s tourism industry by encouraging an in-depth understanding of CSFs and DF’s of agritourism. Finally, the study results could be used to complement encouragement for state policies exploiting agritourism ventures as an approach to manage economic and social challenges of commercial and communal farmers in Namibia.

1.5 Limitations of the study

Research of this magnitude is likely to have limitations in terms of resources such as finance, information technology, vehicle and research instrument such as voice recorders and others. The study had several limitations; COVID 19 pandemic being the major obstacle which led to a total review of methodology and approach to the study. Firstly, the focus group consultative meetings approach initially planned, for which research assistants were trained and paid for could not take place due to COVID related restrictions. Secondly, farms that needed to be visited located within 60 km radius of Windhoek could all not be visited and the researcher could only visit two farms. Thirdly, the researcher's laptop that fell and broke during the research and lack of recording device was resolved through borrowing from friends and relatives. Finally, the researcher opted to resort to key informant interviews with specialists in both tourism and agricultural industry anticipating to still achieve the specified objectives.

1.6 Delimitations of the study

This study is delimited to exploring development potential of agritourism at UNAM's Neudamm campus only. The interviewing of guest farm farmers within a 60 km radius around Neudamm campus had to be halted due to the impact of the COVID -19 pandemic. The researcher could only visit two farms after presentation of negative COVID -19 test results. The aim was to identify CSFs and DF's of agritourism development potential for UNAM's Neudamm campus based on the Namibian context and eventually provide recommendations.

CHAPTER 2

2. Literature Review

2.1 Global Tourism Industry

By 2017 the international tourism receipts increased to reach US\$ 1,340 billion which is 4.9% according (UNWTO, 2018). Additionally, UNWTO (2018) highlighted that a strong outbound demand from both traditional and emerging markets fueled international tourist arrivals (+7%) which is the growth in global receipts, which follows the positive trend recorded. International tourism produced US\$ 240 billion from international passenger transport services rendered to non-residents this was over and above additional US\$ 1,340 billion in tourism receipts earned in the destinations (the travel item of the Balance of Payments). Therefore, UNTWO (2018) recorded total exports from international tourism to reach US\$ 1.6 trillion, or US\$ 4 billion a day on average. Tourism ranks third after chemicals and fuels as a worldwide export category, and ahead of automotive products, and is therefore regarded as top export category in many developing countries.

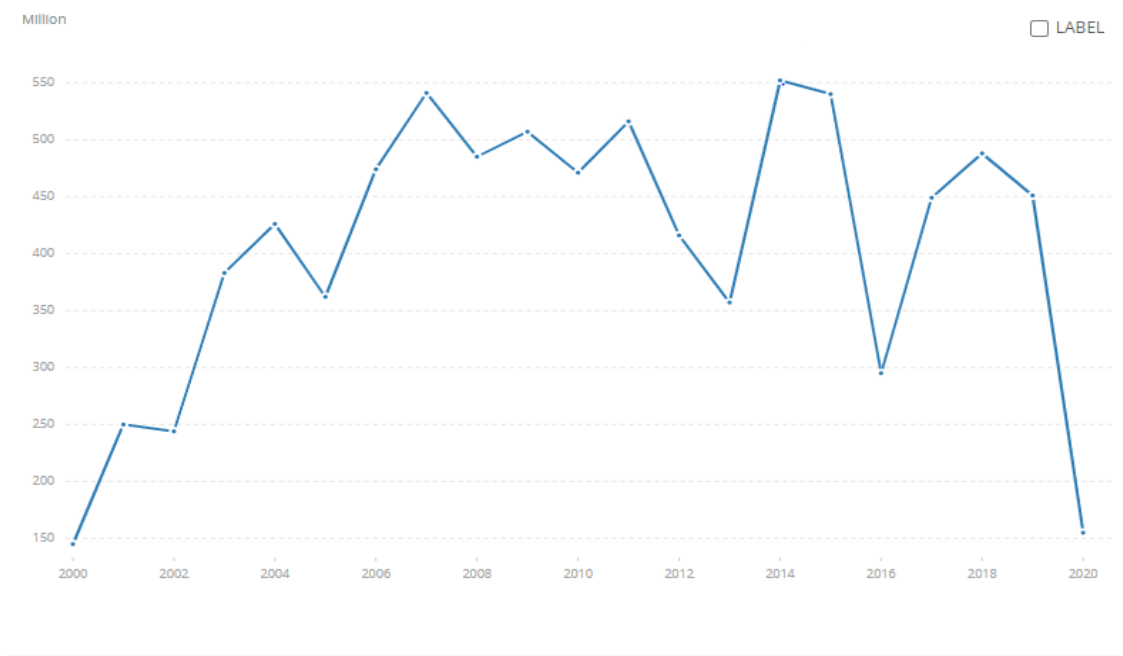


Fig: 2.1.1 Namibia International Tourism arrivals

UNWTO (2022)

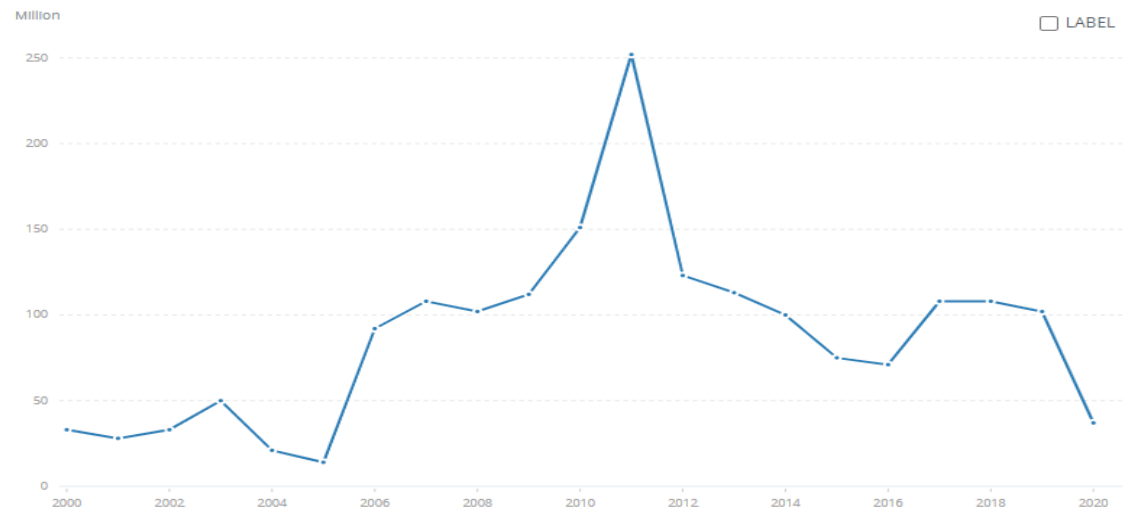


Fig: 2.1.2 Total Namibia tourism exports + passenger transport services

UNWTO (2022)

2.2 Regional Tourism Results in Africa

International tourist arrivals are estimated to have increased by 9% and receipts at the same level (+8%) according to UNWTO (2018). These, resulted from continued recovery in North Africa and the solid growth in most destinations as was reported in the data. While Morocco's previous year weaker demand enjoyed better results, whilst Tunisia continued to rebound strongly in 2017 with a 23% increase in arrivals. The sub region's positive results were attributed to the growing demand from European source markets and a more stable environment. Stronger performance continued in large destinations such as Kenya, Côte d'Ivoire, Mauritius and Zimbabwe within Sub-Saharan Africa. Although a strong increase in receipts was reported in South Africa, as sub region's top destination, it showed a lower growth in arrivals. Furthermore, due to increase in air connectivity, island destinations such as Seychelles, Cabo Verde and Reunion all reported double-digit growth in arrivals.

2.3 Tourism industry in Namibia

Studies assessing success factors of industries globally reveal that, in order to succeed in any business related to a specific industry, the industry performance of that specific industry should not be overlooked (Shan, & Kah Maru, 2013 citing Baker 1998, p. 82). Agritourism cuts across two industries; tourism and agriculture, hence it is important to understand the background of tourism and the agricultural industries in Namibia, and secondly the recent economic performance of these industries. The historical background

and the economic significance of the two industries to Namibia provided a benchmark for further assessment of agritourism related investigation.

The landscape, rich wildlife, and geology in Namibia are some of the DF's that has caused the tourism industry to grow in leaps and bounds. Shackley (1993) cited Namibia as "Africa's hottest destination" being the destination in demand for travellers. Historically, tourism in Namibia originated under the legislation of South Africa prior to the country's independence in 1990. Namibia was administered from South Africa, which included all the borders, and airports and only airlines from South Africa were allowed to land in Windhoek, the country's major city. This necessitated only a few international travelers other than white South Africans to visit Namibia. The control that South Africa had on Namibian airports meant that Namibia's tourism was dependent on South African tourism. Due to the fact that the South African government regulated the industry, the tourism industry in Namibia only targeted South African upper class citizens, yearned for attractions or activities that would be based on leisure and nature. Tourism researcher Roe (2001) noted that "tourism was very much a government- controlled industry focusing on national parks, game reserves and recreational areas, complemented by a few private lodges and guestfarms" (Roe, 2001, p. 3). Regarded as land of contrast and large open spaces, Namibia's wildlife roams freely in National Parks and conservation areas. According to Roe (2001) tourism establishments took full advantage of conservation areas and national parks and advertised Namibia in nature-based subcategory of tourism.

Roe (2001) noted that the number of Namibia's international visitors has increased exponentially after its independence in 1990. Many travelers arrived from European

countries to experience “Africa’s Youngest Nation” (Roe, 2001, p. 3). Namibia was originally a German territory, and most towns and cities maintain strong European influences where old German Architecture blends in well with modern architecture, examples are Swakopmund, Luderitz and Windhoek. With international gates opened for international visitors, tourism establishments began to increase the scope of nature-based attractions. This has highlighted the countries biggest assets such as the environment and its wildlife. A notable success story of Namibia’s rural development is the Namibrand Nature reserve. Odendaal, in his 2010 research paper titled “*conservation and economic lessons learned from managing the Namib Rand nature reserve*” reported innovative approaches to resource management. He singled out an individual farmer that led to conservation of 172,200 hectares of land in Namibia. Although the focus of Odendaal’s paper was not intended on focusing on agritourism, it focused on conservation of 13 former livestock farms that had to be rehabilitated into a continuous natural conservation area. Several conservation laws enabled the rural populace to manage and benefit from wildlife in their environment. The Nature Conservation Ordinance of 1975 passed ownership of and responsibility for common plains game to individual freehold land owners. Secondly, is the Namibia's Communal Area Conservancy Act passed by parliament in 1996 for communal-area residents who were unable to benefit directly from wildlife (Odendaal & Shaw, 2010). Furthermore, Odendaal narrates that Namibia's Community-Based Natural Resource Management Program (CBNRM) is internationally renowned as a tool to achieve rural development, poverty alleviation, and democracy.

In Namibia, tourist numbers have constantly been rising since the country attained its political independence (NTB, 2015). In Africa, Namibia is among the four fastest growing markets for tourism worldwide (WTTC 2014: p.1). Roughly 1,387,773 million international guests visited Namibia in 2015 (NTB, 2015) a notable number, in view of the country's population of only 2.1 million. According to the TSA report (2015, p. 5) Namibia's direct contribution of the tourism industry is estimated at N\$ 5.2 billion and more than 44,700 jobs. This is based on the broader economic concept that includes indirect effects and provides allowances for investment spending in support of various tourism activities.

The contribution towards the GDP by the Namibian tourism sector amounts to N\$15.1 billion. This represents 10.2 % of the overall GDP (GDP) and 100,700 jobs (that is roughly 14.5 % of total employment). During the 2015 financial year, the travel and tourism total demand in Namibia generated N\$ 28 billion. This includes all components of travel and tourism consumption, investment, government spending and exports (NTB, 2015). Most of the tourists come from neighbouring African countries (South Africa, Angola, Zimbabwe and Botswana) and from Germany, Great Britain, the Netherlands and North America. The majority (about 75 %) of tourists come from the three European source markets mentioned above. They travel mainly for holiday purposes (NTB, 2015). Almost 16.6 % (about 80,000) of all international leisure travellers in Namibia continue to be Germans, and 4 % each are from the Netherlands and Great Britain (NTB, 2015). A sturdier expansion of the source markets has been witnessed in the final few years.

Recent Tourism literature in Namibia mostly focuses on aspects of Accommodation at guest farms in Namibia, Conservation issues, Tourism Policy issues, Protected areas tourism and Community livelihood linkages, Poverty and tourism, (Shackley, 1993; Odendaal, 2010; Jänis, 2011; Stone, 2015; Kavita, 2015; Steinbrink, 2016). At the time of conducting this study, no published literature on agritourism could be found about Namibia, hence creating a gap in literature on agritourism in Namibia.

2.4 Background of agriculture and Neudamm

The Namibian agricultural sector is characterized by its duality; there is a commercial and communal sector, which exists alongside households of freehold (holding of title deed on a property) and non-freehold areas (Phororo, 2001). The past apartheid system in Namibia created this dualistic sector. According to (Mushendami, et al., 2008) the share of the of the agricultural sector to the GDP (11.7 per cent during period of 1990-1997) created anxiety amongst policy makers since it is lower than the average of the sub Saharan Africa (30.0 percent on average during the same period), however, it also declined from 6.9 percent in 1999 to 5.4 percent in 2003. Mushendami et al. (2008) further noted that the share of the labour force has been declining from 49.0 per cent in 1990 to 29.3 in 2000. Additionally, performance remained slow, registering negative and slow growth rate patterns. Namibia after its independence, decided to bequeath special attentiveness to the agricultural sector. Several policy interventions were formulated as a matter of urgency, to make sure the agricultural sector was enriched. One of these initiatives included the Affirmative Action Loan Scheme (AALS) providing loans to previously disadvantaged individuals. The National Agricultural Credit Programme (NACP), the Green Scheme and the ban on export of live animals to South Africa.

Mushendami et al. (2008) provided a series of recommendations, including increasing production of beef, marketing and promotion of products, further research, modernisation of rural areas, deforestation of commercial areas and training of people in agriculture. None of the recommendations refer to complementing agriculture with other subsectors, such as tourism, which is the most obvious choice for most countries in the global north (Barbieri, 2008; Ascuito, et al., 2013; Chase, et al., 2018). This research is therefore, fundamental in highlighting the success of the agritourism industry for Namibia and how agritourism can be an alternative strategy for development for policy makers.

The farm Neudamm is currently hosting the School of Veterinary for the University of Namibia (UNAM) and is situated 40 kilometres east of Windhoek on the B1 road to Hosea Kutako International Airport and the town of Gobabis at the coordinates 22°31'0" S and 17°15'0" E (Kandiwa, Mdzingiri, Mushonga, Samkange, Bishi ,& Nyon, 2017). The farm covers over 10 187 hectares of land and is about 1 963M above sea level. The vegetation around the farm is predominantly savannah (dominated by shrub veld) and the farm receives annual rainfall of between 300 and 400 mm mainly during the months of November to April (Mendelsohn, Jarvis, Roberts, Robertson, 2002). The farm is located in a predominantly large stock farming area interspaced with wildlife farms.

Research into the recorded history of Neudamm Farm dates back to 1897; it is when a grazing license holder returned this farm to the Land Council, as he was unable to find water (UNAM, 2019). Further writings indicate that during the German-Herero War (1904 – 05). The farm benefitted the German authorities for grazing of cattle and sheep seized during the war. During this time, Albert Voigts constructed the first large dam in

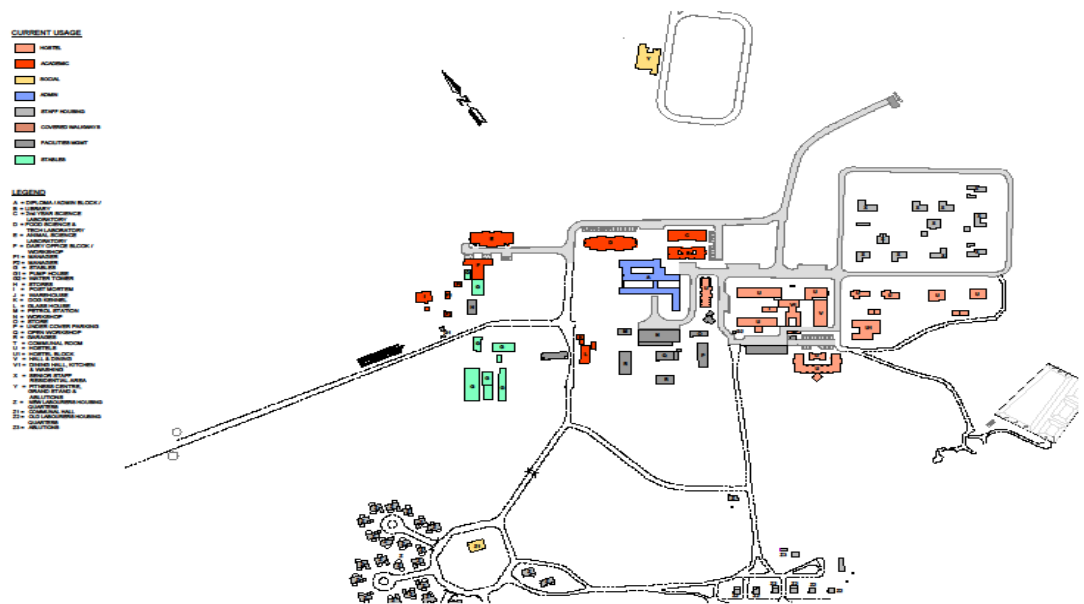


Fig: 2.2 Map of Neudamm Campus,

Source: UNAM website (<http://www.unam.edu.na/neudamm-campus/map>).

Namibia's first President and Father of the Nation, Dr Sam Nujoma after the country's Independence, declared agriculture as a priority field of study, and the Neudamm Agriculture College was transformed into the new vibrant Neudamm Campus in 1996. Currently, the Campus is home to Neudamm Farming, the Faculty of Agriculture and Natural Resources (FANR) and the new School of Veterinary Medicine (SoVM). The FANR departments hosted on the Campus are: Department of Animal Science, Department of Agriculture Economics and Department of Food Science and Technology.

The Neudamm farm is known for its production of top genetic breeding material of stud animals and the agronomy section focuses on production of vegetables. The handling

facilities and the animals on the farm support teaching and research activities on the Campus. It is also a leading agriculture training campus, with outstanding resources for training students, communal and commercial farmers as well as agricultural communities. Tjueza (2019) listed (Appendix A, and B) the following for Neudamm Campus providing its location as 35 km east from Windhoek, and that the farm is 10,187 ha, that it has 197 camps divided into 10 blocks (A-J) with 44 km border fences. It also boasts 270 km stock proof fences, 86 km jackal proof fences, 73 km water pipelines that supplies every camp on the farm with water, 8 boreholes (78 – 126 meters deep), 16 reservoirs, sheep sheds with kraals at the campus. Furthermore, it has commercial beef cattle farming at the experimental farm, a meat processing room, piggery unit, poultry unit, dairy unit, vegetable garden, fruit trees and students are recruited as interns and volunteers. Neudamm also showcases game farming in the mountainous part of the farm. but, needs a gameproof fence, this would be the main capital investment through, trophy hunting, venison. Stud breeding of some of the expensive antelopes (sable, hartebeest etc.) is also likely.

According to Gunther (2009) it is estimated that a 5000 ha cattle farm's gross income in Namibia will approximately be N\$ 400 000.00 with the net income of N\$ 200 000.00. It is expected that in normal circumstances based on the farm size, farm Neudamm, should generate a net revenue of N\$ 400 000.00 every year, which is currently not the case. Therefore, diversification into agritourism should be considered as a natural strategy. The facility therefore, holds ideal opportunities for agritourism, based on the fact that it is a working farm, which according to literature is a requirement for agritourism farm (Barbieri & Mshenga, 2008).

2.5 Analysis of agritourism

To analyse the DF, assessing the potential viability of agritourism at Neudamm campus, an appreciation of agritourism needs to be established through an in-depth review of secondary literature and case studies. Various authors have reached a consensus that agritourism is a distinctive opportunity for income generation in rural areas and that it is relatively well developed in Europe (Ilbery, 1991), it draws responsiveness in the United States (Barbieri, 2008; Tew, 2010; Boadu, 2013), and is receiving greater attention in Africa (Van der Merwe, 2012) and Asia (Kumbhar, 2012).

In order to have a profound understanding of agritourism one needs to explore; definitions of agritourism and their conceptualizations in order to plot agritourism as a local economic activity, social practice and an ever-expanding industry. Agritourism, though not a new field of scientific research, does not have a unified definition. Definitions cited by Phillip (2010, p. 755) based on an overview of definitions in the literature table shared in their typology study indicates that it is “any practice developed on a working farm with the purpose of attracting visitors” (Barbieri & Mshenga 2008). Alternative definition cited is; “a specific type of rural tourism in which the hosting house must be integrated into an agricultural estate inhabited by the proprietor, allowing visitors to take part in agricultural or complementary activities on the property” Marques (2006: p. 151). Further definition is “rural enterprises which incorporate both a working farm and a commercial tourism component” McGehee (2007: p.111), Kim & Jennings (2007: p.280). Moreover, it is also “tourism products which are directly connected with agrarian environment, agrarian products or agrarian stay” Sharpley & Sharpley (1997: p.9). As well it refers to “activities

of hospitality performed by agricultural entrepreneurs and their family members that must remain connected and complementary to farming activities” Sonnino (2004, p. 286).

Though many scholars agree that agritourism is leisure or recreational activities taking place on a working farm. The terminologies used differ, in terms of geographical spread and theoretical frameworks. Agritourism therefore is referred by some scholars as farm tourism and agricultural tourism, highlighting the fact that it is attracting visitors for recreational activities or educational activities taking place at agricultural production setting (Lamp, 2019; Veeck, 2006). This group of scholars define agritourism, as recreational activity, or educational activity that takes place at a farm.

