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Promotion and Development of Tourism in Namibia

Yömaa, Manga

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Manga Yömaa

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This Bachelor's thesis will review the current state of tourism in Namibia, what needs to be done to improve it and how promotional activities can, at the same time, help develop tourism. There is no doubt that the country has enormous potential to attract tourists but to achieve this requires a strategy that includes significant government and private investment. This paper will also consider what type of tourism could be attracting visitors to Namibia and whether the focus should be on Safari or to the many beautiful beaches. A well considered strategy will support development, promotion and marketing of responsible and sustainable tourism as well as encourage strong partnership between the public and private sector. This paper will demonstrate the country's positive trends in visitors which can be increased by a significant level if the country were to undertake massive changes in many areas. This paper will discuss necessary changes one of which is the need to improve tourism promotion.

Namibia needs to employ creative professional people for this purpose and the quality of the promotional materials needs to be developed to meet international standards. Promotion includes dissemination of positive information which is vital in marketing any products or services but particularly in the travel industry. Tourists want to know in advance about the attractions and the facilities of a particular destination. They also want to know to ensure their destination is not dangerous, whether it is safe from a health perspective and if it is going to be an enjoyable experience. By using different promotional tools, marketers try and influence the potential tourists' in favor of a particular destination in order to generate interest in visiting the location.

To promote Namibia as a tourism destination the country must have something to attract potential visitors, and the infrastructure linked to tourism must be set up so that they can arrive there safely and comfortably. Once there, the visitors must be able to stay in accommodations that are acceptable and in an atmosphere that feels relaxed. Without these basics, they will not be able to enjoy the destination, whether there for business or pleasure.

Research for this paper was conducted from both a theoretical and an empirical point of view. The research data was obtained through interviews with tour operators, travel agents, Namibian Ministry of Environment and Tourism and existing literature for development of tourism in the country. The results from the research show that there is still limited funding and investment in the tourism sector, until it is recognized that tourism can play a significant role in economic development, the situation will not change.

Key words, Development, Namibia, Promotion, Sustainability & Tourism

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List of acronyms

ATA: Africa Travel Association

DEA: Directorate Environment Affairs

ECA: Economic Commission for Africa

EMA: Environment Management Act

GDP: Gross Domestic Product

GNP: Gross National Products

MET: Ministry of Environment and Tourism

NACOBTA: Namibia Community Based Tourism Assistance Trust

NDP2: Second National Development Plan

RETOSA: Regional Tourism Organization of Southern Africa

SADC: Southern African Development Community

SPAN: Strengthening the Protected Area Network

SWAPO: South West African People's Organization

TAN: Tourist Guide Association of Namibia

TFCA: Transfrontier Conservation Area

UNDP: United Nation Development Program

UNWTOS: United Nations World Tourism Organization

WTTC: World Travel and Tourism Council

WTO: World Tourism Organization

1 Introduction

Our beautiful country does not attract tourists to anywhere near the same extent as some of our neighbours in spite of having many of the same and even more attractions. This has a significant effect on our economy. We should be able to dramatically increase foreign currencies brought into Namibia and bring employment to a very large number of people who so desperately need work. The aim is to find out why this is and gather opinions and make recommendations as to what can be done to remedy this situation.

Telfer and Sharpley, in their paper “Tourism and Development in the developing World” (2008), have introduced the concept of tourism-development which refers to cases where tourism is used as a means of stimulating social and economic growth. It has been found that development often fails to become visible or benefits only certain more affluent people yet comes at a significant cost to all local communities.

International tourism is a highly distinct sector that necessitates detailed knowledge of each country’s interest and what factors will encourage tourists to travel abroad. National local tourists, of course, already have knowledge of their own standard of living and may, consequently, be easier to satisfy. It is well known that many people will never travel unless their normal standard of living and luxury needs are met or exceeded at the destination. Tourism is often just considered as a leisure activity that is influenced by the tourists socio-cultural background, making it socially patterned. It is supported by a diverse, multi-sectored industry that is largely dependent upon the physical, social and cultural attributes of the destination.