Other authors define agritourism as farm products and farm activities that contribute towards alternative income which can lead sometimes to overall income, cash flow and profitability of the farm (Sharpley, 2002; Colton, & Bissix, 2005). This study, supports both approaches but needs to analyse, why agritourism works both in favour of agriculturalist and tourism specialist in terms of its definition. McGehee, Lee, O’ Bannon & Perdue (2010, p. 227) in their exploratory study, argued that “researchers have studied rural tourism development using a variety of theories and approaches”. They emphasized collaboration theory, community capacity building theory, network theory, formal versus substantive rationality and social exchange theory (Jamal, & Getz, 1995; Dredge, 2002; McGehee, & Kim 2004; Byrd, 2007; Nilsson, 2007; Manyara, Jones, 2007; Kang, Lee, Yoon, & Long, 2008) among others. Many writers have written about tourism related social capital and its relationship with other forms of capital (McGehee, Lee, Bannon,&

Perdue, 2010) such as cultural, natural political, human, private built and financial capital, very little is however comprehended in terms of which capital naturally bonds agriculture and tourism industries.

In Namibia activities such as hunting, fishing, tours, quad bike rides, hiking, biking, festival, conferences, weddings, overnight stays, recreational harvesting, horse riding, camping and education are used to bring visitors to farms. Researchers in Namibia have used a term called, Indigenous Natural Resource Production System (INRPS) that includes wildlife viewing, trophy hunting, life games sales, firewood and charcoal sales and indigenous plant production Odendaal & Shaw (2010). Looking at various agritourism definitions (Busby & Rendle, 2000; Nickerson, 2001; Barbieri, 2008; Adam, 2019) this term clearly fits in with activities related to agritourism. These also assume that a production system naturally attracts consumption system creating a natural need and demand system or a natural bonding model.

The Namibian economy is highly dependent on climate sensitive sectors like agriculture (Dirkx, 2008; Schneider, 2015) for which several global socioeconomic analysis (Dara, 2012; Kaundjua, 2012) predicts severe cumulative effects that erodes countries' ability to respond. Additionally, since the country is classified as dry and sub-humid its agricultural potential is low, and its climatic projections indicate that agriculture in conventional terms would not be viable in the future. Dirkx, (2008) argue that climate- related risks, such as increased frequencies of severe floods and droughts, changes in seasonal rainfall and precipitation patterns; increased evaporation and evapo-transpiration ratios; higher day

and night temperatures; and changes in wind regimes will negatively affect the agricultural sector. Despite Shackley's (1993) study famously coined as "Guest farms in Namibia: an emerging accommodation sector in Africa's hottest destination" very few or no published studies could be found that looked at agritourism in Namibia. This study aims to fill that gap in literature, and will therefore investigate alternative economic strategies such as agritourism, in assessing its potential and viability at Neudamm and to analyse DF's of success and establish CSF's of agritourism in global north and south.

Agritourism has several benefits, it's appealing to visitors due to the mystique associated with rural areas, but also the cultural, geographic, historical and ethnic characteristics (Edgell, 1993). Agritourism is also less costly to develop than other rural development strategies such as manufacturing. Though agritourism helps sustain small businesses directly involved in tourism such as attractions, hotels and motels, and other indirect businesses such as petrol stations and grocery stores, it also has its disadvantages (Oppermann, 1996; Mjalager & Mette, 1996). The disadvantages of agritourism is that it can put rural communities in competition with each other and like any other service sectors tourism remains one of the lowest paid economic sectors let alone seasonal workers (Smith, 1989; Luloff, Bridger, Graefe, Saylor & Martin 1994). Agritourism however remains one of the best opportunities farmers have to diversify their income.

Numerous studies concur that the economic restructuring and problems associated with agricultural production in United States of America (USA) and Europe two decades ago, are the primary source of weakening of rural economies and therefore pushing them to

additional sources of income (Nickerson, 2001; Colton & Bissix, 2005; Barbieri, 2008; Chase et al. 2018). In the global north, restructuring therefore had to take place where many economies had to adjust, in order to enhance and maintain their socio-economic viability. DF's of the nature (air, earth and water) and form of rural landscape (grazing, plantations, activities e.g. hunting) at global level are therefore economic and social forces operating at that level, and how humans value and used it, as noted by Butler et al. (1998). The restructuring in global north have various causes. It has caused a loss of many manufacturing plants and jobs. There was an obvious decline in numbers of farming communities forcing farm families to adjust their incomes with off farm jobs, which forced them to depart from farms to urban areas. These factors and the weakening of rural economies made farmers rely on decisions made in far distant towns and cities. The traditional ways of making income had to be adjusted forcing many to look for non-traditional ways to sustain them. Since these problems not only affected the farmers but Europe and USA as a whole, global north countries put overall rural development high on the policy agenda. Agriculture and forestry still remain significant forms of land use as it is regarded as the backbone of most countries. The logical solution therefore was to strengthen agriculture sector, through rural development policies. It was however noted, that in order for policies to work, it had to be multifunctional but at the same time be sustainable. It therefore created innovative approaches linking it to industries other than agriculture. This has opened an opportunity to assess what industry naturally bonds with agriculture.

Researchers have mainly focused on agritourism activities, agritourism as possible alternative to leisure tourism. Furthermore sustainable rural tourism opportunity, factors motivating agritourism entrepreneurs, role of firm and owner characteristics on the performance of agritourism farms. Recently factors for success in rural tourism development, transition from tourism on farms to farm tourism, towards a conceptual framework for agritourism, diversification decisions in agriculture. Currently understanding nature and extent of farm or ranch diversification, tourism and recreation in rural areas, developing agritourism issues and challenges, changing farmscape: agricultural tourism and agritourism education tool for students (Butler, 1998; Busby & Rendle, 2000; Wilson et al. 2001; Colton & Bissix, 2005; Barbieri & Mshenga, 2008; Meyer & DeCrom, 2013; Ascuito et al. 2013; Boadu, 2013; Chikuta, 2016; Petromanaet al. 2016; Chase et al. 2018; Mace et al. 2019). Studies looking at natural process of bonding, where positive naturally attracts negative could not be found, creating opportunity to expand this philosophy through a model.

Research on agritourism generally focused on the area of motivations of agritourism provider and consumer. From the perspective of the supply side examination literature found that apart from economic motives such as additional revenue generation, and social positions, such as accompanying guest, other motives for both traditional farmers and organic famers is to diversify their businesses and activities in order to get into business (Nickerson et al 2001; McGehee & Kim, 2004). The demand side, clients normally select this type of tourism in order to escape city life (Rogerson & Rogerson, 2014). Few studies address agritourism from both supply and demand side, one such study include work from

Flanigan et al. (2014). The amendment of the typology previously offered by (Flanigan et al. 2010) to define agritourism. The typology makes use of three main criteria:

1. The first is the connection among visitors and the agriculture activity
2. The second is whether the manufactured goods or leisure interest is based on a working farm. (This remains the most cited requirement in both American and European studies)
3. Thirdly it is the authenticity of the visitors experience

Two types of tourism driven activities on farms in Namibia not directly related to traditional or agricultural farming principles will be omitted from this study, firstly it is wildlife-based land uses (WLBLU) game farm tourism and secondly it is volunteer tourism. In Namibia the most prevalent form of land use is livestock farming on freehold farms (Lindsey, 2011). The first activity, Lindsey states that 32 000 square kilometre of land is used exclusively for wildlife production (i.e. without livestock). He further narrates that based on the ever expanding trophy hunting and ecotourism, he suggest that the economic output of wildlife on freehold land is closing in on that of livestock though veterinary policies favour the latter. Lindsey (2011) concludes that younger generation of farmers in Namibia favour wildlife production instead of livestock, and therefore hunter and tourists arrivals are expected to rise in the future in Namibia.

Secondly in Namibia there are various staged activities at non-working farms which are associated with the tourism industry, which will not form part of this study. One such activity taking place at a non-working farm is termed as volunteer tourism. According to

(La Bella et al. 2011) volunteer tourism is an up-and-coming trend gaining attention and is spreading throughout the world, particularly in Europe and many parts of Africa. This form of tourism although taking place at a non-working farm can be termed as volunteering in an ordered manner while being on holiday. The activities may involve aiding poverty-stricken communities, restoring the environment, or performing research into certain aspects of society or environment. The examples studied by La Bella et al. (2011) included a farm in Namibia called Harnas. The Harnas Volunteer Project, located in the central east of Namibia in the region called Omaheke provides the opportunity to work in close contact with wild animals. This can be referred to as a Zoo in rural settings, though on much larger scale. In these projects, the volunteer participates in activities like feeding, care-taking, cleaning and building of enclosures, waterholes and fences, fence patrol on horseback, animal studies, and helping in the children's day care centre. As a volunteer on a Harnas project, you are in contact with tamed carnivorous animals. There are approximately ten farms in Namibia involved in volunteer tourism, these farms based on the adoption of the definition of agritourism for this study would not count as agritourism, but rather volunteer tourism, since they are not focused on traditional farming activities at all. There is no link to any agricultural activity; however, this opinion is open to scrutiny and criticism as non-working farms in Namibian context still needs to be defined. However, Weaver and Fennel (1997) relate to commercial tourism components of farms and working farms as rural enterprises, which game farms and volunteer farms can be rather referred to.

2.6 Theoretical Frameworks for the study

This study will make use of Butler's 1980 TALC Model, Daniels (1960) success factors, Flora's (2004) forms of capital and Wright (1990) energy study, particularly during the starting or exploration stage of the TALC model. According to Butler, 2011, the destinations on which the original Tourists Area Life Cycle Model (TALC) was based were mostly based on existing communities which had taken on a tourist function in addition to, or as a replacement of, more traditional economic activities. It is therefore clear that the Butler TALC model is very relevant to agritourism development. The Butler's model in itself went through the Academic Model Life Cycle [(AMLC), which needs creative mind future research] going through origin of the model, its early utilization, its criticisms and modifications, and its current relevance in tourism research (Butler, 2011). Based on Butler (2011) own comparative scenario TALC model can be regarded as the Volkswagen Beetle of the academic world.

The Butler Model addresses destination phases in terms of the number of tourists that would visit a destination over time. In this research, it will be used to discuss the CSF's for agritourism at the starting or exploration stages. Although the model might have shortcomings it is only a conceptualization (Butler, 2006). In the TALC model Butler gave representative names to stages of development: Exploration, Involvement, Development, Consolidation, Stagnation, and Decline. Exploration stage relates to a number of individual tourists arriving at a location unknown to them at first, they are first attracted by the natural or cultural resources of the place. The first travellers arranged their itineraries independently. Their impact on the lives of inhabitants and the local

economy is not following the normal booking protocols, such as travel agents, tour operators and or online booking applications such as TripAdvisor, Booking.com or Air B&B.

As a shortcoming, the TALC model fails to highlight what comes before exploration stage, or who motivates exploration stage is it travellers themselves or could it be somebody else? Additionally, the first travellers necessarily do not need to be independent in all cases but could be a result of a well-planned product offer. Therefore, these study intents to assess a likely possibility of an earlier stage of the TALC model as independent travellers are not always the initiators of a destination development process. The next stage of TALC model is involvement that takes place when tourists in large numbers are the result of creation of several products along the value chain that must address their needs in terms of the visits such as transport services and additional attractions. Some of the inhabitants begin to draw their livelihood from these products and services. The entire community then becomes active in the tourist activity. This leads to creation of expectations and there is pressure to improve all tourists related infrastructure development. The third stage of Butlers TALC model is *development* where tourism becomes one of the main sources of income, and the number of tourists is either equivalent to or exceeds the number of permanent residents. Tourist organisations from outside define boundaries of tourism activity that needs to happen and pushes out the local businesses and communities.

This research only focused on the first stages of the TALC model and how it related to CSF's and viability of Neudamm as an agritourism destination. The TALC model has

gotten significant interest from many other researchers. The first quarter century was well reviewed by Legiewski (2006). Furthermore, despite the influential nature of tourism industry and the dynamics influencing it and resorts, the continuous relevance and testing of the TALC (see for example Yi, 2001; Cole 2009; Butler, 2011) would advocate that it still has applicability in the agritourism sector. The TALC model has been used in a variety of situations from its original focus on resorts and assessing its relevance to agritourism. A good example is Xie and Lane (2006) who propose a variation on the original figure in their paper on Aboriginal Arts Performance in Tourism, substituting a 'cycle of authenticity' based on the TALC. More academics have scrutinised tourist area life cycles using diverse methods and different models. As mentioned earlier Cole (2009), used logistic modelling, examined the TALC by producing a logistic tourism model which he used to explore whether the tourism industry was 'chaotic', concluding that quite different dynamics were exhibited compared to those of traditional growth models. This study intended to follow a similar approach by combining the Daniel's (1961) theory of critical success factors and Flora (2004) forms of capital and Wright (1990) energy study, particularly during starting or exploration stage of the TALC model.

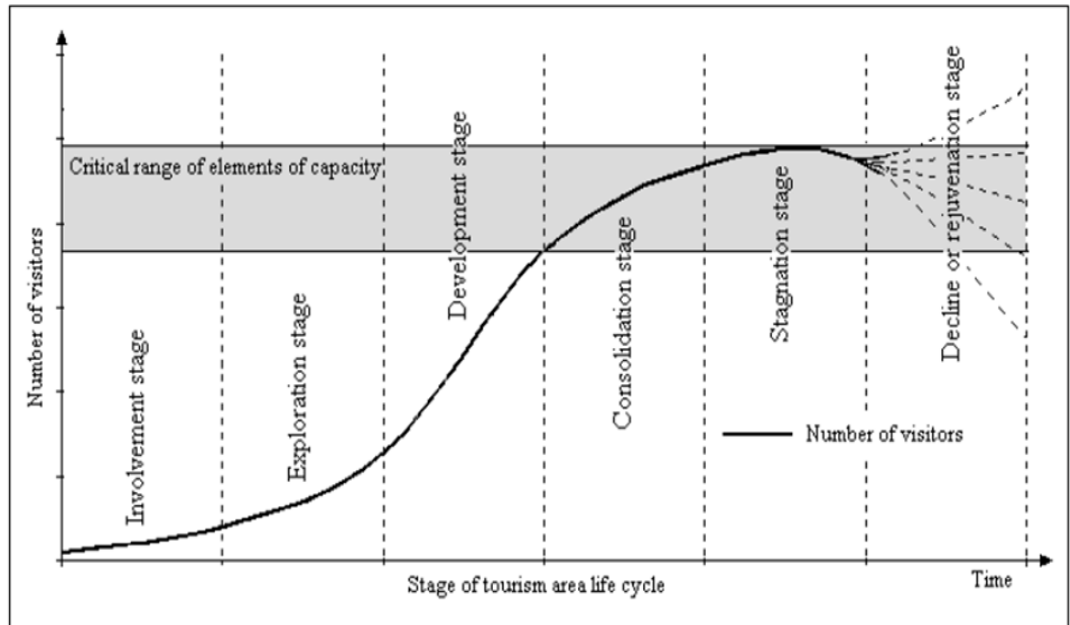


Figure: 2.3 R.W. Butler's tourist area life cycle

Source: Adapted from Butler [1980, pp. 5-12].

The concept of critical success factors was originally devised by Ronald Daniel in the 1960's which is almost 4 decades ago Daniel (1961). The foundation of the concept was the theory of eliminating all aspects that are not adding to the accomplishment of an organisations planning process, the theory considers that there are practically three to six factors in each industry that determines its success. Shan et al. (2013, p.498) citing Rockart define critical success factors(CSFs) as "a limited number of dimensions to ensure successful competitive performance for an organisation". The further development of these concept happened in the 1960's (Shan, 2013) by Kenichi Ohmae when he used it as a means of planning and implementation of strategies. Throughout the years, various number of writers (Rockart, 1979; Jenster, 1986; Wilson, 2001; Baker, 2007; Marais, 2017) have recommended that managers must identify few key areas, that they must focus

on in order for the organisation to be successful. From among these writers Rockart highlighted issues, events or key areas of activity “critical success factors” and hinted that managers put in place systems around key factors that could provide basis for firms attainment of success.

Critical success was studied by researchers in many diverse fields, one such study was conducted by (Finlayson, 2011). The study investigated the perspectives of African-Canadian educators on critical factors of success in their educational careers. Data collected indicated that factors such as role modeling, family and community support, rigorous academic qualifications and the establishment of strong interpersonal relationships have been important on the associates success. It is important to note the research design used by researchers to conduct critical success factors studies differs, study by Finlayson (2011) used the life history method normally employed by ethnographers as noted by Atkinson and Hammersly (1979) as cited in (Finlayson, 2011). This method offered distinct way of collecting information about the expertise of particular clusters and individuals. (Finlayson, 2011) noted Seidmann (1991) study where interview process was used to explore the experiences of participants. This study intents to illiminate factors of success that would be relevant to agritourism industry, during early stages of development using the TALC model.

In tourism studies, critical success factors are sometimes referred to as forms of capital, one such study is that of Flora (2004). This study also uses the narrative of Flora’s 2004 capital model in which she identifies seven forms of capital. Flora (2004) describes

natural capital as the dealings within nature, the quality of natural air and water, more so the diverse nature of plant and animals. Flora refers to culture as the preservation of local stories, history, arts, crafts and the traditional foods and the preparation thereof. Built capital is link to physical structure of the public such as roads, highways systems, airports, railways and other public facilities. Political capital includes the ease of access to power through powers of state or government. Whilst human capital refers to skills building and numerous educational growth. Financial capital is the access to loans or grants investment possibilities and tax credits. This study intents to identify six factors based on Flora's forms of capital which can be placed on the TALC model to see stage development of destination such as Neudamm to assess factors of success in each stage in early stages of TALC model. Assessing TALC model from agritourism foundation would be appealing as literature highlights variety of different factors such as economic, social and environmental factors as a basis for starting agritourism destination (Busby, 2000; Brown, 2007; Barbieri, 2008; Ascuito, 2013; Adam, 2019).

Moreover, humans are supported by photosynthetically fixed energy (natural capital) in the world's ecosystem, according to Wright (1990). The energy referred to above is the radiant energy of the sun; this energy is fixed as chemical energy by photosynthesis and thus made available to heterotrophic organisms in an intangible form, which include humans. The energy supports the needs of the countless multiplicity of species that populates the world's ecosystem. Humans through agriculture and crop production harvest this energy, and those responsible for production are referred to as agriculturalist. Naturally, products produced needs to be consumed to transfer this energy. The natural

process of harvesting and consuming of this radiant energy from the sun can be referred to as natural bonding. Therefore, agriculture and tourism can be assumed to be naturally connected through natural bonding apart from generating additional income and being a social practice. According to Wright (1990) it argued that globally, natural terrestrial ecosystems fixed about 2800 18 1018 joules of energy per year (net) prior to significant human impacts. In recent years, humans have diverted or prevented about 20% to 30% of this energy from flowing through natural ecosystems by maintaining croplands (15%) and urban areas (1.8%) and by grazing livestock (2.3%). Wright (1990) further notes that projections to the year 2000 indicate that 3% to 9% of the world's species may be extinct or endangered by that time. Wright study will be used to link agriculture and tourism, agriculturalist produced products that contain energy and tourists need this energy for daily survival hence creating an obvious link between demand for energy and production of food. The bonding element of the two industries would be looked into as a possible factor of success.

The objective of the study is to assess CSF's and DF's of agritourism; critical success factors and determining factors of agritourism will be highlighted using Flora's (2004) forms of capital and linking it to theory of critical success factors as proposed by Daniel (1961). Once forms of capital is determined using Flora's (2004) forms of capital then TALC model could be used as a forecasting tool to see if stages of TALC model are to be determined by CSF's and DF's of agritourism during the early stages of the model during starting or exploration stages. Once, the forms of capital are established particularly

during starting or exploration stage assessment can be done whether destination can move to the next stage of development, based on the theory of critical success factors. The assessment of an additional stage to TALC model will also be looked into since, a stage before exploration is clearly missing from TALC model in its current form and as it relates to agritourism.

2.7 Factors determining successful agritourism

Two literature-based approaches exist on how best to develop a tourist destination; one approach is based on economic foundations of assisting business people and entrepreneurs in tourism with building their businesses and letting them compete in the market place (Eadington, 1991). This view was however subjected to criticism that it isolates communities and its issues from tourism. In addition, it ignores the fact that small businesses in rural settings do not have sufficient funds to promote their businesses (Murphy, 1985; Gunn, 1988; Palmer, 1995).

Contrasting the above view, Murphy (1985), proposed a community approach in the development of tourism and entrepreneurship. This method claims that tourism is a community based product. It also requires entrepreneurial skills and the presence of tourist related businesses. In addition, it also states that it is necessary to have the communal and local competences (e.g. local leadership and formal and informal networks) that are involved in tourism development and the promotion effort (Murphy 1985). This study encompasses the variations of a the joint venture or partnership approach. Although the

community approach to tourism is effective, it is a complex approach since it involves various stakeholders. Another disadvantage is that businesses compete while requested to share resources. Government also might perceive loss of control over regulating businesses and it is risky (Jamal, 1995; Huang, 1996). The 2019 guide to successful agritourism enterprises by The Farm-Based Education Network, Shelburne Farms, University of Vermont Extension (2019, p. 6) put forward 10 points that every farmer needs to ask themselves before considering agritourism on their farms;

1. Do you delight in amusing visitors or having farm guests?
2. Do you like gatherings of large people?
3. Can you create a warm, safe, and inviting atmosphere for people visiting your farm?
1. Can you manage the additional business responsibilities associated with agritourism?
operations (including marketing, employee management, and customer relations)?
2. Are you willing to create the ideal “experience” for your customers?
3. Are you willing to work and “entertain” visitors on weekends, evenings, and holidays, when they are most often available to come to your farm?
4. Have you thought about what “success” will look like for your agritourism offerings?
5. Do you have a friend, family member, or business advisor with whom you can talk about goals and how a new venture might affect your operations?
6. Can you take the time to look at your farm from customers’ perspectives so that it is more accommodating of farm guests?

7. Are you willing to keep financial records?
8. Are you fascinated in investigating alternative marketing techniques and resources to help you connect your agritourism offerings?

These questions would be relevant on privately run farms where decisions to diversify or expand depends on one or two individuals. However, in the case of Neudamm farm, which is wholly owned by the University of Namibia, such decisions might require Senate approval. Therefore, emperical research is required. Simon-Nobes (2019) explains that there are resources that one needs to assess before determining the viability of their farm as an agritourist destination. These resources are; existing farming activities, land resources, labour, capital requirements, and off-farm factors.