Promotion includes the dissemination of information on travel and tourism-related products and services. It plays an important element in marketing any product or service but particularly so for the travel industry where it is vital that tourists, whether going for business or pleasure, know in advance about the attractions and the facilities of a particular destination. Poor quality of promotional materials, as well as the inability to distribute them, creates a negative image to the potential tourists and may result in their not looking any further into said destination. Many are accustomed to glossy color brochures, posters and even videos or movies to entice them.

Promotional material from Africa countries, particularly Kenya, is seen around the World and creates an image of vast wilderness and magnificent animals that can be seen by travelers. Another example is Finland which is known as a beautiful country, cold but with nice friendly people and a love of winter sports. Most people, when asked about Namibia, have not even heard of the country and know nothing about what it has to offer them. It has not been promoted yet has so much to offer.

Developing and promoting tourism requires a strategy which includes significant government and private investment. A well considered strategy will support development, promotion and marketing of responsible and sustainable tourism as well as encourage strong partnership between the public and private sector.

1.1 Thesis Structure

This thesis is presented in seven chapters. Chapter 1 Introduction, describes the research topic, provides some information about Namibia as a country, its current tourist activities and its potential for development. It broadly outlines the research challenges and states the research aim and preliminary investigation objectives.

Chapter 2 Tourism Overview, Provides information on the current state of tourism, history of the country, the geographic regions, tourist attractions and the potential for future development of tourism.

Chapter 3 Promotional Activities Used in Namibia Tourism Marketing, this chapter considers some of the ways tourism is promoted in the country and some of the challenges in areas that have been improved for promotion. How tourism is promoted, and budgets are considered in this chapter as well as how promotional activities could be changed to benefit the development of sustainable tourism.

Chapter 4 Sustainable Development of Tourism, this concept needs to be understood by the country and its importance made clear to the inhabitants, many of whom live in the rural areas and are poorly educated. Kenya is first introduced as an example of how these changes can be made.

Chapter 5 Opportunity and Constraints on Poverty Reduction, this expands on the previous topic and explains further how people need to be educated to the fact that tourism can be an enormous factor in easing poverty. The biggest constraint is that most people have never had any exposure to foreign visitors.

Chapter 6 Research Method discusses how the data was collected, the questions that were asked and how they were analyzed. It describes the research methodology employed throughout this thesis. It amplifies the research aim and introduces the final objectives, considers the research plan, explains why this particular type of investigation was utilized, the sampling strategy, the data collocation and the research limitations. An analysis of the research findings is presented, commenting on the responses gathered through the interviews.

The chapter 7 provides conclusions and suggestions for the further research on topics that have been covered, but which have created further questions to be answered.

2 Tourism overview

Tourism is a leisure activity that is influenced by tourists' socio-cultural background, making it socially patterned. Among many definitions one is: "the temporary short term movement of people to destinations outside the places where they normally live and work". Another, as proposed by the League of Nations in 1937 described a tourist as one who travels for 24 hours or more outside their normal country of residence. According to Sharpley (2009, 149), tourism is an inherent part of the processes of production and consumption aiming at economic profits inherent in modern private enterprise. To attract tourists, consideration must be given to all activities during their stay such as day visits and longer excursions. It includes those travelling for business as well as those do travelling for pleasure, for health reasons or for other purposes. (Holloway and Taylor 2006, 5.)

Holloway's and Taylor's paper also introduced the Excursionist as someone who stays in a destination for longer periods of time (Sharpley 2008, 21 and Cornelissen 2005, 77). International Tourism has a different set of requirements that are covered later in this paper. Sharpley (2002b, 23) lists a number of characteristics related to International Tourism. It is supported by a diverse, multi-sectored industry largely dependent upon the physical (i.e. facilities), social and cultural attributes of the destination. Such tourism can be conceptualized as an International process of modification and consumption involving flows of people, capital, images and cultures. (Meethan 2001, 4.)

Over the past half century, tourism has evolved into one of the world's most powerful socio-economic forces, with 924 million tourists, in 2008, travelling around the globe and an expected 1.6 billion travelling by 2020 (Sharpley and Telfer 2008, 1 and UNWTO 2009). The high increase is closely related to growing global communication, easing of travel restrictions, better international transport (road, rail and air) as well as the growth of the, so called, middle class with more money to spend on leisure. These changes and other improvements have resulted in lower costs and time required to move, not just people, but also merchandise and other support requirements; there is an ever increasing need for International tourism industry to support capitalist economies. (Hall 2008, 36-49.)