The University of Namibia through its subsidiary company Inceptus Holdings (PTY limited), realized the potential for agritourism at Neudamm and put forward a proposal in daily newspapers looking for investment through joint partnerships. According Tjiueza (2019) the General Manager of Inceptus, UNAM has three objectives, first has to create value and wealth for its clients and shareholders, two leverage knowledge and physical assets through commercialization practices and innovative business processes and to create industries & employment opportunities. In this study review of previous literature on CSF's was therefore necessary and critical.

Table 2.1 Previously published studies on CSFs of Agritourism

Publications of CSF Agritourism	Factors that were identified in the previous Studies		
Years under review	Economic	Social	Environmental
1985-2019	Financial, Capital, Entrepreneurial, Accounts, Products, Selling, Economies of scale, Costs	Collaboartion, Participation, Strategic Planning, Coordination, Cooperation, Local leadership, Community	Cultural, Nature, Conservation, Preservation, Environmental, Clean air, Clean water, Clear Air, Clear Skies, Weather, Climate Drought

Results from an in-depth literature review as indicated in table 2.1 (Murphy, 1985; Wilson, 2001; Shulze, 2007; Jones, 2015; Comen, 2017) were utilised to compile the interview guideline. Factors appearing most in literature was used in the analysis and provided a framework to formulate the semi-structured questionnaire that was used to collect data for this study.

2.8 Defining CSF

The concept of critical success factors was originally devised by Ronald Daniel in the 1960's which is almost 4 decades ago (Daniel 1961). The foundation of the concept was the theory of illuminating all aspects that do not involve the accomplishment of an organisations planning process, the theory argues that there are practically three to six factors in each industry that determines its success. Shan et al. (2013, p. 498) citing Rockart (1979) define CSFs as “ a limited number of dimensions to ensure successful competitive performance for an organisation”. Kenichi Ohmae further developed this concept when he used it as a means of planning and implementation of strategies. Throughout the years, various writers (Rockart, 1979; Jenster, 1986; Wilson, 2001; Baker, 2007; Marais, 2017) have recommended that managers must identify few key areas for an organisation to be successful. From among these writers, Rockart (1979) highlighted issues, events or key areas of activity “CSF's” and hinted that managers should put in place systems around key factors that could provide a basis for firms' attainment of success.

2.9 CSF related of agritourism

Efforts to position an institution to identify its agritourism CSFs are not recent (Wilson, 2001; Schulze, 2007; Barbieri, 2008). Similarly, to various economic development strategies, agritourism requires essential components to be successful (Wilson, 2001). According to the 2010 tourism training conference (tourism destination development in the third world) in Singapore, the essential components are: accommodation, accessibility,

attractions, facilities, infrastructure, sewage disposal and hospitality (Chan, 2010). A focus group study conducted in Illinois on factors of success on rural development, found that CSFs to be: a complete tourism package, good community leadership, support and participation of local government, sufficient funds for tourism development, coordination and cooperation between business persons and local leadership, coordination and cooperation between rural tourism entrepreneurs, information and technical assistance for tourism development and promotion, good convention and visitors bureaus, and widespread community support for tourism (Wilson et al. 2001). Flora's (2004) model of capital, can be regarded as capital, and can therefore be regarded as CSF. Therefore critical success factors can be regarded as resources or as capital in the context of this study.

Another study by Fesenmaier et al. (1995) it is argued that rural areas due to the mystique associated with them have a special appeal to tourists, which creates options for their communities. Alternative literature review assessing success factors of business tourism in South Africa conducted by (Marais et al. 2017) identified CSF's from a provider's point of view in order of importance as; human resources, customer-related approach, quality services, quality facilities, being effective, good marketing. Literature reveals that agritourism is well developed in the global north, highlighting success factors, benefits, positive impacts but also minor challenges; this could be compared through a conceptual framework to the global south (Namibia) where agritourism is just starting to gain attention. Additionally, based on literature, agritourism is an important alternative for agricultural settings in many countries as an additional source of income. There should

be basic facilities to start and operate an agritourism site and it should have the ability to generate benefits for the owners and the surrounding community. However, studies also reveal that as the economic, socio-cultural, environmental, geographical conditions are unpredictable, from destination to destination, this would have an impact on the DF for success, therefore, research into specific DF for success in the Namibian context is crucial. Research also confirms that public private partnerships are essential for the development of an agritourist destination.

Table 2.1 above, highlights that most studies involving CSF's of agritourism focus mainly on the global north. From the same table, only Marais and Saayman (2011) study represented the global south, in business tourism, hence creating a gap in literature in the global south. Furthermore, the table reveals that CSFs of agritourism studies include both supply and demand however, few studies cover both supply and demand. The supply studies are more in terms of table 2.1, which seems to be the general trend worldwide. Equally, approaches used in terms of methodology include qualitative, quantitative and mixed method approaches. The quantitative approach seems to be used more in the studies of CSFs, hence, creating an opportunity to explore more qualitative studies. Table 2.1 illustrates that the most CSFs from the supply perspective include in no specific order of importance; community involvement, quality product and services, accesibility, legislation and political will, marketing and promotion, financial viability and entrepreneurial skills of the farmers among others.

Very few studies focused on agritourism, there is therefore, a gap in literature in terms of CSF's of agritourism in Namibia. There is a general lack of available literature and studies on CSF's for agritourism, which calls for attention to close the gap and the need for supplementary investigation. Still, the literature makes it clear that even though global north agritourism CSF's are well researched, referring to that in Northern America and Europe, Schulze (2007) and Wilson (2001) retain some descriptions which are similar business tourism in global south (Marais, 2017). The two areas of tourism display variances too therefore, investigation should be conducted explicitly on southern agritourism, including that in Namibia.

The Neudamm campus is a Farming site, which falls under the Faculty of Agriculture and Natural Resources (FANR), and School of Veterinary Medicine (SoVM) (UNAM, 2019) figure 2 indicates spatial land uses at the farm. The campus provides agricultural training to communal and commercial farmers and well known agriculturalists, which could be regarded as educational agritourism (Petromana, 2016).

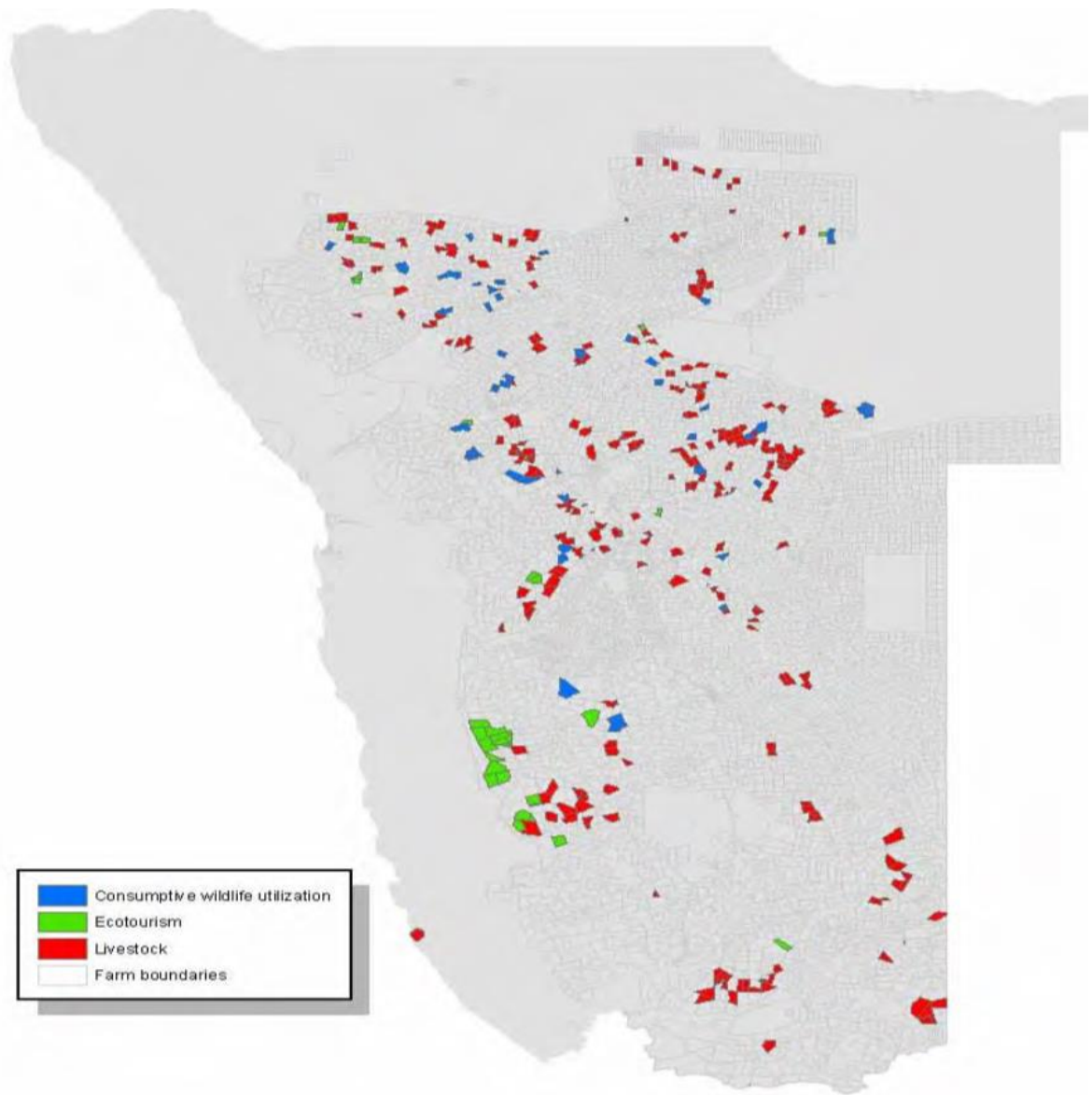


Figure: 2.4 Spatial patterns in primary land use (i.e., that accounting for the majority of farmers' income) on freehold land in Namibia

Source: (Lindsey, 2011)

CHAPTER 3

3. Methodology

3.1 Research Design

The important question that needed to be answered before employing specific research design for this study was based on time horizons as stipulated by Saunders et al. (2003, p.95). Saunders et, al narrated that the researcher needs to indicate whether the research needs to be a “snapshot” taken at particular time or whether the researcher would want it to be more akin to a “diary” which would be a representation of events over a given period of time. Everything however boiled down to the research question or objective. From the two methods, “snapshot” is called cross sectional while the “diary” viewpoint is called longitudinal. More importantly, the time perspective to research design are indeed independent of which research strategy a researcher pursuits, (Saunders et al. 2003, p.95). This study, can be said to be cross sectional, which according to (Saunders, 2003) is study of a particular phenomenon at a particular time. According to (Easterby-Smith, 2002) it is said that cross-sectional studies often employ the survey strategy. In the case of Neudamm it is seeking success factors of agritourism through the use of interviews conducted over a short period of time.

According to Saunders, (2003, p.84) “social research is far too complex to lend itself to theorizing by definite ‘laws’ in the same way as the physical sciences” and therefore qualitative research is required. Not only is social research complex, it is unique and require a particular set of circumstances and individuals. The research approach of this

study was to highlight the necessity to discover “*the details of the situation to understand the reality or perhaps a reality working behind them (Remenyi et al. 1998, p. 35)*”. Key informants, with diverse backgrounds from both agricultural and tourism background were necessary to seek to understand subjective reality of factors required for successful agritourism.

The purpose of this research is to further the understanding of the concept of the agritourism industry. Secondly, it is to identify CSF’s and DF’s of agritourism at UNAM’s Neudamm Campus. Moreover, the study establishes the agritourism life cycle stages through the use of Butler’s model and compares CSF’s and DF’s of agritourism in global north and south. Following the clarification of CSF’s and DF’s after conducting secondary research on agritourism, it can be said that they can also be categorized as key resources or capital. This chapter therefore, highlights the precise intentions of the research and the research procedure is clarified and rationalized. Correspondingly, a conceptual background is afforded in order to stipulate a justification of the variables assessed.

The intention of the research was to establish the potential viability of agritourism at UNAM’s Neudamm Campus. In order to establish the potential viability, CSF’s and DF’s of agritourism globally are identified. The CSFs are illustrated in the diagram below which highlights extend of capital to determine potential viability of the farm. These include a variety of forms of capital: political, human, built, financial, cultural and natural capital (Flora, 2004). DF of agritourism according to literature can either be economic (Busby & Rendle, 2000; Nilson, 2002) or it can be social (Oppermann, 1995; Barbieri,

2008). Another crucial factor to consider according to literature is the better understanding of owner characteristics (Barbieri & Mshenga, 2008).

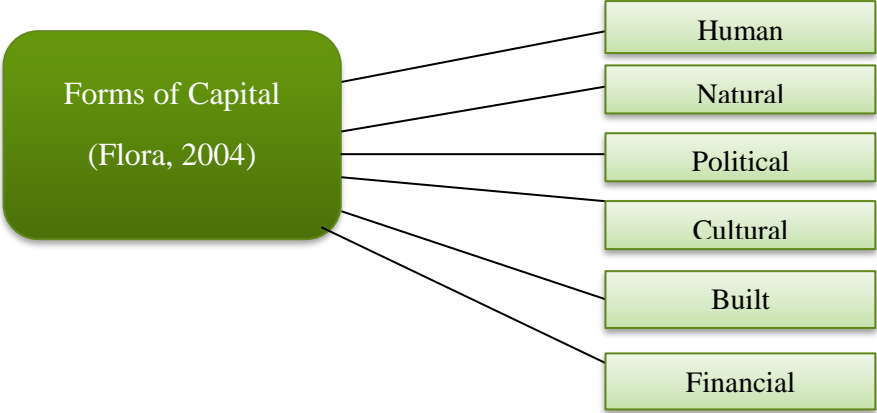


Figure: 3.1 Forms of Capital that determines success of Agritourism

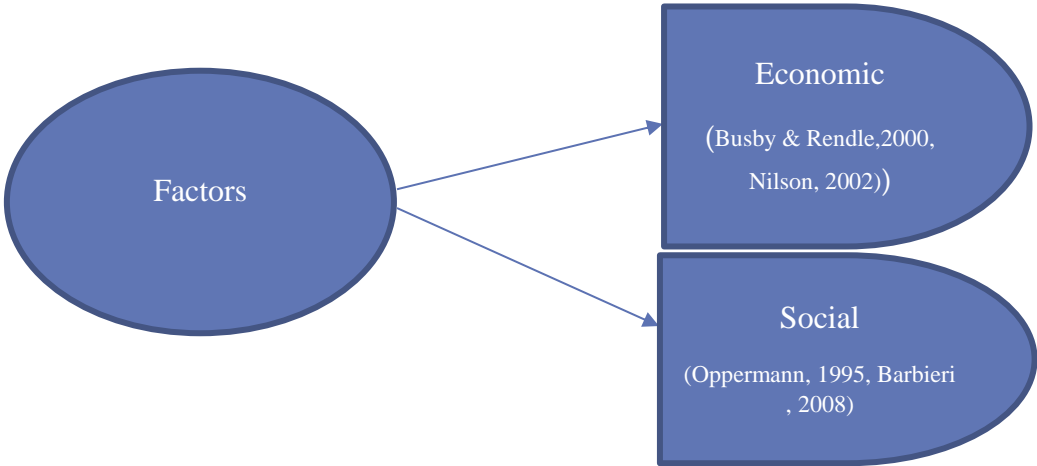


Figure: 3.2 Determining factors of Agritourism

Hence, in order to determine the viability of agritourism at Neudamm, it was essential to firstly identify CSF and DF of agritourism globally through secondary literature. However, literature revealed that forms of capital are unique to each destination area and each destination therefore, might have unique attributes associated with its success. The viability of Neudamm as a potential agritourism destination was measured through key informant interviews to establish forms of capital required and how UNAM could potentially utilize the capital to its fullest potential, and which form of capital was most essential in doing that. The next section shapes the specific objectives of this research and affords clarification of how the proposed variables were measured.

To achieve the intention of this research, the ensuing objectives are represented to guide the research design: firstly, analysing the DF for agritourism, secondly to assess the potential viability of agritourism at Neudamm campus and finally to establishing a comparison between CSF for agritourism at different life cycle stages, within the context of the global north and south with a specific focus on Namibia. In order to examine the first objective, secondary research was undertaken through analysing various tourism research journals, conference papers and books. For the examination of the second and third objective, qualitative research was undertaken where key informant interviews were conducted with the supply-sector of the Namibian agriculture and tourism sector. The interviews revealed a mutual understanding of the concept of the agritourism industry in Namibia and several forms of capital required for a successful agritourism project. The information gained through qualitative research was complemented with the secondary research performed in Chapter 2 of this study. Therefore, a rounded approach was

undertaken in terms of determining the potential viability of agritourism at UNAM's Neudamm campus. The next section explains variable selection and measurement.

According to Nieh, (2012) the identification of CSFs has become an important concept in strategic management. CSFs, key success factors, (KSF), key result areas, (KRA), strategic factors, limited factors, or strategic variables (Englebrecht, 2014; Nieh, 2012) are usually highlighted in literature as three to ten aspects to ensure success or competitive performance. In tourism literature, these factors are sometimes referred to as capital (McGehee (2004). Furthermore, according to Evans (2003) there are reasons why superior performers usually occupy positions of power in certain industries. These key reasons are called critical success factors. Companies sometimes have uniquely skilled employees such as skilled engineers or product development specialists. In such cases, the CSF is a human resource. Equally so, in other businesses, the CSF might be a unique location, a brand image, an enviable reputation, a legally protected patent or licence, a unique production process or technology. This is not to suggest that other parts of the company are irrelevant, but that CSF is the fundamental basis of success. In terms of agriculture and the tourism industries, the approach is to defend it, sometimes at all costs. This is to ensure that an advantage is maintained or that competitors are prevented from getting it. If CSF is in the form of human resource, contractual arrangements can be made. In this study, qualitative research was used through the interviewing of key informants to gather CSFs of agritourism in Namibia and specifically to Neudamm farm. The reasons why each CSF is important to the success of potential viability and how likely CSFs are to bond with each other using both primary secondary sources of literature was evaluated.

The research philosophy depends on the way individuals think about the development of knowledge. Saunders, et al, 2003 claimed that three views about the research process control literature: positivism, interpretivism and realism. The research design based on arguments by Henn et al (2006) places the researcher in the empirical world linking the research objectives to data. The design choice would normally be determined by the significance targeted on several facets in the research process. This could be anything from the connection between variables, making general conclusions using samples. Furthermore, it is the understanding of the conduct of respondent and assessing the phenomena over a time (Bryman, 2004). Therefore, in order to establish CSF's of agritourism at Neudamm farm the researcher followed interpretive supply side qualitative analysis of data. In this research, the role was to seek to understand the subjective reality of those studied, in order to be able to make sense and understand actions and intention in a way that is meaningful for these research respondents. The exact details of the research style adopted, the data collection process and the related procedural issues are provided in the next section.

Research in social sciences entails a variety of responses which give options to researchers to select from different methodologies. Saunders, Lewis and Thornhill (2003) underscore two different approaches; the deductive approach and the inductive approach. The deductive approach is one in which one develops a theory and hypothesis and design a research strategy to test the hypothesis. The other is an inductive approach, this is when researchers collect data and develop a theory as a resultant of data analysis. further, although it is possible to attach these approaches to different philosophies, the deductive

approach is aligned to positivism. Hence, the inductive approach leans more to interpretivism, however, labeling these approaches is misleading and would be of no practical value. Literature as such, refer to the deduction approach as “*it is the dominant approach in natural sciences, where the laws provide the basis of explanation, permit the anticipation of the phenomena, predict their occurrence and therefore, allow them to be controlled*” (Hussey and Hussey 1997,52). Gill and Johnson (1997) concur that this is a highly structured methodology where replication and quantifiable observations are likened to statistical analysis. This type of research is where a researcher takes on the role of an objective analyst and is independent of the findings of the study being investigated. The researcher neither affects or is affected by the subject of research (Remenyi, 1998). Robson (2002), provides a list of five stages that deductive research would follow:

1. neutralizing of a hypothesis (this is a relationship which is testable between two events) from theory
2. express the hypothesis operationally (exact measuring of variable)
3. testing operational hypothesis (experimenting)
4. exam specific outcome (this is to test outcome either to confirm or not)
5. modification of theory, if need be (this should be guided by findings)

According to Saunders, et, al. the final characteristic of deductive approach is generalisation. This means that samples of sufficient numerical size need to be selected. Conversely, the induction approach is a less structured approach which might reveal alternative explanations according to (Saunders, 2009). Furthermore, inductive approach particularly concerns itself within the context of events taking place. Saunders et al.

(2003) clarify that a small sample of area of interest might be more suitable than a substantial number as with deductive approach. Easterby-Smith, Thorpe and Lowe (2002) confirm that researchers in this tradition are inclined to work with qualitative data using a variety of methods to collect the data. Easterby-Smith et al (2002) reveal three important aspects of selecting the appropriate approach. The first is that it enables one to make informed decisions in terms of design, focusing on the methods by which data is collected and analysed. The evidence gathered, and from which sources, how it is interpreted. Secondly, are the approaches that will work for you and those that will not, meaning answering the question on why something is happening, rather than describing what is happening. It is therefore, appropriate to adopt an inductive approach for this research study. Finally, Easterby-Smith et al. (2002) argue that knowledge of different research traditions enables researchers to adapt their designs. Hence, case study was deemed an appropriate strategy for the present study. Robson (2002: p.178) defines a case study as *“a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context”* using multiple sources of evidence. Tourism researchers normally make use of case studies due to unique attributes of each destination. Yin (2003) confirms that the use of case study in social sciences increased over the years for researchers to investigate complex issues. Neudamm farm was selected as the case study based on the following reasons:

1. **Expression of Interest (EOI) advert:** The EOI was placed to promote public/private partnership investment in tourism at UNAM through its investment company (Inceptus Holdings) as advertised in Namibian daily newspapers.

2. **Declining Subsidy:** UNAM government subsidy has been declining since 2014, and it has faced the same problems that many other Universities are facing globally, that of reduced income, and therefore UNAM is looking for alternative income sources.
3. **Success of Destination:** Namibia is considered one of emerging destination in the global south and tourism development continues to thrive after gaining its independence, and Neudamm has a potential to play a role in this space.
4. **New product offering:** Neudamm currently offers education opportunities for students as its only product offering. Therefore, potential exist for another new product offering to include a touristic aspect creating scope for agritourism development. Agritourism, could therefore be an alternative destination development opportunity over traditional options for wildlife, volunteer, eco and cultural tourism options.

3.2 Research instruments

According to Robson (2002, p. 178) “enquiries can be classified in terms of their purpose as well as by the research strategy used.” This classification can be threefold, that of being exploratory, descriptive or explanatory. Other academics for example; Bryman (1989); Dale et al. (1991); Hakim (1982); and Robson (2000) generated variety classifications and referred to them as documentary, multiple sources and surveys. Robson (2002) further notes that “*exploratory studies are valuable means of finding out ‘what is happening; to seek new insights; to ask questions and to assess phenomena in a new light’*” (Robson 2002, p. 59). For this research, an exploratory approach was deemed necessary as both secondary and primary data were required. Secondary data introduced the researcher to

the area of expertise and primary data explored the topic in-depth and thus, contributing to existing data.

As put forward by Saunders (2003) “*The possibility of reanalysing data that have already been collected for some other purpose*” (Saunders et al. 2003, p. 188) is the first point to consider when answering research objectives or questions. Multi-disciplinary research areas such as tourism requires researchers to consolidate existing knowledge that is accessible in various literature reviews. This case study design made use of various secondary sources to aid in the understanding of the research problem, these sources included; books, journal articles, satellite accounts and internet sources of information.

The required sources of information were obtained from various universities and national libraries; UNAM library, Namibia University of Science and Technology (NUST) library and the National library of Namibia. Due to the nature of the research, the researcher was compelled to consult several other fields of study such; entrepreneurship, marketing, tourism, energy & natural ecosystems, strategic management and agriculture. According to Cresswell (2014) the consistency of publication of journals singles out journals as most up to date sources of knowledge than books. Secondary sources complemented the deficiencies literature on agritourism in Namibia. The deficiencies existed due to topics that may not have been explored with particular groups, sample or new sites of study of which farm Neudamm was one of them. In Namibia, very little imperial studies that expound on agritourism exist and therefore, could only be highlighted through the review of international literature. Statistical tourism information was obtained from Namibia

Statistics Agency (NSA), Ministry of Environment Forestry and Tourism (MEFT), Ministry of Agriculture and Meat Board of Namibia. This statistical information was complemented by World Tourism Organisation (WTO) statistics and Tourism Satellite Account (TSA). Searching for more information after finding deficiencies in secondary literature requires the gathering of new information. Researchers reveal that research can be classified according to its purpose and equally that there is no one method or technique to achieve this, a technique therefore, can be regarded as appropriate or not (Cooper, 1998). In order to achieve the purposes and objectives of this research study, qualitative data collection methods were used. The method used, is semi structured interviews with policy decision makers and managers in tourism and agricultural industries in Namibia and on premises observation study of the site. On premises observation study confirmed EOI advert findings. According to Cresswell (2014) the qualitative approach is used when one wants to have a greater understanding of discussions, positions or thoughts of the respondents. The type of inquiry is normally used when one wants to obtain detailed information from a limited number of people as opposed to a much larger sample (Saunders, 2009).

Furthermore, the qualitative approach was the most appropriate strategy in revealing new insights into agritourism related research as interpreted by individuals regarded as specialists. Hence, the researcher was more inclined to reveal CSF's or DF of agritourism industry. Nevertheless, embracing participant observation as a method of data collection of individuals at farm Neudamm was quantified to be inapplicable. Even though participant observation is a research strategy for immersion with the research setting with

the objective of sharing the respondents' lives while attempting to learn their symbolic world, this approach was not thought to be the best option (Delbridge & Kirkpatrick, 1989). Firstly, researcher felt that participant observation would create bias, as the researcher would have attempted to participate fully in the lives and activities of subjects, which could have easily exposed them but would also be time consuming (Gill & Johnson, 1973). Secondly, the behaviour of the subjects would not add value to the variable being assessed that of CSFs and determining factors particularly, in the earlier stages of destination development, which farm Neudamm was assumed to be in its infancy stages. Thirdly, this could have created ethical dilemmas for the researcher and likely high levels of conflict and access to organisations or communities. Hence, the second approach used by the researcher was on premise observation study. This method was mainly used to gather physical, cultural and heritage attributes of the site. The researcher felt that some CSFs and DF could be highlighted through this approach of the study and would ideally support the interviews. According to Kahn and Cannell (1957) an interview is a focussed dialogue between two or more people. Valid and reliable data which is relevant to research questions or objectives can be gathered from interviews. The interview protocol followed a semi structured interview to collect the data for this study. It is noted that in such interviews, *“following qualitative research method, are usually employed in multiple case studies to ensure structure and also to make sure that the questions are comprehensive and established in advance as, for example, in survey research”* (Nieuwenhuis 2008, p. 87). This interview form was chosen to avoid inflexibility of structured interviews and it allowed for collection of in-depth data, but additionally, confined the flow of information to certain core issues. Interviews allowed for researching and interpreting CSFs and DF

of agritourism and were complemented with published data on the agritourism industry. The format of the interview was aimed at how public policy makers and managers in the agritourism industry in Namibia understood and interpreted CSFs and DF of the agritourism industry. The respondents were given an opportunity to explain, or build on their responses. Furthermore, interviews may use words or ideas in a particular way, therefore, it was crucial to create opportunity to probe these meanings to add significance and depth to the data obtained. The significance of establishing personal contact was also important to the researcher. The interview process provided the respondents opportunity to reflect on events without needing to write anything down. The interview assured the respondents about the way in which information will be used. The use of personal interviews may therefore receive higher response rate than answering questionnaires. Healey (1991: p.206) also makes the point that “*the interviewer...has more control over who answers the questions*” in comparison with a questionnaire, which may be passed from one person to another.

The following attributes were suggested as successful for qualitative research, and were regarded as instrumental in search for relevant information by the researchers (Peterson, 1994):

1. Choice of respondents:

The level of experience, skill and the position they held in the public or tourism organisation was key to the selection. This was to gain a deeper understanding of CSFs and DF of the agritourism industry in Namibia

2. List of questions

The aim of the research was to gain a deep understanding of the phenomena studied, hence, the use of yes and no answers were discouraged. The specific research objectives were aimed at identification of CSF's DF of agritourism globally, and whether similar trends were observed in Namibia or to highlight any additions or shortcomings. Questions were specific, based on individuals' levels and were amended accordingly, case specific subjects were asked concerning CSF' and DF of agritourism for farm Neudamm. Others were asked general agritourism CSF's and DF in Namibia. These questions were then complemented with secondary literature. The sector of the industry was equally important. The first three questions were designed to obtain a general but basic profile of each respondent, followed by questions designed to establish the respondents' opinions on Namibia's agritourism sector as well as the related CSFs. Based on the responses, follow-up questions were formulated respectively. The semi structured interview form was chosen in order to avoid the inflexibility of structured interviews and allow for in-depth information to be assembled but, at the same time compel the flow of data to certain fundamental issues.

3. Training of interviewer

Two students were appropriately trained on how to conduct qualitative research interviews. The students were trained with the hope that they will assists in the focus group discussions where they could have been used for translations and the setup of workshop venues and other logistical arrangements. The students could

however not be used due to regulations related to COVID 19 and due to the amendment of the methodology and approach to the study.

4. Data analysis

Computer-generated software called Quirk's was used for the identification of the profile of all respondents; furthermore, tables were created to illustrate the main characteristics considered. The participant's identity was concealed and each participant was referred to numerically; the quotes of respondents were presented. The researcher maintained some degree of clarification in order to make sure that normal speech was maintained.

3.3 Procedure

In this research, respondents were chosen based on a single factor; they all were specialists in either tourism or agricultural sectors. The researcher used records from Namibia Tourism Board's (NTB's) guest farms register to identify farmers or farm managers. Other sources included organisations from diverse backgrounds and included senior staff of City of Windhoek (CoW), senior staff at Ministry of Environment, Forestry and Tourism (MEFT) and senior academic staff at University of Namibia. A total of eight interviews were conducted between the months of April to August 2020. It included four tourism specialists and one individual from Ministry of Environment, Forestry and Tourism (MEFT). Furthermore, it included one individual from City of Windhoek tourism section and another from Namibia Tourism Board (NTB). Finally, it also included an individual from the National Heritage Council representing heritage tourism. The

others were farmers including two of the University of Namibia Neudamm farm and academic staff, and two commercial farmers.

The technique selected was non-random sampling. Therefore, the respondents were selected according to purposive sampling whereby the respondents were chosen in relevance to the theoretical focus. Saunders et al (2003) argued that the issue of sample size is unclear therefore, unlike quota and probability samples there are no rules. Purposive sampling was also used to select only those individuals who are actively pursuing commercial agriculture. The communal farms were not included in this study, as well as volunteer and wildlife-based farms. This was because; the researcher would benefit more from key informant views instead of just asking everyone. For this reason, a sample size of eight formed the respondents in this research.

The results from an in-depth literature review as indicated in Table 2 (Oppermann, 1996; Wilson, 2001; Petrić, 2006; Baker, 2007; Ascuito, 2013; Shan, 2013; Comen, 2017; Marais, 2017; Kim, 2018; Simon-Nobes, 2019) were utilized to compile the interview guideline. This guide consisted of three sections: Part A comprised of the demographic profile, which focused mainly on the respondent and his/her organisation. This was to determine the respondent's job title, location of the organisation, type of organisation and the average size of farm and activities at the farm. The determining success factors were crucial here for meeting objective 1. Part B, was structured to obtain the respondent's opinion on Namibia as an agritourism destination, questions referred to the understanding of respondents on the agritourism industry in the country and the forms of capital. This

allowed the researcher to meet objective 2 and 3 of the viability of Neudamm as an agritourism destination. Part C, focused on CSFs and determined the respondents' opinions on those CSFs applicable to Neudamm and the agritourism industry in general.

3.4 Data analysis

According Saunders et al. (2003) qualitative data is analysed in a systematic and well planned manner, this is to ensure that the researcher is able to analyse data rigorously and to draw verifiable conclusions from it. Several approaches can be undertaken in analysing qualitative data, this can either be inductive or deductive highlighted earlier above under research procedure. Analytical strategies used for a qualitative research is that the researcher commences with theoretical propositions which can be tested against the data collected. Sometimes a combination of inductive and deductive approaches are used. Quantification of qualitative data is sometimes necessary in order to analyse data. Computers have impacted the way qualitative data can be processed and analysed. Several authors have written about distinctions between qualitative and quantitative data (Dey, 1993; Healy & Rawlinson, 1994). This included quantitative data being based on meanings derived from numbers and that collection results in numerical and standardised data and analysis conducted through use of diagrams and statistics. Conversely, qualitative data is based on meanings expressed through words, whilst collection results in non standardised data requiring classification into categories and analysis done through conceptualisation. Yin (1994) warn against leaving qualitative data unanalysed due to uncertainty of the analytical process required. The collected data, which were collected

with a recording device were transcribed into text and presented in narrative form, as per qualitative research approaches. The use of computer- assisted qualitative data analysis software (CAQDAS) called Quirkos were used for this research study. The software assisted with coding and retrieval, and also with data management. The data could also be easily converted to other CAQDAS software packages such as ATLAS ti and QSR. In Quirkos, the crowd view allows researchers to see that topics are being coded together as they progress throughout their primers. The themes naturally get closer the more they are connected, hence highlighting overlaps and connected nodes. This all can test the expectations or give insight into themes the researcher never thought were connected. The different sources in Quirkos can be expressed by an unconstrained number of groupings. The software gives the researcher the aptitude to look at results just from a sub-group of the researcher's sources, such as gender or age. Researchers are provided opportunity to do more than one query in a side-by-side comparison view and differentiating results from one group to another. The software also allows researchers to visualize their qualitative data with word clouds and word frequency data. This process leads to showing the words and themes emerging from one's data. This can be created to either show the complete project or designated sources for relationships or customize the way researchers would want them. The software assisted so data could be analysed through conceptualization.

Prior to actual research pilot tests with two tourism industry professionals were conducted. The pilot test lasted approximately 30 minutes due to complex data shared with the researcher. The pilot tests revealed that specialists were aware of agritourism; however, the broader understanding of the industry was limited. A 45-minute interview with the specialists was requested. The shortest interview was 35 minutes whilst, the longest

interview took well over 1 hour 15 minutes. The richness of information shared differed from each individual and some elaborated more on certain topics than others depending on their experiences. It was however, concluded that most respondents provided similar information and shared similar opinions on topics discussed. Saturation was reached at respondent six as no new information could be gathered anymore. Respondents shared a similar stance about the agritourism industry in Namibia.

The researcher chose to employ ethnographic methods of semi-structured interviews in order to allow the participants to provide a profound understanding and knowledge about the critical success and DF of agritourism. The researcher's tourism, experience, knowledge and skills assisted a great deal with the semi structured interviews. The researcher consciously involved key professionals with a background in both people centric discipline (tourism) or product-oriented industry (agriculture) that is familiar with empirical methods and social research. The significant goal was to expose key informants to real people and problems they face and view things from their point of view to develop knowledge and empathy. What was critical was the issue of agricultural dualistic land ownership in Namibia and how it could impact development of agritourism and how it relates to key objectives of the study. Furthermore, policy changes which affected various land owners and accessibility to various forms of capital in the context of agritourism development. The main aim of the researcher was to gather data which could not be gathered by any other means. Additionally, it also comes with a number of thoughts that must be assessed before any action is taken, including, as Sandstrom & Sandstrom (1995) suggest a more rigorous alignment with the scientific foundations of the method. Moreover, interaction with many people during the COVID-19 pandemic was not feasible

during the time of this research project, reducing the necessity for the use of focus groups as was initially planned. A total of eight individual interviews were completed with professionals from both agricultural and tourism industry. In this research, the number of interviews conducted was not of concern but, rather the quality of data obtained was the main focus. At key informant interview number seven most of the issues discussed was repetitive reaching point of saturation. No new information could further be gathered from the key informant interviews.

3.5 Ethical considerations

Approval to conduct this research was sought from UNAM's ethical committee. This was done after the researcher read the ethical guidelines set by UNAM's Research and Ethics Committee. This was to ensure that no ethical implications arose during and after the research study. Before the interviews with the identified respondents, information was shared with all the respondents in order to explain the nature and purpose of the research. More so, consent from academic and farm staff was also sought in advance of the interviews. The protocols of proper introduction by the researcher, explanation for the rationale of study and obtaining written consent were always maintained during data collection. The voluntary nature of participation and the right to withdraw from the study was upheld. The research study was guided by a set of ethical principles to ensure that no rights of the respondents were violated. The maintenance of confidentiality of data provided by respondents and their anonymity during participation in data collection was fully adhered to. Autonomy was assured by asking respondents' permission before the study by signing a consent form provided to them. Consent forms were only completed,

after being informed of the objectives of the study. No respondent withdrew from the interviews and all questions were answered. The researcher assured respondents that data collected was to be used for academic purposes only. All data collected was securely stored electronically using a password and will only be disposed of within the stated time frame of 5 years as per UNAM regulations.

CHAPTER 4

4 Results

4.1 Identification of each theme

Unlike quantitative data, qualitative data cannot be collected in a standardized way, if one wants to capture the richness and fullness associated with such data. One way to analyse qualitative data is to firstly classify the data into categories before it can be meaningfully analysed, otherwise it might just provide an impressionistic view of what it means. The use of diagrams and statistics are quite likely at early the stage, such as the frequency of occurrence of certain categories but eventually, data has to be analysed through the use of a conceptual framework. The sections below provide a source summary of the perspectives of key informants interviewed for this study and discusses each theme identified from the thematic analysis which was generated using computer software called Quirkos. The main categories identified can be seen in the table in Annexure C, 'transcribed notes and report'.

4.2 Profile of respondents

One of the key considerations any researcher embarks on is to have the general profile of respondents which he or she is going to interview. The most important consideration is the relevance of the industry in which the participant is employed or is running his or her business. These normally include the brief history or background information about the participant and or the organisation he or she works for. Additionally, is the assessment of the job title of the participant, in terms of key performance areas, the qualifications of the participant and the number of years of experience in the industry? Not to be neglected is

the sector of the industry in which the participant is working, whether it is a private, public or a non-profit making association. The answers to this information normally drive the interview process and assists with the collection of relevant, quality data about the phenomenon being studied. Eight key informants were interviewed for this research study. The canvas framework above, Annexure C, provides an illustration of the eight respondents and areas that were interrogated all merged together based on the canvas. Forty-eight responses were received from the eight respondents on job title, experience, qualifications, sector and the type of organisation. The canvas, Annexure C, further provides themes that were generated from participant questions and numerically provides responses on the specific themes. The main canvas in Annexure C is then further broken down into tables and figures for a clearer interpretation of data and results from the interview questions of which the first part presents profiles of respondents followed by an understanding of agritourism, why agritourism would be a good strategy, viability of agritourism at Neudamm and finally critical success factors of agritourism. The table below indicates the responses from the respondents. The structure of the table includes code followed by qualifications and finally the number of respondents and who they were.

Table 4.1 Educational level of respondents

Code No.	Qualifications	No. of Respondents
1	High School Certificate	1 (4)
2	Tertiary Certificate	1(1)
3	Diploma	1(6)
4	Undergraduate Degree	3(2,3,5)

5	Post Graduate Degree	1(8)
6	Doctorate	1(7)

Table 4.2 Years of experience of respondents

Code No.	Years of experience	No. of Respondents
1	0-5	1(5)
2	5-30	3(1,4,6)
3	30-60	4(2,3,7,8)

In the tables below, table. 4.1 and table 4.2, it identifies the educational levels of the interviewees as well as their years of experience whether in the agriculture, heritage or tourism industry. The structure of the table includes code followed by years of experience and finally the number of respondents and who they were. It can be recognized from Annexure C that the education level of one respondent (12.5%) was a school leaving certificate, another one was at a tertiary certificate level (12.5%) whilst one other respondent had a College Diploma (12.5) and three respondents held undergraduate degrees (37.5%), while only one of all respondents held an MA (12.5%), and one respondent had a PhD (12.5%).

Correspondingly, Annexure C demonstrates that two respondents have direct farming/tourism experience while four respondents have direct tourism experience whereas two respondents have indirect agriculture and tourism experience. The experience in both tourism and agriculture was best categorized as either direct or indirect.

It can be said that almost all respondents had prolonged years of experience either in the agriculture or the tourism industry. It was therefore considered more applicable to show the extent of participation of each participant in each industry. One participant has heritage tourism experience.

The respondents in this study were all mainly well-educated, and most but one worked for the public sector. Participant four who only has a High School leaving certificate ran his own private commercial farm business successfully, he also ventured into agritourism indicating that he had some entrepreneurial skills. It is therefore, assumed that success cannot be measured by academic qualifications of individuals only, but rather, hard work and innovation and ability to see opportunities. This is based on the fact that, all but one participant acknowledged that they were all weekend farmers. Some were communal and some were resettlement farmers. All of the respondents admitted that they would only turn to farming after retirement, which is after they turn 60. They all highlighted that farming in Namibia is unsustainable due to drought hence, their reason to complement it with off farm jobs. However, it is that proven participant four complemented farming with tourism as an alternative source of income. Participant four referred to agritourism in his own words as *“It is an Excellent Business Model for Risks”*. He further stated that because of continuous drought, *“Many farmers needed to diversify income and wildlife-based farming for hunting clients was an obvious choice”*. He indicated that during extreme drought, hunting or game farming advances agriculture and then with impact of the COVID 19 pandemic, where international tourists are no more visiting Namibia, agriculture supports tourism. Another critical finding of this study is that *“agriculture*

alone is unsustainable in Namibia” although the number of interviews conducted was limited to only eight individuals.

The prolonged years of experience indicate that the respondents are key informants and that not many of them needed to be interviewed in order to find the relevant information the researcher was looking for. Qualitative research is normally about making use of key informants to understand natural phenomena. All but one participant had more than 12 years’ experience in their respective fields. Two respondents had both three decades of experience in their fields; one had direct tourism experience and the other had agriculture and tourism combined experience. The number of years of experience indicates that employees in their current positions are happy staff members; based on the working environment and the benefits they are deriving from their positions. Telephonic interviews that were conducted with 5 respondents indicated a very good working environment and the fact that the respondent believed that they could not get a better paid job at another place. The analysis of education and companies worked for highlights two factors one that “*remuneration and benefits are better*”. Another participant noted secondly, the fact that “*diversifying into hunting tourism saved my agricultural business and farm.*”

Although respondents provided actual job titles, the researcher identified their titles in the categories of top management, middle management, and lower management staff members, in order to safeguard their identities. Table 4.3 provides the job titles of the respondents. The structure of the table includes code followed by job categories and finally the number of respondents and who they were.

Three respondents were grouped as top management while four others were regarded as middle management and only one staff member belonged to the lower management staff category. In terms of this study, all top management respondents were regarded as those respondents that spend most of their time on arranging and planning, while middle management were regarded as those respondents who mostly organized and led others and with lower management respondents, they led half of their time. Most respondents had very good qualifications and were happy with their work environments. The researcher also noticed that most of the respondents worked for public companies. This could imply that public tourism companies remunerated their workers better than private companies.

Table 4.3 Job Title and job categories (merged)

Code No.	Job categories	No. of Respondents
1	Top Management	2 (4, 7)
2	Middle Management	5 (3,1,5,6,8)
3	Lower Management	1 (2)

Table 4.4 below shows the organisation category in which the respondents worked. The structure of the table includes a code followed by the type organisation and finally the number of respondents who they were. The Respondents were asked about the role their organisation played in the tourism or agricultural sector and to provide a description of what it did based on its nature. Some of the organisations dealt with more than one sector of the industry therefore, it was decided that it would be best to categorize these organisations by type; public, private or non-profit making associations. Furthermore, it

was only ideal to merge original categories with three new ones. These organisations were selected on roles they played in terms of the tourism or the agricultural sector.