Telfer and Sharpley in their title *Tourism and the Developing World* (2008) have introduced the concept of tourism-development which refers to tourism being used as a means of stimu-

lating social and economic development. It points out that development often fails to become visible to those in the local community who pay for it at significant cost or benefits only the local elites. Trying to quantify the benefit of tourism to the affected local communities is highly difficult and often not self-evident. (Gössling and Hall 2009, 113.)

2.1 Tourism in Africa

Tourism in Africa can be traced back to the Roman era in Egypt. They went to see Thebe and Sepulcher; the Valley of the Kings, and the Valley of Queens among other places. Muslim and Christian missionaries also took trips in Sub Saharan Africa to help and to try to convert the native population to their beliefs. It was not until the colonial time that interest rose in nature based tourism starting the trend of safaris in the South East part of Africa. Shortly after, importance became focused on the preservation and management of cultural heritage which started to be realized as an increasing number of tourists arrived, visiting heritage attractions. Where they talked about Synchronization of global and regional issues, the challenges, and practice related to cultural heritage and tourism, specifically in less -developed nations like Namibia. (Dallen and Nyaupane 2009, 170-17.)

The historical, geographical and cultural range of Africa has the massive economic development potential of using tourism as a tool for diversification away from the traditional basic means of survival such as sustenance farming. The area remains, arguably one of the poorest in the world in economic and individual development. According to World Bank (2007) and UNDP (2009) Sub Sahara Africa was ranked as the world's poorest area taking into consideration the personal income, gross national product (GNP) low literacy rates, high child death rates and fairly short time of living expectancy.(World Bank 2007.)

On the other hand, the region has some of the fastest population growing rates in the world; it is doubling every twenty to twenty five years. In addition, there are continual political issues resulting in long drawn-out public confrontations, military interventions and rampant corruption. This political instability with destructive health and medical issues and natural disasters, seriously impeded economic development. It is well know that tourism can contribute considerably to sustainable economic development and can have a positive impact in most African countries. Sustainable tourism which has been supported by local population has already been shown to reduce poverty in developing countries. The main aim of the UNWTO's agenda is to encourage sustainable tourism thereby reducing poverty while supporting community based tourism development missions that respect the environment and benefit the most disadvantaged of habitants. (UNWTO 2008.)

Over the past half century, tourism has developed into one of the world's most powerful, and sometimes most controversial, social economic forces. As more and more people have the financial means and the independence to travel, tourism has grown significantly. This has caused enormous challenges for developing countries who, most instead of fixing the cause of their underdevelopment, must adapt to standards that they are not familiar with to attract tourists. It is also important to recognize that there is a massive diversity between the countries that are in the so-called developing world as there are major historical, geographical, economic, political and social culture characteristics and infrastructure differences between them. This inevitably affects each country's level or rate of development potential and ability to move to the next phase. Developing countries are typically classified according to national and per capita revenue. (Sharpley and Telfer 2008, 3-8.)

Sub Sahara Africa's tourism industry has a very long way to go to be competitive with other tourist destinations. This can attributed to the need to update basic transport network, the need to establish common business strategies as well as increase the level of manufacturing development. Some African countries have identified tourism as an area for expansion to attract foreign currency and enhance their economic position; this has been most obvious in Southern Africa, particularly the Islands of the Indian Ocean. (Boniface and Cooper 2009, 451.)

2.2 Tourism and Product in Namibia

Tourism in Namibia is already a major industry, contributing N\$7.2 billion to the country's gross domestic product. Annually, nearly one million travelers visit the country, with roughly one in three coming from South Africa, German, United Kingdom, then Italy and finally France. The country is among the prime destinations in Africa and is known for ecotourism which features Namibia's extensive wildlife. In December 2010, Lonely Planet named Namibia 5th Best Tourist Destination in the World in terms of value. Tourism is inherently an economic activity and accordingly, the Namibian government perceives tourism primarily as a trade and export commodity which is expected to bring revenue. The current tourism policy is part of the Third National Development Plan. So the government has a strong interest in earning foreign exchange from tourism and in realizing its potential as a major contributor to Namibia's economic growth. (Ministry of Environment and Tourism 2008.)