Table 4.4 Respondents' Work, Type of Organisation

Code No.	Type of organisation	No. of Respondents
1	Public	5 (1,2,3,6)
2	Private	2 (4,7)
3	Non- Profit Association	1 (5)

In the analysis of the interviews of respondents it came to light that all but one participant work for the public sector of tourism or agricultural industry. Several respondents started to work for the private sector after their graduation, but when asked why they opted to move to the public sector, they highlighted that the remuneration and benefits were much better in the public sector. The number of years that the respondents had been working for the public sector seems to imply that they were satisfied with the working environment and the remuneration packages. It was therefore, presumed that the remuneration and benefits of the tourism and agricultural industries are much better in the public sector than in private or non-profit making organisations.

The respondents were also asked about their understanding of the agritourism industry. The purpose of these questions was to understand whether respondents had a thorough understanding of the industry and whether they could define it appropriately. This was also to comprehend whether this industry was in the rudimentary stage of development or

whether it was a well-developed industry in Namibia. At the same time, the researcher wanted to establish their agreement and support of the agritourism industry. Once they agreed or disagreed on their understanding, they were asked to justify their responses, thereafter, they were requested to provide an example of an agritourism set-up. Hence, three variables were identified from the context: agritourism awareness, agreement and agritourism example. All the respondents affirmed that they were aware of agritourism with the exception of participant five. The following were some of the closest definitions provided. Participant two explained that agritourism is *“Running of agriculture at a farm with intention of attracting tourists to the farm and provision of tourist’s related services”*. The definitions that was incorrect, was defined by participant eight who said that it was *“Heritage tourism link to agriculture that would complement an income”*. This was inaccurate as heritage tourism is totally a different sector of tourism. However, when it was defined to them all respondents pretty much had a very good understanding of agritourism. Most respondents linked the activities or services offered when requested to provide example of agritourism.

Table 4.5 Understanding of Agritourism

Code No.	Agritourism understanding	No. of Respondents
1	Awareness	7 (1,2,3,4,6,7,8)
2	Agreement	8 (1,2,3,4,5,6,7,8)
3	Example	5 (1,2,3,4,6,7,8)

The answers to the understanding of agritourism are indicated below:

All but one participant was aware of the concept of agritourism; all agreed that it was a good economic development strategy for Namibian farmers, though all could not provide relevant examples of the industry.

4.3 Critical success factors of agritourism or forms of capital

The researcher anticipated to obtain some evidence about critical success factors of agritourism in Namibia. In order to obtain answers to these factors, the researcher posed three questions; firstly, would agritourism work at Neudamm? Secondly, what product suggestions did the respondents have for Neudamm? Finally, what were likely CSFs of agritourism? These factors would either confirm or deny whether UNAM Neudamm farm would be a viable option or not for the development of an agritourism business model. The replies of the respondents were not clear and clarity of CSFs and factors that could enhance agritourism’s competitive advantage was mixed. Critical success factors were explained to be the source of capital required to make the industry successful.

Table 4.6 Critical Success Factors of Agritourism

Code	Critical Success Factor/Source of Capital	No. of Respondents
No:		
1.	Financial capital	3(7,3,2)
	1. sell produce at market prices	
	2. good business model	
	3. income diversification	
	4. extra revenue	

2. **Human capital** 4(7,8,4,3)
 1. capacity of staff
 2. certified employees
 3. complement agriculture and education
 4. empirical research required
 5. tourism knows how required
 6. human capital
 7. good leadership required
 8. skilled professional needed
 9. health
 10. lecture experience
 11. entrepreneurship

3. **Built Capital** 5(3,7,8,9,2)
 1. infrastructure & telecommunicate
 2. game farm
 3. Location
 4. farm tours
 5. first earth dam
 6. building of lodge
 8. augmented activities
 9. working farm

10. pick your own produce activities, mountain climbing, bike, bird watching

4. **Natural Capital** 7(7,9,2,1,3,4, 5)

1. specialist species
2. location
3. mountains, birds, wildlife,
4. open waters
5. farm tours
6. guided walks
7. nature
8. environment

5. **Cultural Capital** 3(7,9,3)

1. German graves
2. graves & rock paintings
3. first earth dam
4. rich history
5. historical significance
6. traditional knowledge and systems

6. **Political Capital** 1(3)

1. good leadership
2. peace and stability

- 3. political support for tourism and agriculture
- 4. support for industry
- 7. **Social Capital** 3(3, 4,7)
- 5. networking
- 6. previously disadvantaged and advantaged
cooperation
- 7. create environment where kids would want
to continue farming
- 8. CSR

4.3.1 Theme 1: Financial Capital

Respondents were asked what they would list as CSFs (source of Capital) for agritourism in Namibia. The number one theme or factor related to financial capital included generating extra income, diversification, good business model and selling products at market related prices. The theme or category of financial capital included statements of 7, 3 and 2 about whether agritourism might work in Namibia. The respondents thought that it had potential to work if it is done to generate extra income or income diversification or simply used as a model to switch from one industry to the next if one of two industries are negatively affected. Similarly, respondent 7 indicated that *“we need to sell products and services at market related rates as this also would be beneficial”*. Respondent eight however, postulated that *“the tourism knowledge and question of skilled professionals might hinder considering agritourism”*. Respondent 4 stated that *“networking and*

cooperation would assist with increasing potential for the agritourism industry". Various writers found that financial capital or facets of finance are important as CSFs. The results of this study differed from previous studies in that agritourism can be a risk based model where if one industry suffers financially, the other industry can complement it financially. The respondents in the study also supported the notion that adding tourism to agriculture might lead to extra income or diversification of income streams. Agritourism providers need to have a deeper understanding of financing and financial management. Participant 7 proposed "*Policy changes in agriculture sector is unavoidable as only previously disadvantaged Namibians are benefiting from Agribank at very low interest rates 30 years after independence, what about us other Namibian farmers?*"

4.3.2 Theme 2: Human Capital

Human capital includes many opportunities for career and education growth and building of skills. Respondent 4 stated that "*certified employees are crucial for agritourism to flourish*". Furthermore, complete human capital requirement in terms of education and industry know-how was stressed. Respondent 7 and 8 added that agriculture needed to be complemented by education and that empirical research was required at all times. Additionally, respondent 7 said that "*knowledge of the industry in which one operates and good leadership skills are critical for success*". This was supported by earlier findings of Hughes and Carlson (2010) & Murphy (1985) but it cannot be generalised. Respondent 8 indicated "*academic and lecturing experience as crucial components for success of agritourism*" this was not in previous literature but could be unique to Neudamm as it is

an educational institution. Respondent 8 highlighted the “*entrepreneurial role of the farmer as a very important aspect and crucial to any diversification prospect*”. The respondents agreed that education and skills were important and more so, that research is required to strive for innovativeness. There is a negative association with jobs and ownership of tourism related businesses in Namibia, but Namibia’s situation is unique and institutions should see opportunities in this sector. Respondent 8 affirmation of entrepreneurial role of farmer is relevant and therefore said that “*UNAM needs to get a tourism specialist to explore agritourism potential at Neudamm*”.

4.3.3 Theme 3: Natural Capital

Responses provided by respondents all related back to the natural product on the farms. The worth of light, air, water, plants, animal life, mountains, and chance of interaction with nature is all included in natural capital. Respondents 9, 7 and 2 highlighted specialist species, wildlife, birds, environment, open water, guided walks; nature walks as natural capital and the importance of having these factors on the farm. Not much is linked to natural capital and its importance to being the agent that bonds all other forms of capital. Respondents in this study agreed that natural capital is a core CSF of agritourism. Therefore, the single most important CSF is radiant energy from the sun and its link to humans, wildlife, plants, and birds which is a form of natural capital. Study also unearthed that the size of the farm plays an important role in assessing viability of a farm in developing agritourism. The size and location of the farm also play a critical role in the potential viability for agritourism development. Respondents 2, 7 and 9 underscored

location of farm Neudamm as ideal as it is close to the country's international airport, road and rail infrastructure.

4.3.4 Theme 4: Built Capital

Public facilities, road and highway systems, mass transit, physical structures of the community and buildings are all included as part of built capital. Mostly, all the respondents 2, 3, 7, 8 and 9 agreed that built capital is a crucial CSF. Respondent 7 identified several forms of built capitals on the farm including the experimental farm, meat processing room, facility rental, piggery unit, poultry unit, dairy unit, vegetable garden and fruit trees which can provide prospective guests with many options. Respondents agree that built capital is a crucial component of CSFs that supplements natural capital. In addition, built capital improves the living conditions of the community and is naturally intergrated into natural capital. The intergration is similar to the basic physics of interaction between two magnets. Two negatives repel each other while, positive and negative attract each other because of the North and South poles. Respondent 8 highlights that the old dam constructed at Neudamm farm is the first earth dam ever built in Namibia and had great historical value associated with it.

4.3.5 Theme 5: Cultural Capital

The ways and preparation of traditional foods and preservation of local stories, arts and craft forms, history are all forms of cultural capital. Respondent 8 in this study said old German graves at Neudamm farm might appeal to tourists. Respondent 7 stressed the fact that the first earth dam ever built in Namibia was at Neudamm, and that fact alone has got

a historical significance. This fact can ensure that the dam can be nominated or declared a national monument in line with the National Heritage Act (Act 27 of 2004) in order to appeal to local and international tourists.

4.3.6 Theme 6: Political Capital

The accessibility to power through channels of local, regional, state and federal government is regarded as political capital. Respondents in this study regarded good leadership, support for the sector, and peace and stability as CSFs. Respondents agreed that political capital is a CSF and therefore appreciated support of government, as both agriculture and tourism is identified as priority sectors in terms of the National Development Plan 5 of Namibia.

4.3.7 Theme 7: Social Capital

Respondents in this study concur that social capital is about networking and cooperation, however, the Namibian situation is unique to the rest of the world as it is expected that previously disadvantaged and advantaged individuals need to cooperate in order to be successful. This in turn would advance the constitutional element of national reconciliation in Namibia, which originates from the erstwhile apartheid practise in South Africa and South West Africa (Namibia). This highlights that social capital therefore, is an important CSF. It was found that strong social capital can be a glue for communities but can also constrain those with more creative and unconventional ideas with regards to economic development. Respondent 7 argued that the coordination and sharing of

knowledge and skills between previously advantaged and disadvantaged individuals needed to be strengthened to ensure economic growth in the agritourism sector.

4.4 Determining factors of agritourism (DF)

The determining factors of agritourism were the subject of discussion in question 12 of the interview questions. The researcher wanted to assess why anybody would want to invest in agritourism and if it is a good strategy, or whether it is for economic goals or non-economic goals. Additionally, it was found that the goals differ from one destination to another or from one geographical area to the next. It was therefore, essential for assessment and identification of a unique scenario in this study. Respondent 8 suggested and said *“I believe that intangible cultural heritage is the first path to visit a destination”*. This imply that visit to any destination is in the mind of the visitor first, before any exploration can happen. In the TALC model by Butler this stage is not highlighted or is rather missing.

Table 4.7 The Determining factors of agritourism

CODE	Respondents reasons for development of Agritourism	No of Respondents
1	Economic	8(1,2,3,4,5,6,7,8)
	1.1 way to diversify income and	
	1.2 create job opportunities.	
	1.3 extra income	
	1.4 access to new markets	
	1.5 market exchange	

- 1.6 foreign exchange
- 1.7 positive impact on livelihood strategies
- 1.8 foreign exchange
- 1.9 complement agriculture industry
- 1.10 good business model
- 1.11 investment opportunity
- 1.12 tourist might see potential and invest in farms
- 1.13 create seasonal jobs
- 1.14 economic development strategy
- 1.15 heritage tourism link
- 1.16 added financial asset
- 1.17 tax breaks
- 1.18 easy loans at banks (agribank)
- 1.19 loan possibilities
- 1.20 grant funding
- 1.21 easy access to capital
- 1.22 dual income

2. **Social**

8(1,2,3,4,5,6,7,8)

- 1. escaping urban travelers to rural areas
- 2. old graves and san paintings
- 3. rich history first dam
- 4. unique africaness
- 5. heritage, identification, protection and conservation
- 6. students academic programmes
- 7. landscape differences
- 8. avoid overpopulation of species through hunting
- 9. avoid restriction of animal movement
- 10. many activities or products
- 11. alternative tourism
- 12. ideal for namibia

13. education lead to certified employees
14. intangible cultural herbal products for cultural tourism
15. cooperation with previously advantage individuals
16. networking with government and others
17. remain farming
18. jobs for families

4.4.1 Economic Factors

Respondents agreed that economic reasons are the primary DF of agritourism, however economic factors are not the only reasons why farmers go into agritourism, there are also other non-economic factors. The respondents in this study agreed with previous findings of agritourism that it presents farmers with an alternative use of resources, it also brings economic benefits to farmers and ensure icreased farm gross income. Furthermore, financial support to continue farming and agricultural activities and lifestyles is also highlighted by respondents. Respondents also highlighted employment opportunities created by agritourism. Sometimes agritourism also serves as a substitute for off-farm employment as highlighted by some respondents in this study. Respondents in this study found that agriculture can serve as a risk model, where tourism can supplement agriculture during periods of natural disasters and vice versa. This study, however, could not conclusively come to an understanding that length of operation, proximity of other tourism destinations and intensity of operation could differentiate economic value since it was in early stages of development. The economic impacts of agritourism is highlighted by the respondents in this study. Respondents highligned 22 factors of economic nature whilst only highlighting 18 factors for non economic (social) factors. Responent 2 said that

“hunting tourism is a natural second choice for all Namibian farmers having wildlife at their farms to generate additional revenue.”

4.4.2 Social Factors

The social factors highlighted by respondents, and that came through literature, included; education, improvement of infrastructure, health and environment, organic food, indigeneous plants, streamlined operations, continued farming, decentralisation, research, historical significance, among others. Respondents in this study found that economic factors are not the only factors why people venture into agritourism. As respondent 7 explained that, “our children should continue farming even after our deaths”. Respondents also identified the education of visitors as a crucial factor. Respondents highlighted student programmes which are consistent with youth retention in rural communities. Respondent 8 explained that identification, conservation and preservation of heritage of significance is also crucial such as old German graves and first earth dam in Namibia. This relates to heritage tourism but, if it is on a working farm, it can serve as potential agritourism product. The reseacher also used word cloud to support the outcome of factors that respondents felt as primary and secondary factors of agritourism. Below are two figures 4.1 (word cloud) and figure 4.2 (Canvas view) associated with the outcome of the respondents responses. This was generated using Quickos computer software.

demonstrating that a significant period of experience informs the skills that the respondents acquired over time. Most of the jobs and categories of the respondents based on table 4.3 is higher than middle management. Therefore, all respondents were in management positions with specific strategic focus, most were well vested with the vision, mission, and strategic direction of the country as well as their individual institutions. The respondent's type of work and the type of organisation were relevant as per the research objectives and the purpose of the study as per table 4.5 of the interviews. All respondents had a reasonable understanding of the agritourism industry.

5.2 Critical Success Factors

The results of this study are expected to be used to reveal several CSFs based on the respondent's reactions to the seven forms of Capital based on Flora's (2004) assertions. Flora reveals several forms of capital such as; financial, human, natural, built, political, cultural and social capital. This was supported by several other studies assessing CSF's in developing rural destination development (Simon-Nobes, 2019; Comen, 2017; Marais et al. 2017; Morais et al. 2017; Jones, et al., 2015; Schilling, 2014; Ascuito, 2013; Hughes, 2010; Mcgehee, 2010; Schulze, 2007; Fleischer & Tchetchic, 2005; Jones, 2005; Wilson et al. 2001, Woolcock, 2000; Putnam, 1993; Geller, 1985). The results of this study identified several proposed CSF's of agritourism specifically at farm Neudamm (Table 4.1). One study titled, "staying on farms an ideological background" argued that agritourism brings about economic benefits to farmers and ranchers, and that it increases farm's gross income (Nilson, 2002). Barbieri and Mshenga (2008) explained that

agritourism assists farmers with the generation of cash flow throughout the year as cited in Ventura and Milone (2000).

Respondents in this study agreed that economic factors are the main motivating factors for agritourism. Flora (2004) argues that financial capital considerations for loans and credit and or other investment opportunities, correspondingly so, the existence of tax credits and any other business friendly structures. Although respondents (2, 3 and 7) identified the importance of agritourism as increasing of revenue, diversification of income, risks model and selling of products at market related prices, none of them highlighted possible investment opportunities or existence of business friendly structures. The researcher only discovered by chance through an expression of interest advert, that UNAM was looking for an investment through private public partnership in daily newspapers. Although, literature describes AALS and NACP schemes, these schemes seem not to address issues of financial capital as UNAM had to search for investment opportunities elsewhere. Borrowing money to fund additional businesses for extra income seem not to be an option, hence, the option of public private partnership. Therefore, public private partner investment opportunities were regarded as key CSF for farm Neudamm. The study confirmed the importance of human capital as CSF in agritourism destination development (Wilson et al. 2001; Schulze et al. 2007). The tourism industry expertise, skills of staff members and education programmes remain important constructs when it comes to human capital as per respondents.

Three respondents in the study highlighted the importance of built capital referring old dam and many other buildings. Various other studies confirmed that built capital is a

crucial rural development (Asciuto, 2013; Wilson et al. 2001; Busby & Rendle, 2000). Studies confirm that the presence of other assets makes agritourism not that expensive to develop (Ilbery, 1991; Barbieri, 2008; Tew, 2010). Flora (2004) also argues that one form of capital can influence or complement the other forms of capital. This study highlighted how build capital can complement natural capital. The study also argued for natural capital being a key CSF. The abundance of natural assets such as wildlife, water, mountains and nature appeal naturally to visitors (Nickerson et al. 2001). The bonding of natural capital to other forms of capital makes natural capital assets such as radiant energy from the sun an important CSF of agritourism due to the ongoing demand of this resource (Wright, 1990). Cultural capital is also relevant in this study, due to heritage significance of some of built capital, and archaeological findings such as rock art. The historical significance of old grave sites also plays a key role. Literature confirms the revitalisation of local economies and preservation of agricultural and natural heritage (Fleischer & Pizam, 1997; Sharpley, 2002). The responses provided by literature relate back to political capital, the importance of EU policy frameworks and rural development strategies (Petrić, 2006). The buy-in from leadership and the will to support new rural destination development. Other researchers maintain that political will is a key CSF (Asciuto, 2013; Petrić, 2006). The respondents viewed coordination and good working relationships between Black and white farmers, a a unique CSF for Namibia which corresponds with the national reconciliation policy of the government of Namibia. Social capital remains a crucial CSF in agritourism literature (Getz, 2006; Barbieri, 2010). Also, social capital remains an important key element in issues such as the employment of family members, preserving farmland for future generations or as a plan for farm succession (Fleischer &

Tcetschik, 2005; Veeck et al. 2006; Ollenburg & Barkley, 2007). This argument is confirmed by the findings of this study, that of continued farming, and job creation for family members. The results of this study confirmed in the findings previous agritourism literature however, the study also identified new issues and proposed new models for agritourism destination development. The substantiation that issues differ from destination to destination is equally emphasized. Respondents felt that the tourism industry was responsible for the creation of the agritourism industry in Namibia. This was due to the demand for accommodation in rural areas due to the vastness of the country, and due to the activities of the hunting industry which some regarded as an obvious choice. This outcome of this study was supported by previous tourism rural development literature from Shackley (1993) and Odendaal (2010). This supports conclusions of earlier research that agritourism is an extension of rural tourism (Busby and Rendle 2000).

5.3 Determining Factors of Agritourism

The study revealed that economic and social problems remain key determining factors that lead farmers to agritourism or tourism development specialists to rural areas (Table 4.2). Key informant interviews revealed that the primary cause for DF of agritourism was economic related. Respondent (7) underscored that “farm Neudamm was operating at a loss”. This is in line with various other literature on agritourism (Opperman, 1995; Wilson et al. 2001) who affirm that economic difficulties are the primary basis for concern. Literature contend that the primary reason that lead farmers to agritourism is mainly economic related but, there are also non economic reasons associated with this diversification (Adam, 2019; Anthony et al. 2016, Comen, 2017; Jafaar, 2015; Flanigan

et al. 2014; Potočnik-Slavič & Smitch, 2013; Nasers, 2012). Respondents identified the need to be successful economically as fundamental. This is supported by (McGehee, 2007) who argues that economic reasons include enhancing farm revenues or values. Another economic reason provided in literature was; generating supplementary income, particularly in time of economic difficulties (Busby & Rendle, 2000; Veeck et al. 2006). The reasons provided by respondents corresponds with those in literature. No respondent however, mentioned sustainability and environmental reasons, which featured prominently in literature (Lane, 1994). McGehee and Kim (2004) argue that agritourism providers reveal economic reasons such as; offsetting falling income (the case of UNAM), supplementing a season of poor yield and little profit or providing additional revenue. Despite economic benefits, rural tourism also have other challenges such as competition between two rural communities (Smith, 1989; Luloff et al. 1994). Smith (1989) reveals that the tourism industry employment remains lowest paid on the American wage ladder. Respondents in this study highlighted land ownership as a challenge. They confirmed that Black farmers mainly reside on communal land while, white farmers own commercial farms. This discrepancy spells out the realities of previously advantaged and disadvantaged individuals. Futhermore, the seasonality factor plays a vital role in agritourism as tourism can only be run during peak season, accounting for profits only for half a year. Another challenge highlighted by respondents is the prolonged drought season in Namibia where agricultural productions systems are thus limited until such time that the drought comes to pass.

Respondents also highlighted that tourists might see opportunity and invest in agritourism farms. This opprotunity and investment was not a determining factor in literature reviewed

for this study and might be a unique prospect for Namibia. Respondents brought to the fore 22 economic factors that might determine agritourism in Namibia. There are positive aspects of agritourism; the fact that it can be developed relatively with little investment credit, it is less costly compared to other investment strategies. Additionally rural tourism need not involve dependency on outside firms (Fesenmaier & Fesenmaier, Van Es, 1995).

Non economic, social or sometimes referred to as substantive rationality describes choices of a philosophical nature; sense of morality or simply a vision for societal change (McGehee, 2007). Furthermore, based on the need to cultivate values of farm family (often the greater community) as opposed to individual economic gain and to educate the public about agriculture should be the main emphasis of social capital. The respondents identified these goals and affirmed arguments in the literature review. Additionally, agritourists appreciate supporting farmers to provide healthy food and bringing their own families together (McGehee, 2007). Respondents regarded agritourism education of the general public a social factor, correspondingly, Nickerson et al. (2001) concluded that agritourism's social factor is educating the public. Non economic factors are not ranked highest, but considered important by respondents. A very good example is advanced by respondent 4 who said that "*I hope that my children will continue farming even after my death.*" Furthermore, the identification of objects of cultural and historical significance correlates with Lane's (1994) argument, that tourism leads to heritage protection and heritage leads to tourism and destination development. Agritourism also includes other social benefits such as strengthening local networks, culture and traditions as pointed out by Ventura & Milone (2000). Respondent six indicated that "*the main aim of the farm is that it provides practical sites for students that aspire to become agricultural specialists*

such as Vets.” Another respondent (4) explained that *“I want to create an environment at my farm that kids would want to continue farming”*. This study therefore, concurs with various other studies that argue that though economic factors are important, they are not the only factors that motivate farmers to go into agritourism, social factors are also equally important.

5.4 Natural bonding factor

Literature reviewed for this study revealed that photosynthetically fixed energy is critical for the survival of heterotrophic organisms, which include humans (Wright, 1990). Woodwell (1970) confirms that the bulk of this energy is diverted by humans and is assumed to be produced at working farms through crop production and animal husbandry. According respondent 7, fencing augmented by drought reduces animal numbers due to the stress of restriction of movement of animals and that male animals get penis sickness that leads to natural death. This is confirmed by Wright’s (1990) who explains that lack of energy caused by humans; through activities such as fencing and grazing of livestock and crop production leads to extinction of species. Respondent 1 argued that agricultural production draws tourists to farms; this argument implies that humans need caloric intake of energy similarly to animals, and therefore diverts it away from other species according to Wright (1990). This is due to the expansion of or excessive human population growth according Woodwell, (1970). Humans are therefore, naturally attracted to production areas of this energy through competing with other species; these areas are assumed to be working farms. It is therefore, accepted that working farms inherently magnetize human species, through everyday caloric consumption of energy, creating a natural bonding.

Visual representation of Bonding or Energy Model.

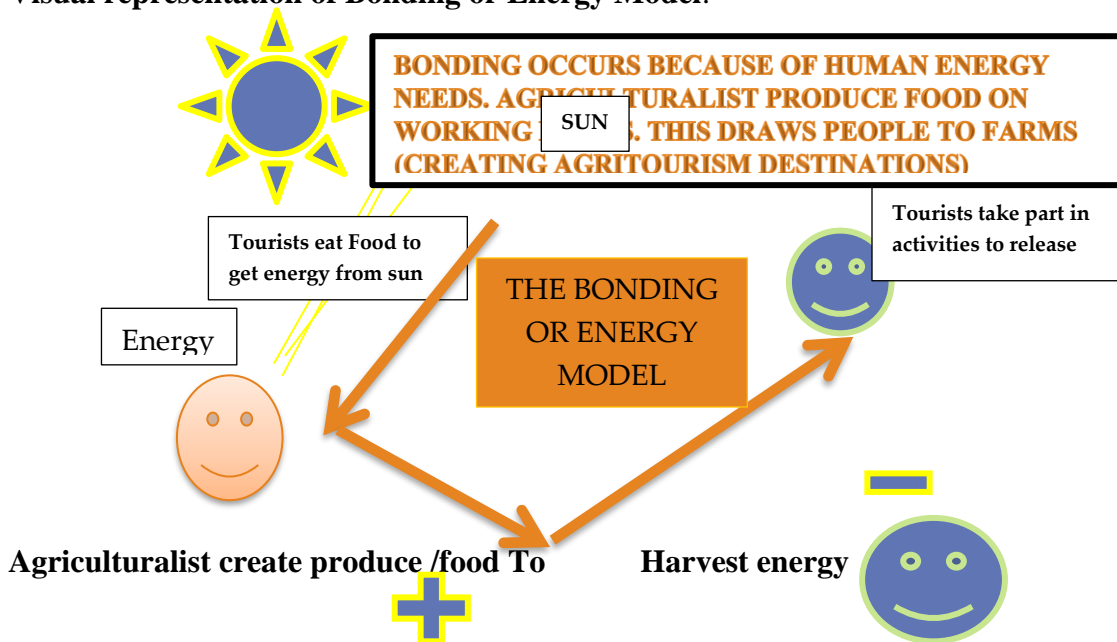


Fig. 5.1 Pictorial view of Natural Bonding or Energy Model

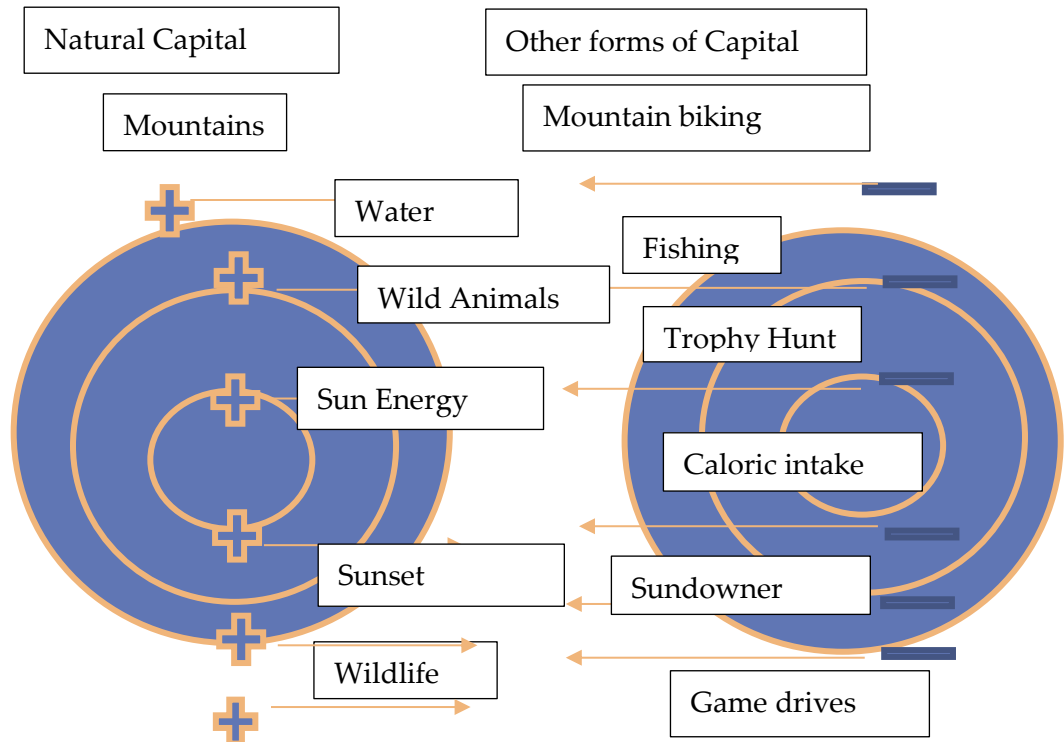
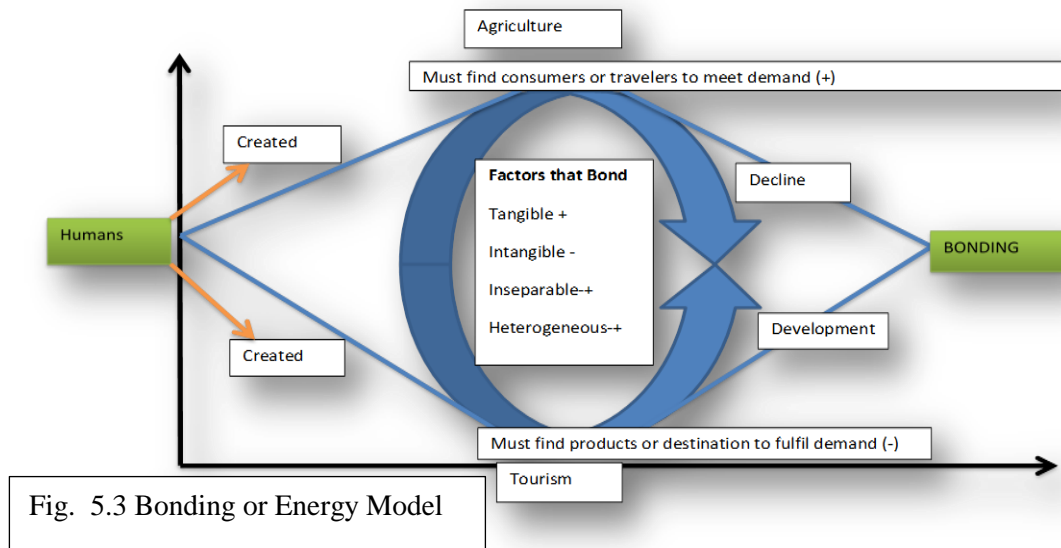


Fig: 5.2 Natural Capital bonds with other forms of Capital



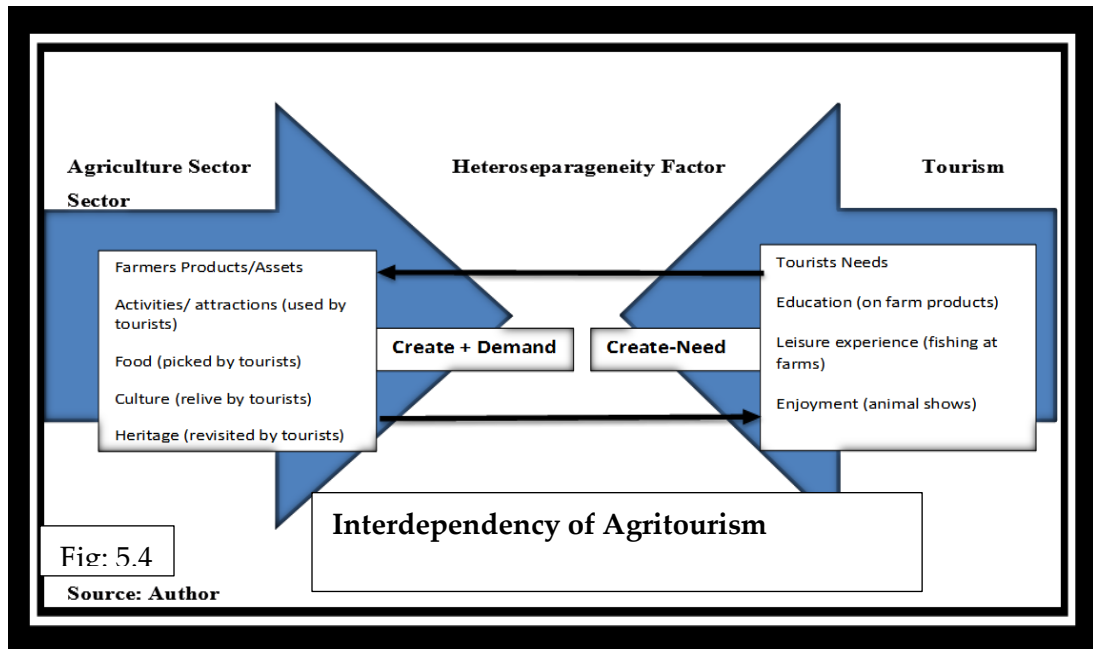
A conceptual framework that slightly differs from previous findings is proposed for this study, this framework is based on Flora’s (2004) Capital Model. Earlier research on agritourism pointed out that factors that led to agritourism according agriculturalists regarded agritourism as a category of farm diversification (Ilbery, 1991). While tourism researchers regarded it as a sector of rural tourism in its own right, Busby and Rendle (2000). The new proposed bonding relates to:

19. Natural Capital and how it bonds with other forms of capital. (fig.5.2 and fig. 5.3)
20. The only source of energy (sun) and travellers’ quest for harvesting and releasing of energy. Energy is harvested through the intake of food, and is released through

the execution of activities (biking, tours, fishing, hunting). This has led to the creation of a food chain, and the travellers quest for energy.

There are a number of factors which make services industry different from physical goods (products) industry, according to Evans et al. (2003). These factors are; inseparability and the heterogeneity of services. Evans et al. (1993) argued that the production and the consumption of services are inseparable, which implies that consumers have a direct experience of the production of services, the consumer is therefore, the service factory at the time of production. Heterogeneity on the other hand, means that unlike mass-produced manufactured goods, services are never identical, agritourism guests at different agritourism farms will never experience exactly the same level or type of service. This indicates that the human element in service delivery ensures that services will be heterogeneous, i.e.varied. Therefore, agriculturalists need additional skills, and a deeper understanding of dealing with customers (clients) unlike working with products and animals. This study, based on factors highlighted by respondents supported the findings of agriculturalists and the tourism researchers. Additionally, it argued that different forms of capital influenced each other. The agriculture industry produces goods whilst, tourism is a service industry. Putting goods and services together naturally complements each other, as illustrated in figure 5.4 above. The two forms of capital such as natural capital and built capital therefore, attract each other. Subsequently, to bring products and services together ,one needs a “lubricant”, in this case based on respondent’s viewpoint, “tourism know-how or skills”, it could be tourism specialists that could bring agriculturalists and clients through agents such as tour operators, travel agents or internet online booking platforms. The below conceptual framework fig. 4.6, shows how agriculture and tourism

are interdependent on each other but, bonding occurs through natural capital and built capital as per Flora's (2004) model.



The blue circle represents that at any point in the circle of life of industries it's either in the starting, exploration, growth, development, decline, rejuvenation stage at any given time. At farm Neudamm, based on respondents input agriculture, it was anticipated to be in a decline stage, whilst tourism might just be in the growth or development stage. Respondent 7 argued that "the farm is unsustainable since they did not charge market related prices for products produced on the farm. The two industries however, are distinctly different, in the agricultural industry, humans create products (e.g., food, accommodation, attractions) and look for demand for these products; while as, in the tourism industry on the contrary, humans explore (travel, enjoy, want to be served) and have a need to fulfil that demand by finding the right product or activity. The two

industries as both are shaped by humans need to find a common ground as one industry (agriculture) make available products (tangible) and are therefore regarded as positive (+) and the other industry (tourism) scrutinises products and therefore is regarded as negative (-) and in order to come together, both industries need to complement each other. The agriculturalist turns out to be the supplier, while tourists become the beneficiaries of this product. There is however a catalyst (bonding agent) needed to bring the two industries together, unlike atoms that bond naturally. Respondents 6, 7 and 8 identified Natural Capital at farm Neudamm but, could not draw attention to “lubricants” as these could only be done by tourism specialists. These needs, according to respondents included knowledge of necessary skills. Tourism literature point to skills needed by farmers, such as product offering or customer service skill (soft skills), which most farmers do not have, as they work mainly with products and equipment (technical skills).

This is where tangible meets the intangible in order to find a common ground and understanding. Natural capital and built capital, form some kind of matrimony, agriculture therefore, is positive whilst, tourism remains negative and attracts each other like two magnets would do. Agritourism therefore, is a diversification strategy for agriculturalists but, is also uniquely an extension of rural tourism, and therefore, researchers play a crucial role in finding when agritourism is diversification strategy of agriculture and when it is an extension of rural tourism. For this study, bonding occurs naturally due to energy needs of humans as claimed by Wright (1990). This model has led to one distinct definition of agritourism which is, it identifies natural capital through investigation and consideration, which in turn, influences other forms of capital on a working farm.

5.5 TALC model usage for the study

The 1980 Butlers TALC model was initially developed to draw attention to the dynamic nature of destinations and propose a generalised process of development and potential decline which could be avoided by appropriate interventions (of planning, management and development), or as suggested in the title of the article, the management of resources (Butler 2011, p. 6). The initial model did this by proposing a common pattern of development of resorts that had multiple stages (exploration, involvement, development, consolidation, stagnation, and then a range of possibilities from rejuvenation to decline, Figure 2.3).

Literature reviewed in this study revealed that the development of agritourism is due to problems associated with economic, social or environmental factors of farmers or researchers or the needs of tourists (Busby, 2000; Colton, 2005; Barbieri , 2008; Boadu, 2013; Yeboah, 2016; Chase, 2018; Mace, 2019). The TALC model has been used for various other uses such as logistical modelling (Cole, 2009), development curve of Polish Spa towns (Kruczek, 2011: pp.1035-1037), and as forecasting tool among others. Similarly, the TALC model is used in this study for the development agritourism destination development assessment, though only in its early stages. It is however clear that the TALC model would need an additional stage, previously not highlighted in literature before the exploration stage, when it comes agritourism.

During this stage, the economic, social or environmental problems or tourism need referred to earlier can be said to be an intangible visionary, creative thinking stage way before one can reach the exploration stage of the original TALC model. Key respondent

7 narrated that Farm Neudamm then operating at a loss, for not charging market related rates for products produced. This stage, is mostly in the mind of the specific farmer or farm manager. Conversely, respondent 7 also highlighted that. The mountainous areas of the farm Neudamm could be used for wildlife or game farming. This highlights creativity of the farmer in times of economic problems or social problems. Game farming can also fulfill the needs of hunting tourists. Three of the theories including that of Daniel (1960), Flora (2004) and Butler's (1980) model complement each other. An initial stage of intangible visionary stage must exist before any farmer or tourists can explore a destination using the model. Daniel (1960) suggests three to six factors of success in any specific industry. This study, using Flora's (2004) forms of capital identified natural capital (mountains), built capital (earth dam, structures) and human capital as CSFs during the exploration stage before the development stage can start at farm Neudamm.

See figure 5.6 for visual interpretation of the model for the new agritourism industry.

There are several CSFs at this point that start a new combined industry referred to as agritourism, which is a combined model system that can never be a stand-alone system. The one industry exists because of the other, and therefore, at this point of the cycle, it needs to be represented by two lines representing one industry; the lines are merely for illustrative purposes, but represent one industry in the model framework. If there was no farm including its natural resources, its owner with entrepreneurial skill to hosts clients, no roads that can lead to the natural setting, and no activities that consumers can undertake, chances of creating a tourism industry alongside the agricultural industry is virtually non-

existent. The two lines are a clear indication of the integration of the two industries and their coexistence. It is almost like water (H₂O) molecules (two or more atoms) whereby the presence of both 1x Oxygen molecule and 2x Hydrogen molecules are needed.

It should be noted that the research was not about testing the TALC model and its relevance, but rather use it as a framework to illustrate that the stages in the cycle cannot materialise without a support structure of the agricultural industry. There is an intangible destination development stage not highlighted by research of the TALC model which is a stage of a natural capital (bonding model). The photosynthetically fixed radiant energy coming from the sun (natural energy) [tangible], and consumed in the form of calories (intangible) and distributed through world's ecosystems (Wright, 1990) is assumed to be drawing humans to working farms, initiating therefore the next stage, which is the exploration stage of the model.

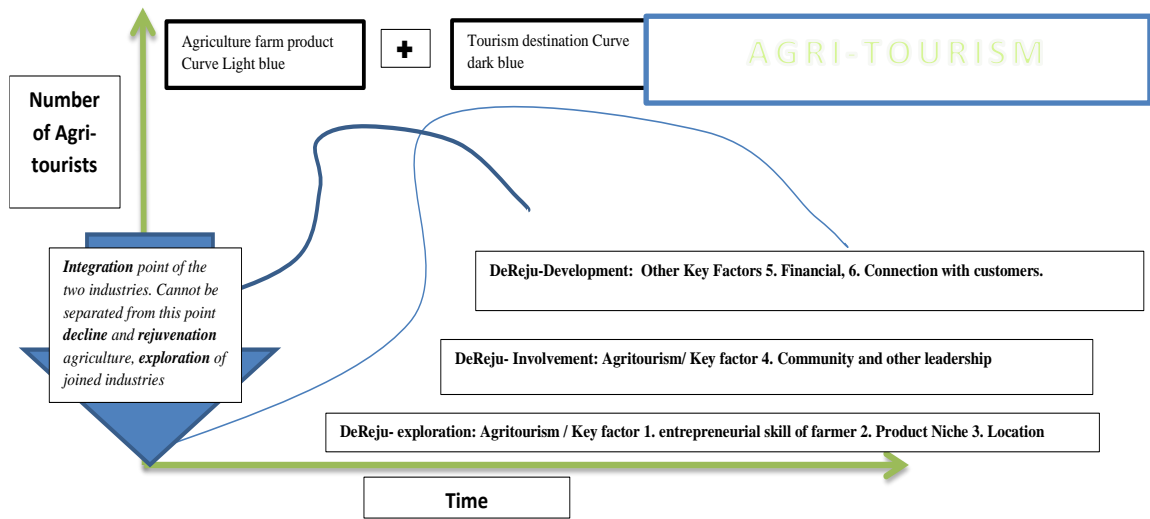


Figure 3 Researcher's own interpretation of Agritourism Destination Development Cycle adapted

Intangible visionary stage
 STAGE
 Figure: 5.5

One key critical success factor for agritourism based on literature, required during the early stages of TALC Butler's model is the "entrepreneurial skill of the farmer" as highlighted by respondent eight. This factor adds an additional stage to the TALC model in the initial stage which might have been overlooked previously in literature that of an intangible visionary stage. This stage takes place either in the mind of agritourism-prenuer (farmer) or that of a tourist before exploring any economic, social or environmental option to develop a destination. Conversely, this stage can be created in the mind of a tourists who intend to meets its own demand (history, food, hoppy and or any attraction) before they can explore any destination. This is a vital component of starting any business and is therefore, critical if a new industry has to be explored, it is the only skill that would assist the farmer to diversify into tourism. Other CSFs of agritourism in its beginning

stages according to respondents and literature are financial resources, product niche, location and connection with customers of the farm. The researcher came up with a conceptual framework fig. 5.6 below which illustrates the connecting link between all the issues discussed in this study.

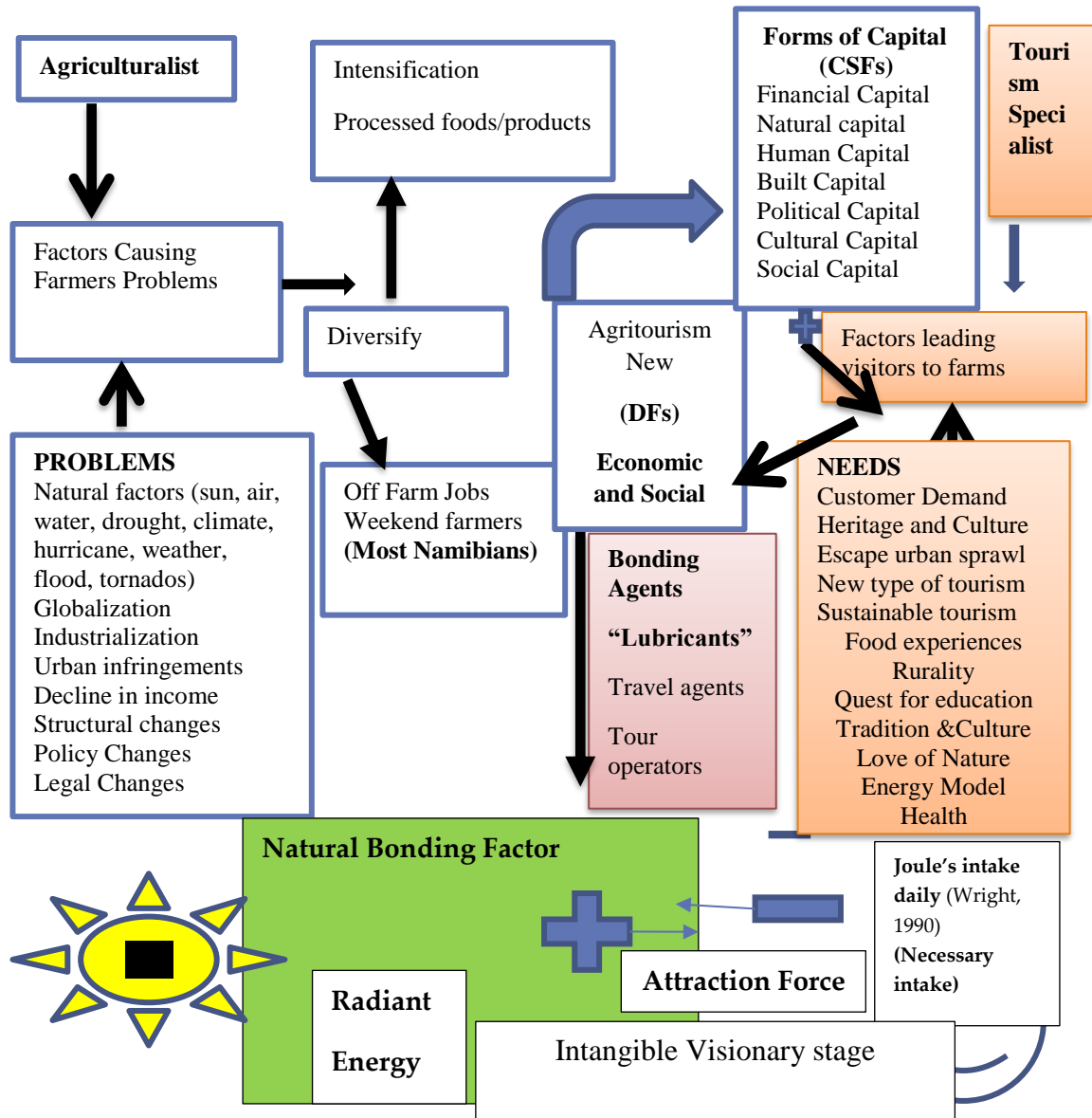


Fig: 5.6 Conceptual framework linking issues discussed in the research

6. Conclusion

The purpose of this study was to reveal CSFs and DF of agritourism globally in general and at farm Neudamm in particular. Further, the study sought to evaluate the potential viability of agritourism at the farm. This was achieved through review of available literature on agritourism's CSFs and DFs globally and a qualitative analysis of key informant interview data on farm Neudamm and surrounding areas. This study investigated several CSFs and DFs of agritourism capital such as financial, human, natural, built, cultural, political and social capital. The potential viability of CSFs and DF was then placed on TALC model particularly in the early stages of the model. Additionally, differences in CSFs and DFs of agritourism is said to differ from destination to destination hence, it was necessary to highlight such differences in light of global north and south.

The findings of this study underscored CSFs for agritourism at farm Neudamm to be to diversify income according to respondent 3, furthermore, that it will add to dual income streams according to respondent 7, additionally, it is a good business model according to respondent 2 and finally it will be good to sell products and market related prices according to respondent 7 who also supports the notion of increase in revenue. Other findings were; that they need to complement agriculture and education according to respondent 3, provide training to previously disadvantaged and advantaged groups according to respondent 8 and create history and heritage opportunities according to respondent 4 who supported entrepreneurship opportunities. Respondent 7 argued that Neudamm is the first earth dam in Namibia while respondent 8 said *that* there are presence

of old German graves and rock art can draw tourists to the farm which underscored heritage, history and culture. Respondent 7 that posited that good leadership is required to drive tourism and agriculture jointly to ensure coordination between previously disadvantaged and advantaged groups this argument insinuates good leadership. Respondent 2 said that in tourism industry, location is everything while respondent 7 said Neudamm is ideally located on the main road to the international airport. Respondent 7 suggested that the mountainous areas of Neudamm could be used for game farming, whilst respondent 8 explained that Neudamm has good infrastructure and is linked to a grid with a healthy telecommunication system and respondent 7 further revealed that the wild animals are harvested at the farm and its meat is sold at the farms' shop. Results show that respondents perceived that agritourism could bring several CSFs to the farm such as educating the public on the benefits of agritourism, employment creation, and enabled farmers to continue to farm.

Unlike other studies, this study highlighted cooperation between previously advantaged and disadvantaged individuals and the networking between them as a CSF which might be unique to Namibia and Neudamm. Additionally, the study highlights lack of tourism education and a shortage of skills in the tourism industry as a drawback of CSFs. This study revealed that several forms of capital form relationships (naturally bonds). This finding fostered the development of a new stage or factor in the TALC model, that of the relationship between natural capital and other forms of capital to create an intangible development stage of destination development which is an important DF. An additional intangible visionary stage is proposed for the TALC model for agritourism at farm

Neudamm. It can therefore, be concluded that natural capital is important to the success of destination development and is therefore, a fundamental CSF.

This study concluded that economic factors are not the only DFs but, that social factors are equally important and that natural bonding is an additional DF. Secondly, the study established that farm Neudamm suffers from shortcomings such as; specific industry related skills, tourism expertise and funding. Therefore, potential viability of agritourism cannot be achieved, without addressing those shortcomings. Moreover, the CSFs of agritourism are found to be the location of the farm, heritage, the variability of products and the size of the farm. Furthermore, natural capital forms relationships with other forms of capital and should therefore, be considered in destination development as a CSF. Finally, intangible visionary destination development stage both from farmer and tourists perspective prior to exploration stage which also include the sun's radiant energy (tangible) but converted to calories (intangible) is identified as a crucial agritourism first stage in the TALC model.

7. Recommendations

The following recommendations are suggested in view of the issues raised in this study:

1. Further research on adding intangible (which is an idea in the mind of an individual) visionary stage to TALC model for agritourism studies is proposed. This will likely improve the usage of TALC model in developing agritourism farms, where existing infrastructure already exists, hence earlier stages of TALC model such as development stage would not be necessary.
2. Nomination and declaration of Neudamm as a National Heritage site is suggested, since it is an object of heritage significance, being the first earth Dam in Namibia, this will depend on nomination either by individual or UNAM to the National Heritage Council of Namibia register. This will ensure preservation and conservation of the dam as object or site of heritage significance, and it can propel agritourism.
3. Future research is needed to explore whether networking and coordination as proposed by key respondents, could be a tool for National Reconciliation and could likely bring white and black farmers together in running joint agritourism projects.
4. Similarly, research is proposed on the review of Affirmative Action Loan Scheme and National Agricultural Credit Program policy provisions 32 years after independence that it could be inclusive of all Namibians. The inference is that white Namibians could also be allowed to benefit from Affirmative Action Loan

Scheme and National Agricultural Credit Program policy provisions which can encourage more Namibians to go into agritourism.

5. Respondents emphasized that UNAM currently conduct free tours and teachings which is a good strategy for branding the place as part of its Corporate Social Responsibility (CSR). However, as a prospect, the free tours and teachings in future could be costed a small fee to advance additional income for Neudamm farm, and therefore encourage agritourism.
6. Critical Success Factors such as natural capital, built capital, human capital and cultural capital were highlighted by Key respondents for farm Neudamm. Hence, implementation of the agritourism concept at farm Neudamm is fervently advised by addressing shortcomings such as specific agritourism industry related skills, tourism expertise and funding.

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Appendices

Ethical Clearance Certificate



ANNEX 2

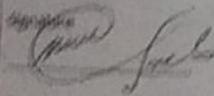
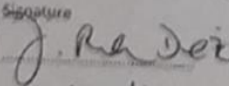
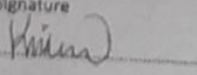
RESEARCH ETHICS COMMITTEE

UREC NUMBER: (Official Use)

INVESTIGATOR'S DECLARATION
(INFORMATION MUST BE TYPED)

The Principal Investigator, Supervisor, as well as all Sub-and Co-Investigators must each sign a separate declaration

SECTION 1: SUPERVISOR'S DETAILS AND ROLE IN THIS RESEARCH (For Official Use)			
Title: First Name, Surname: Dr. Javier Revilla Diez		Staff/Student #	CRP Project #
Professional Status: Professor and Chair			
Faculty /Department/Division: Faculty of Mathematics and Natural Science/Geography, University of Cologne			
Telephone No: 0818293473		Email: gaebmanfred468@gmail.com	
Role (mark with x)	<input type="checkbox"/> Principal Investigator	<input type="checkbox"/> Co-Investigator	<input type="checkbox"/> Sub-Investigator <input checked="" type="checkbox"/> Supervisor
SECTION 2: PROJECT TITLE			
EXPLORING THE AGRI-TOURISM POTENTIAL AT UNIVERSITY OF NAMIBIA NEUDAMM CAMPUS			
SECTION 3: CONFLICT OF INTEREST (OBLIGATORY) PLEASE INDICATE			
I, (Title, Full name) Mr. Prof. Dr. Javier Revilla Diez..... Declare that: <input checked="" type="checkbox"/> I have no financial or non-financial interests, which may inappropriately influence me in the conduct of this research study; OR			
Signature: <i>Javier Revilla Diez</i>		Date 13 November 2019	
SECTION 4: DECLARATION (OBLIGATORY)			

8. Does the protocol provide insurance for research-related adverse events?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
8.1 if yes, please describe:		
8.2 if no, please justify: Not sufficient funds made available and no direct harm to humans		
8.3 Is there provision for insurance?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
8.4 if no, please justify: Not sufficient funds available		
9. Does the project involve the use of diagnostic test results (e.g. those obtained by imaging or by laboratory testing)?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
9.1 if yes, has the applicant consulted a professional from a relevant diagnostic discipline (e.g. radiology or pathology, as applicable)? NA		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
9.2 Please provide the name, position, and discipline of person consulted:		
SECTION 10: SIGNING OFF APPLICATION		
Applicant	Supervisor <i>(only for student research)</i>	Head of Division
Print name: Manfred D Gepp	Print name: PROF. DR. JAVIER REVELA DEZ	Print name: Mary-Ellen Kimm
Signature: 	Signature: 	Signature: 
Date: 09 October 2019	Date: 13. November 2019	Date: 03.02.2020

Annexure A & B

Call for Investment Proposal

CALL FOR INVESTOR/PARTNER INFORMATION SESSION Peter Nyarango
Auditorium – Hage Geingob Campus 05 FEBRUARY 2019 INCEPTUS BUSINESS
MODEL 2 AGENDA ITEM WHO 1. Opening Director of Ceremonies 2. Welcome
UNAM Vice Chancellor 3. Introduction of Inceptus Holding (Pty) Ltd UNAM Vice
Chancellor 4. Investment Portfolio General Manager 5. Way Forward General Manager
6. Questions & Answers General Manager 1. Create Value & wealth for our clients &
shareholder. 2. Leverage knowledge & physical assets through commercialization
practices and innovative business processes. 3. Create Industries & Employment
OBJECTIVE 3 3. WHY THE CALL FOR INVESTOR/PARTNER? 4. INVESTMENT
PORTFOLIO 1. Agriculture and Agro-processing 2. Medical and Pharmaceutical 3.
Property and Real Estate 4. Hospitality, Tourism, and Leisure 5. Technology 6. Energy
7. Transport and Logistics 8. Any Other 4 5 AGRICULTURE & AGRO-PROCESSING
NEUDAMM CAMPUS – 35 km east from Windhoek: A. • The farm is 10,187 ha. •
Situated 35 km east of Windhoek. • It has 197 camps divided into 10 blocks (A-J), • 44
km border fences, • 270 km stock proof fences, • 86 km jackal proof fences, • 73 km water
pipelines that supplies every camp on the farm with water, • 8 boreholes (78 – 126 meters
deep), • 16 reservoirs, • sheep shed with kraals at the campus BONUS: Students available
as interns.

Email: inceptusinfo@unam.na Tel: +264 61 206 4363 / 081 369 0005 Postal Box: 98846
Windhoek Address: Office nr A 33, Prefabricated Office Building, UNAM Main campus,

340 Mandume Ndemufayo Avenue, Windhoek, Namibia DIRECTORS: Mr. Michael Mukete (Chairperson); Prof. Kenneth Matengu; Mr. Ralph van Rooi; Mr. Jeremia Muadinohamba; Mr. Emmanuel Masule Ms. Kadiva Hamutumwa Registration Nr: 2017/0339 CALL FOR INVESTOR/PARTNER INFORMATION SESSION: Hage Geingob Campus - Peter Nyarango Auditorium 05 February 2019 09H00-11H00 QUESTION & ANSWER: Section of the Programme (15 in total) Key: Question (Q), Answer (A), Inceptus Holdings (PTY) Ltd (IH) Q1: Can IH avail the Investor Information presentation to attendees? A1: Yes, the presentation will be availed. Q2: Is IH willing to sign a non-disclosure agreement with prospective investor/partner? A2: Yes, IH will enter into a non-disclosure agreement with prospective investor/partner upon request. Q3: Is IH considering institutional investors such as the GIPF financing as a source of project funding? A3: IH is aware of the role of institutional investors in Namibia such as the GIPF as one example and is open to exploring this funding option(s) based on envisaged project objectives, needs, etc. Email: inceptusinfo@unam.na Tel: +264 61 206 4363 / 081 369 0005 Postal Box: 98846 Windhoek Address: Office nr A33, Prefabricated Office Building, UNAM Main campus, 340 Mandume Ndemufayo Avenue, Windhoek, Namibia DIRECTORS: Mr. Michael Mukete (Chairperson); Prof. Kenneth Matengu; Mr. Ralph van Rooi; Mr. Jeremia Muadinohamba; Mr. Emmanuel Masule Ms. Kadiva Hamutumwa Registration Nr: 2017/0339 Q4: What measures are IH taking from a Public Private Partnership (PPP) perspective to adhere to the provisions of the PPP act as the presentation does not address this at all? A4: The mandate and conduct of the University of Namibia (UNAM) is governed by the University of Namibia Act 18 of 1992. UNAM is the sole shareholder of IH. The formation of a commercial entity is a worldwide practice by

universities and it was natural for UNAM to follow this phenomenon in pursuit of commercializing its research and innovation output through IH as a subsidiary. Q5: How far is IH management prepared to go with pharmaceuticals? A5: IH is considering proposals based on commercial viability and for as long as the project's envisaged life time permits. UNAM has a number of research and innovation output at testing phase for example - herbal medicine for the prevention of malaria. Q6: Is the call for investment/partnership opportunity only for and on UNAM land? A6: No, it is not limited to UNAM land. Q7: The presentation highlighted the opportunity for the provision of diagnostic laboratory /medical screening services such as Therapeutic Drug Monitoring as an example to provide analysis on why resistance in patient drug usage occur, etc. Can UNAM outsource this service by way of commercialization? A7: Yes, through IH. Q8: The presentation highlighted the Kasheshe farm's size in Katima Mulilo. How will IH assist should a proposed project require a larger land size and does IH have access to communal land? A8: IH will review the proposed project details and where possible engage relevant legal channels to enable successful attainment of proposal objectives. IH does not have access to communal land. Email: inceptusinfo@unam.na Tel: +264 61 206 4363 / 081 369 0005 Postal Box: 98846 Windhoek Address: Office nr A33, Prefabricated Office Building, UNAM Main campus, 340 Mandume Ndemufayo Avenue, Windhoek, Namibia DIRECTORS: Mr. Michael Mukete (Chairperson); Prof. Kenneth Matengu; Mr. Ralph van Rooi; Mr. Jeremia Muadinohamba; Mr. Emmanuel Masule Ms. Kadiva Hamutumwa Registration Nr: 2017/0339 Q9: Is IH willing to enter into off-take agreements with prospective investors/partners? A9: Yes. Q10: Are we leaving all projects open ended on the shareholder to decide on the venture equity, etc.? A10: IH is

following a process. IH as a subsidiary of UNAM reports to UNAM council who in turn will approve or disapprove project proposals from prospective investors/partners. UNAM council shall thus decide on a project by project/ case by case basis. Q11: Would PPP be possible with BOT (build, operate and transfer)? A11: Yes, it is possible. UNAM have experience in BOT at present. Please note that the engagement is with IH and not UNAM. Q12: How can UNAM assist with value addition, manufacturing or overall provide support to projects? A12: IH has a commercialisation process in place for example contract research where we can provide support to validate product research. A local example is with the NBL's King lager beverage where UNAM provided the research capacity. Q13: Can IH alienate UNAM assets? A13: No. IH and UNAM's commercial relationship is governed by a legal agreement. Q14: How is the role of UNAM personnel from an Intellectual Property (IP) perspective management and acknowledged? A14: UNAM has an agreement in place that governs the relationship with academic personnel e.g., the academic staff take a certain portion from/of the innovation or through a royalty share or perhaps equity. Email: inceptusinfo@unam.na Tel: +264 61 206 4363 / 081 369 0005 Postal Box: 98846 Windhoek Address: Office nr A33, Prefabricated Office Building, UNAM Main campus, 340 Mandume Ndemufayo Avenue, Windhoek, Namibia DIRECTORS: Mr. Michael Mukete (Chairperson); Prof. Kenneth Matengu; Mr. Ralph van Rooi; Mr. Jeremia Muadinohamba; Mr. Emmanuel Masule Ms. Kadiva Hamutumwa Registration Nr: 2017/0339

Annexure C

TRANSCRIBE NOTES AND REPORT

Quirkos Report

This report was generated by Manfred !Gaeb on Thu Sep 17 2020 12:15:24 GMT+0200

(Namibia Daylight Time) for the following file:

C:/Users/GrandNam/Documents/Agritourism Project Final.qrk.

Source Summary

Title	Author	Date and Time	Length	Quotes #
1. Participant One	Manfred !Gaeb	Invalid Date	2258	19
2_Participant Two	Manfred !Gaeb	Invalid Date	2380	18
3_Participant Three	Manfred !Gaeb	Invalid Date	3521	24
4_Participant Four	Manfred !Gaeb	Invalid Date	3540	24
5_Participant Five	Manfred !Gaeb	Invalid Date	1475	14
6_Participant Six	Manfred !Gaeb	Invalid Date	3471	42
7_Participant Seven	Manfred !Gaeb	Invalid Date	2227	33
8_Participant Eight	Manfred !Gaeb	Invalid Date	2048	35

Quirkos Summary

Quirk Title Category/Theme	Parent	Grandparent	Description	Author	Date	Total Codes
Job Title	Profile of respondent	CSF	Position occupied	Manfred !Gaeb	30/08/20	8
Age	Profile of respondent	CSF	Years in numbers	Manfred !Gaeb	30/08/20	8
Years of Experience	Profile of respondent	CSF	Number of years worked	Manfred !Gaeb	30/08/20	8
Qualifications	Profile of respondent	CSF	Highest qualification	Manfred !Gaeb	30/08/20	8
Organisation Worked for	Profile of respondent	CSF	Company worked for	Manfred !Gaeb	30/08/20	8
Understanding of Agritourism	Theme	Motivation	The understanding of concept	Manfred !Gaeb	30/08/20	12
Why would agritourism be a good strategy?	Theme	Factors of Success	Reasons for strategy	Manfred !Gaeb	30/08/20	50

Will agritourism work at Neudamm?	Theme	Viability	Motivators	Manfred !Gaeb	30/08/20	15
Suggestions for Neudamm	Theme	Viability	Activities opportunities	Manfred !Gaeb	30/08/20	20
Gender of Respondents	Profile of respondent's		Male/Female	Manfred !Gaeb	30/08/20	8
Unique selling points of Neudamm	Theme		Attractions/ Activities	Manfred !Gaeb	30/08/20	13
Drawbacks of Neudamm	Theme		Problems	Manfred !Gaeb	30/08/20	8
Critical Factors for success	Theme		Motivators	Manfred !Gaeb	30/08/20	43
Profile of respondent's			Age, Qualification, Job title, organisation, Gender, years of experience	Manfred !Gaeb	30/08/20	
TOTAL NUMBER OF CODES	209					

TOTAL NUMBER OF QUIRKS	14
------------------------	----

Properties Summary

Quirks Canvas - Primary












Text Sorted by Theme

Job Title

Senior Tourism Inspector

Source: *1_Participant One*

	Coordinator for Tourism Arts and Culture	Source: <i>2_Participant Two</i>
	Senior Tourism Officer	Source: <i>3_Participant Three</i>
	Generational famer	Source: <i>4_Participant Four</i>
	Housewife	Source: <i>5_Participant Five</i>
	Farm Manager	Source: <i>6_Participant Six</i>
	Pro Vice Chancellor	Source: <i>7_Participant Seven</i>
	Archaeologist	Source: <i>8_Participant Eight</i>
	Age	
	59 years	Source: <i>1_Participant One</i>
	34 years	Source: <i>2_Participant Two</i>

38 years

Source: *3_Participant Three*

43 years

Source: *4_Participant Four*

33 years

Source: *5_Participant Five*

55 years

Source: *6_Participant Six*

49 years

Source: *7_Participant Seven*

47 years

Source: *8_Participant Eight*

Years of Experience

36 years

Source: *1_Participant One*

16 years

Source: *2_Participant Two*

13 years



Source: *3_Participant Three*



30 years

Source: *4_Participant Four*



5 years

Source: *5_Participant Five*



37 years

Source: *6_Participant Six*



17 years

Source: *7_Participant Seven*



15 years

Source: *8_Participant Eight*

Qualification



Certificate in Industrial catering and Certificate in Tourism and Agro tourism.

Source: *1_Participant One*



Bachelor Degree in Tourism

Source: *2_Participant Two*



Bachelor of Arts Degree in Tourism

Source: *3_Participant Three*

High School Certificate.	Source: <i>4_Participant Four</i>
Bachelor of Arts Degree in Tourism.	Source: <i>5_Participant Five</i>
Diploma in Agriculture.	Source: <i>6_Participant Six</i>
PHD qualification in Agriculture	Source: <i>7_Participant Seven</i>
Master's Degree in Archaeology.	Source: <i>8_Participant Eight</i>
Organisation Work for	
Namibia Tourism Board.	Source: <i>1_Participant One</i>
City of Windhoek	Source: <i>2_Participant Two</i>
Ministry of Environment Forestry and Tourism.	Source: <i>3_Participant Three</i>
farms Name is Good Hope	Source: <i>4_Participant Four</i>

GIZ.

Source: *5_Participant Five*

UNAM

Source: *6_Participant Six*

University of Namibia

Source: *7_Participant Seven*

University of Namibia.

Source: *8_Participant Eight*

Understanding of Agritourism

Tourists that visit farms for agriculture related activities and taking part in those activities

Source: *1_Participant One*

Tourists that visit farms for agriculture related activities and taking part in those activities.

Source: *1_Participant One*

running of agriculture at a farm with intention of attracting tourists to the farm and providing of tourists related services.

Source: *2_Participant Two*

persons understanding of agritourism is running of agriculture at a farm with intention of attracting tourists to the farm and providing of tourists related services.

Source: *2_Participant Two*

integrating tourism activity with agriculture or needless to say that bringing tourists in agriculture and indicated that Traditional neighbourhoods differ from region to region or from nation to nation.

Source: *3_Participant Three*

seasonal agriculture is number one reason agriculturalist should invest in tourism.

Source: *4_Participant Four*

no idea of agritourism

Source: *5_Participant Five*

tourists come from international destinations to hunt at game farms for trophies. The other understanding is that international tourists go on Game drives

Source: *6_Participant Six*

The other understanding is that international tourists go on Game drives.

Source: *6_Participant Six*

has very good understanding of Agritourism

Source: *7_Participant Seven*

very good understanding of Agritourism.

Source: *7_Participant Seven*

heritage tourism link to agriculture would complement income.

Source: *8_Participant Eight*

Why would agritourism be a good strategy?

Seasonal agriculture is number one reason agriculturalists should invest in tourism.

Source: *1_Participant One*

Black farmers are weekend farmers and White farmers are mainly full-time farmers

Source: *1_Participant One*

Most black farmers also are communal farmers.

Source: *1_Participant One*

Black commercial farmers mainly remain weekend or month end farmers

Source: *1_Participant One*

Way to diversify income and create job opportunities.

Source: *1_Participant One*

Extra income

Source: *1_Participant One*

People are health conscious and going organic in terms of food

Source: *2_Participant Two*

Health and environment are the main issues

Source: *2_Participant Two*

Production and promotion of indigenous plants in particular in healing of ailments

Source: *2_Participant Two*

Extra revenue

Source: *2_Participant Two*

Job creation

Source: *2_Participant Two*

Traditional neighbourhoods differ from region to region or from nation to nation

Source: *3_Participant Three*

People depend on land for their livelihood. The participant thinks that Namibians generally think that tourists will not be interested in Namibian rural areas however, tourists are very interested in how Namibians live from their land. Tourists are really interested in visiting rural areas.

Source: *3_Participant Three*

Diversity in terms of various activities in the various rural areas of the country. There is also diversity in terms of activities.

Source: *3_Participant Three*

New research and new findings

Source: *3_Participant Three*

Learn new things

Source: *3_Participant Three*

Access to domestic and international markets.

Source: *3_Participant Three*

Direct Market exchange	Source: <i>3_Participant Three</i>
Positive impact on livelihood strategies.	Source: <i>3_Participant Three</i>
Enhance foreign exchange which is strengthened	Source: <i>3_Participant Three</i>
Because of continuous drought, farmers needed to diversify income and wildlife-based farming for hunting clients was an obvious choice.	Source: <i>4_Participant Four</i>
Complement other industries.	Source: <i>4_Participant Four</i>
Very good Model	Source: <i>4_Participant Four</i>
Different Landscape due to its topography and Geological formations.	Source: <i>4_Participant Four</i>
Investment opportunity	Source: <i>4_Participant Four</i>
Tourists can see potential in the farm and can either invest in activities of resources (tangible) for other international clients to come visit.	Source: <i>4_Participant Four</i>

Usage of farm as tourism destination. Escaping of urban travellers to rural areas.
Love of being African therefore, being unique

Source: *4_Participant Four*

Remain at the farm

Source: *4_Participant Four*

Generation to farm on barren land, but rather land that is greatly industrialised.

Source: *4_Participant Four*

Previously advantaged and previously disadvantaged farmers need to cooperate to make agritourism unique and inspiring industry that can unite Namibians from all different ethnic groups.

Source: *4_Participant Four*

Education at farms must lead to certified employees that should remain farming.

Source: *4_Participant Four*

Is ideal for Namibia

Source: *5_Participant Five*

Tourism being booming industry it can support the drought-stricken agriculture industry

Source: *5_Participant Five*

Can serve as alternative kind of tourism.

Source: *5_Participant Five*

Can generate extra revenue and create employment opportunities

Source: *5_Participant Five*

Can also create seasonal jobs and sustain the agricultural farm in Namibia. Tourism can continue to provide an income for farmers particularly during drought.

Source: *5_Participant Five*

Basic set up

Source: *5_Participant Five*

Variety of activities such as bird watching, game view, nature walks and in particular heritage resources at the farm such as Old German graves that are visited regularly.

Source: *6_Participant Six*

Drought as the single biggest problem in Namibia that makes farming unsustainable.

Source: *6_Participant Six*

to drought and fencing of the farms many female animals abort while male animals get penis sickness due to stress levels, which according to older generation farmers are associated with restriction of movement

Source: *6_Participant Six*

Fencing results in overpopulation of species which nature naturally reduce animal numbers through sickness.

Source: *6_Participant Six*

Working farm.

Source: *7_Participant Seven*

Economic Development strategy

Source: 7_Participant Seven

Students' academic program.

Source: 7_Participant Seven

Heritage tourism link to agriculture would complement income.

Source: 8_Participant Eight

Farming should just be alternative source of income

Source: 8_Participant Eight

link to Heritage Tourism

Source: 8_Participant Eight

Rich history of Neudamm, and the fact that the first Earth dam that was constructed at Neudamm has great historical significance.

Source: 8_Participant Eight

Graves and paintings at the farm would supplement the economic development strategy as proposed by Inceptus holdings

Source: 8_Participant Eight

UNAM already owns a hotel and therefore, the participant felt that Leisure activities such as guided tours, pick your own produce can work at Neudamm.

Source: 8_Participant Eight

Will agritourism work at Neudamm?

Practical sites of students that are becoming agricultural specialist such as Vets

Source: 7_Participant Six

Game farm will do well in mountainous areas of the farm but it just needs Game fencing

Source: *7_Participant Six*

Breed specialist's species and sell it on open market.

Source: *7_Participant Six*

Building of lodge.

Source: *7_Participant Six*

Variety of activities such as bird watching, game view, nature walks and in particular heritage resources at the farm such as Old German graves that are visited regularly.

Source: *7_Participant Six*

Has capacity to do agritourism and highlight wildlife lecturers that are experienced in catching wildlife and breeding species.

Source: *7_Participant Six*

Farm tours are held but as Corporate Social responsibility towards community that UNAM serve.

Source: *7_Participant Six*

Heritage tourism link to agriculture would complement income.

Source: *9_Participant Eight*

Agritourism will work in Namibia when linked to Heritage Tourism

Source: *9_Participant Eight*

Rich history of Neudamm, and the fact that the first Earth dam that was constructed at Neudamm has great historical significance.

Source: *9_Participant Eight*

Graves and paintings at the farm would supplement the economic development strategy

Source: *9_Participant Eight*

Leisure activities such as guided tours, pick your own produce

Source: *9_Participant Eight*

Historical significance

Source: *9_Participant Eight*

Its location

Source: *9_Participant Eight*

Interpretation of the resources

Source: *9_Participant Eight*

Suggestions for Neudamm

Farm tours

Source: *7_Participant Six*

Open waters

Source: *7_Participant Six*

Building of lodge.	Source: <i>7_Participant Six</i>
Breed specialists species	Source: <i>7_Participant Six</i>
Sell whatever they produce at market related prices.	Source: <i>7_Participant Six</i>
Game farm	Source: <i>7_Participant Six</i>
Bird watching	Source: <i>7_Participant Six</i>
Game view	Source: <i>7_Participant Six</i>
Nature walks	Source: <i>7_Participant Six</i>
Complement agriculture and education	Source: <i>7_Participant Six</i>
Empirical research i	Source: <i>8_Participant Seven</i>

Tourism know-how particularly, experience in running any leisure activities related to the tourism industry.	Source: <i>8_Participant Seven</i>
Good leadership	Source: <i>8_Participant Seven</i>
Further research in historical significance	Source: <i>9_Participant Eight</i>
Overall, a skilled professional is needed to spearhead the agritourism concept	Source: <i>9_Participant Eight</i>
Interpretation of the resources	Source: <i>9_Participant Eight</i>
Tourism experience and know-how, particularly tour guiding and running of accommodation facilities.	Source: <i>9_Participant Eight</i>
Guided tours	Source: <i>9_Participant Eight</i>
Pick your own produce	Source: <i>9_Participant Eight</i>
Guided tours, pick your own produce.	Source: <i>9_Participant Eight</i>

Gender of Respondents



Male.

Source: *1_Participant One*



Female

Source: *2_Participant Two*



Male

Source: *3_Participant Three*



Male.

Source: *4_Participant Four*



Female

Source: *5_Participant Five*



Male.

Source: *7_Participant Six*



Male.

Source: *8_Participant Seven*



Male

Source: *9_Participant Eight*

Unique selling points of Neudamm

Infrastructure and telecommunication systems are great success factors; an ideal situation for setting up office anywhere in the country.

Source: *3_Participant Three*

Game farm

Source: *7_Participant Six*

Specialist species

Source: *7_Participant Six*

Location

Source: *7_Participant Six*

Variety of activities such as bird watching, game view, nature walks and in particular heritage resources

Source: *7_Participant Six*

Old German graves

Source: *7_Participant Six*

Capacity

Source: *7_Participant Six*

Neudamm's location

Source: *8_Participant Seven*

Proximity to the international airport and the Neudamm; the fact that it is laid on a tourism route followed by most tourists traveling by air and road from SA and Botswana



Source: *8_Participant Seven*



Rich history of Neudamm

Source: *9_Participant Eight*



First Earth dam

Source: *9_Participant Eight*



Historical significance

Source: *9_Participant Eight*



Graves and paintings

Source: *9_Participant Eight*

Drawbacks of Neudamm



Farming as a business at Neudamm is currently not sustainable

Source: *7_Participant Six*



Empirical research

Source: *8_Participant Seven*




Farming cannot be sustained

Source: *8_Participant Seven*




Climatic conditions


Source: *8_Participant Seven*

 you don't have good leadership


Source: *8_Participant Seven*

 Skilled professional

Source: *9_Participant Eight*


 Tourism experience and know-how

Source: *9_Participant Eight*


 Interpretation of the resources

Source: *9_Participant Eight*


Critical Factors for success

 Diversify income


Source: *1_Participant One*

 Create job opportunities.


Source: *1_Participant One*

 Knowledge and understanding of the tourism industry

Source: *1_Participant One*

 Education of the consumers


Source: *1_Participant One*

 Knowledge of the hospitality Industry also.

Source: *1_Participant One*

Health and environment	Source: <i>2_Participant Two</i>
Extra revenue.	Source: <i>2_Participant Two</i>
Improvement of infrastructure	Source: <i>2_Participant Two</i>
Augmented activities for people to stay longer.	Source: <i>2_Participant Two</i>
Services such as WIFI and other relevant services	Source: <i>2_Participant Two</i>
Indigenous knowledge gained over many years of Subsistence farming in Namibia that can be used as a drawcard for tourists on best practices of how to work the land, look after livestock and care for the land.	Source: <i>3_Participant Three</i>
Peace and stability within the country	Source: <i>3_Participant Three</i>
Political support of both agriculture and tourism as they both feature prominently in the National development Plans.	Source: <i>3_Participant Three</i>
Leadership support.	

	Source: <i>3_Participant Three</i>
Networking and cooperative structures	Source: <i>3_Participant Three</i>
Decentralization policy and Intellectual property registration	Source: <i>3_Participant Three</i>
Excellent Business Model for Risks.	Source: <i>3_Participant Three</i>
Human capital	Source: <i>4_Participant Four</i>
Previously advantaged and previously disadvantaged farmers need to cooperate to make agritourism a unique, inspiring industry	Source: <i>4_Participant Four</i>
Education	Source: <i>4_Participant Four</i>
Certified employees	Source: <i>4_Participant Four</i>
Environment that the young generation would like to continue farming.	Source: <i>4_Participant Four</i>

<p>  </p>	<p>Different from the Desert environment and the desert environment being different from the semi desert area</p>	<p>Source: <i>4_Participant Four</i></p>
<p>  </p>	<p>Marketing</p>	<p>Source: <i>5_Participant Five</i></p>
<p>  </p>	<p>additional income</p>	<p>Source: <i>7_Participant Six</i></p>
<p>  </p>	<p>Location</p>	<p>Source: <i>7_Participant Six</i></p>
<p>  </p>	<p>Closeness to Windhoek and the international airport.</p>	<p>Source: <i>7_Participant Six</i></p>
<p>  </p>	<p>Variety of activities</p>	<p>Source: <i>7_Participant Six</i></p>
<p>  </p>	<p>Corporate Social responsibility towards community.</p>	<p>Source: <i>7_Participant Six</i></p>
<p>  </p>	<p>Experience</p>	<p>Source: <i>7_Participant Six</i></p>
<p>  </p>	<p>Academic program</p>	<p>Source: <i>8_Participant Seven</i></p>

Working farm	Source: <i>8_Participant Seven</i>
Lecturing experience	Source: <i>8_Participant Seven</i>
Empirical research	Source: <i>8_Participant Seven</i>
Income	Source: <i>8_Participant Seven</i>
Diversification strategy	Source: <i>8_Participant Seven</i>
Neudamm's location	Source: <i>8_Participant Seven</i>
Proximity to the international airport	Source: <i>8_Participant Seven</i>
Laid on the tourism route	Source: <i>8_Participant Seven</i>
Entrepreneurship potential of farmer	Source: <i>8_Participant Seven</i>
Tourism know-how	

Source: 8_Participant Seven

Experience in managing any leisure activities related to the tourism industry.

Source: 8_Participant Seven

Entrepreneurial goals of farmers

Source: 8_Participant Seven

Memos Sorted by Source

1. _Participant One

Memo ID	Memo	Quote	Author	Date
---------	------	-------	--------	------

2. _Participant Two

Memo ID	Memo	Quote	Author	Date
---------	------	-------	--------	------

3. _Participant Three

Memo ID	Memo	Quote	Author	Date
---------	------	-------	--------	------

4. _Participant Four

Memo ID	Memo	Quote	Author	Date
---------	------	-------	--------	------

5. _Participant Five

Memo ID	Memo	Quote	Author	Date
---------	------	-------	--------	------

6. _Participant Six

Memo ID	Memo	Quote	Author	Date
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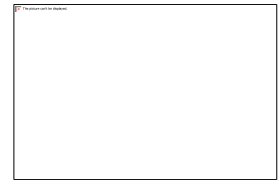
7. _Participant Seven

Memo ID	Memo	Quote	Author	Date
---------	------	-------	--------	------

8. _Participant Eight

Memo ID	Memo	Quote	Author	Date
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Annexure D



Title:

EXPLORING THE AGRITOURISM POTENTIAL AT UNIVERSITY OF NAMIBIA

NEUDAMM CAMPUS

A RESEARCH INTERVIEW GUIDE IN FULFILMENT OF THE
REQUIREMENTS OF THE DEGREE OF MASTERS OF ARTS (TOURISM) OF THE
UNIVERSITY OF NAMIBIA.

COMPILED BY: MR MANFRED DONAVON GAEB

MAIN SUPERVISOR: PROF. JAVIER DE REVILLA DIEZ

CO SUPERVISOR/S: PROF. SIMON ANGOMBE

NB: All the interviews are confidential and the answers are solely used for scientific purposes. Only the researcher of this study has access to the data. The interview data (answers) is treated so that the interviewees cannot be identified in any research publication or equivalent.

Interview code number

Interviewee: _____

Date: _____

Location: _____ Length of interview (min): _____

Gender: _____

Educational level: _____ Profession: _____

Purpose of the Interview:

Agritourism is defined as leisure activities offered in agricultural settings. Governments in global north regard local economic development in the agritourism sector as an important role player for employment creation, and that it is generally, one of the most extensively researched topics. However, Agritourism has been noted to be an underdeveloped theme in the scholarship in global south particular in the area of the Agritourism provider. Furthermore, it is noted from literature that there is lack of

comparative studies assessing CSF from global North and South respectively. The literature makes it clear that even though Northern Agritourism possesses some attributes which are comparable to those in Southern Agritourism especially South Africa, these two areas of Agritourism reveal variations too therefore, findings may display differences in Southern Agritourism, including Namibia which is largely underexplored.

The interview will last approximately 45 minutes to 1 hour.

Demographic profiles of Key informants

Namibian Agritourism development is unique and specific in its own way. It is therefore, imperative to obtain a general but basic profile of each Agritourism development initiative from each respondent. I would like to find out how long they are involved Agritourism, how many guests they receive, whether they understand the concept and whether they own or manage an Agritourism farm

Part A (Seven Questions base on Key informants)

1. Are you an owner of the guest farm or are you managing it on behalf of someone else?
2. How long have you been the owner or manager of this guest farm?

3. What is the location of your guest farm?
4. What type of farm is it?
5. How big is your guest farm or establishment?
6. Are you aware of Agritourism as a term or what would you call the business you are in?
7. What is the average number of Agritourists that you receive annually?

Part B. Competitiveness of Namibia as an Agritourism destination

These questions deal with concrete question of Namibia's competitiveness as Agritourism destination;

8. What activities are part of your Agritourism package?
9. What is your primary activity as a source of income?
10. How far is your guest farm from other local tourists' attractions; access to roads and airports?
11. What could be done to expand Agritourism and make Namibia more competitive as a destination?
12. Why would agritourism be a good strategy?

PART C. CSF and DF for Agritourism development in Namibia

There are many CSF of Agritourism in literature, particularly in the Global North, what are some Namibian examples? In the following, I ask your opinion of the CSF of Agritourism in Namibia before sharing a list from Global North.

13. What would you list as CSFs relevant for your organisation/ guest farm?

Thank you for your valuable answers and time!

Annexure E



National Heritage Council of Namibia

52 Robert Mugabe Avenue • Private Bag 12043, Ausspannplatz • Windhoek, Namibia

Tel: (061) 244 375 • Fax: (061) 246 872

NOMINATION FOR DECLARATION OF A HERITAGE OBJECT OR PLACE

Nomination made in terms of Section 29(1) of the National Heritage Act (Act No. 27 of 2004).

1. IDENTIFICATION

Name ___Farm Neudamm

Type (*Heritage Object or Place*)

Place _____

2. LOCATION

Region: Khomas _____ Constituency: Windhoek Rural _____

City/ Town/Village/Settlement/Farm Name & No.

Neudamm No. 63 _____

Street & Erf

No. _____

GPS Coordinates (only if in an unsurvey location)

Coordinates 22°31'0" S and 17°15'0" E _____

Map Reference _____

Road Reference

Farm Neudamm no. 63 Namibia (UNAM) and is situated 40 kilometres east of Windhoek on the B1 road to Hosea Kutako International Airport and the town of Gobabis

C: HERITAGE SIGNIFICANCE

Select one of the 4 areas below and explain in the space provided.

1. Historical
2. Architectural

F: CONDITION

F1 General description of current condition

The current condition of the dam is generally good and is still catching water for usage for wild animals and various wild species.

F2 Indicate to what extent the place/object has been altered from its original condition

Apart from regular maintenance the original design of the dam remains intact.

G: EXTENT OF PROCLAMATION RECOMMENDED.

Clearly specify extent of the proclamation sought e.g., if only part(s) of place or object are to be proclaimed or the whole.

The dam and its buffer zone surrounding the area.

H: SKETCHES, SKETCH MAPS, PHOTOGRAPHS OR ANY CAD DRAWINGS

(Attached if necessary)

I: PREVIOUS NOMINATIONS

Was the place or object nominated for declaration in the past. If so indicate:

When such nomination was made?

None_____

What was the outcome?

_N/A_____

If the previous nomination was declined, what new fact are now available?

J: DETAILS OF CURRENT OWNER

Name University of Namibia'

Address_____

Has the owner been informed about the nomination?

Yes_____

What is the owner's attitude regarding the nomination?

K: DETAILS OF THE NOMINATOR

Name Manfred D. !Gaeb

Address_PO. Box 7589, Windhoek, Namibia

Tel 061 244 375 and or 0818293473_____ Fax 061 246
872

Email: rho2@nhc-nam.org _____

Signature_____ Date 22 December 2020_____

L: SUPPORT FROM REGIONAL OR LOCAL AUTHORITIES (requirement)

Supported or endorsed by (tick):

Regional Councillor

Regional Council

Town/Village/City Council

Supporting letters must be attached.

FOR NHC INTERNAL USE

Details verified by (*Full Name*) _____

Designation _____

Signature _____ Official Date Stamp

Decision of the National Heritage Council

Chairperson:

National Heritage Council