The tourism product consists of the principal resources that Namibia has to offer. These collectively contribute to every aspect of the tourism experience, from the time the tourist decides to travel until his return home. The most numerous types of assets are sun, sea, and sand, reefs for snorkeling and diving, wildlife for safari tourism, mountains, rivers, forests and valleys for nature, scenic and adventure tourism, cultural assets a living heritage ex-

pressed in distinctive local customs, song, dance, art, handicrafts, etc, and museums. These all reflect the local cultural heritage and are viewed as part of a wider international heritage (Holloway and Taylor 2009, 9). The tourism product, however, is broader than just the destination's tourism assets. It includes transport to and from the country, on to the final destination; hotels or other accommodation, restaurants and other types of food service. Tour services must link the various components of a trip, such as excursions to national parks and city tours. The attractiveness and, therefore, competitiveness, of the tourism product will depend on the quality and accessibility of the infrastructure as well as the way in which the natural and cultural resources are managed and preserved. In all but remote areas the tourist must have access to banking, telecommunication and medical services. Another essential element of the tourism product is physical security and access to appropriate health services. (World Bank 2013.)

The tourist experience at the destination goes beyond the wide array of tourism services provided directly to them. Tourists often come in contact with various officials starting with local Customs and Immigration, so their overall memory of their trip can be affected by the attitudes and behavior of these officials. Several countries, particularly Namibia, have undertaken awareness campaigns about the value of tourism to the economy to counter such attitudes and to ensure that all concerned understand that tourism can bring considerable benefits to a country, particularly through the jobs on which the local population depends. No one provider within the destination country controls all the components of the tourism product. (Seaton and Bennett 2004, 140-146.)

Tourism inevitably increases the demand for various services, which will, in turn, stimulate employment and increase the circulation of money at national and local levels. Such services include accommodation, restaurants, transport, entertainment and financial services. (Dubresson and Graete 2001, 54.)

While considering tourism in Namibia it is important to look at the financial position of the country and their allocation of financial resources. Following the recent global recession in 2009 Namibia's growth rate was 0.7 per cent; the estimated growth rate for 2014 is 4.2 per cent (World Bank 2013). Namibia claims to have pro-poor economic growth where development in the rural areas is given high priority and specific attention is paid to poverty, unemployment and persisting disparities (Republic of Namibia 2008). However, as Thirlwall, Midgley, Hughes, Bomhard, Drew and Rutherford 2002, 151 states: economic growth does not necessarily mean economic or social development. For example, a study of the last 15 national budget allocations reveals that more resources have been allocated to defense, security and intelligence, whereas finance for education, health and housing has declined. (Mbai and Sherbourne 2004, 32.)

According to (Melber 2005, 115), despite the praise given by international financial institutions and foreign investors for Namibia's attractive and competitive tax system, it has failed to persuade redistribution of wealth in a meaningful way. In the 2009/10 budget, education received the largest share of public spending, which was 21.3 percent; spending on social security has increased in the form of pensions, child welfare grants and a government medical scheme (Sherbourne 2009, 46). Considering the fragile state of the economy it is understandable that development of the tourist industry is given low priority.

Tourism in Namibia is driven by both the public and private sector, so private enterprises are expected to play a key role in enhancing economic growth. They are responsible for the country's economy which is based mainly on export-oriented primary sector activities such as mining, fisheries, commercial agriculture and a fast growing service sector. However, the Namibian economy also consists of a large informal sector and a reliance on subsistence agriculture. (Hansohm 2000, Republic of Namibia 2008, 57.)

The economic importance of the informal sector, especially in many developing countries, is usually omitted from official economic calculations (Ulvila and Pasanen 2009, 33-48). The informal sector, in a normal economy is that part of an economy that is not taxed, monitored by a form of government or included in any gross national product, unlike the formal economy. This applies also to Namibia where the informal sector is undervalued, although there is a rapid increase in small enterprises (Dahl and Mohamed 2002, 69). For example, community-based tourism such as craft production has significant local economic importance, even though it is characterized as representative of the informal sector.

2.3 History of Namibia

The earliest settlers to the area were the San, believed to have lived there for more than 30 000 years (Orjala 2004, 63). Other early settlement groups included the Khoikhoi and Damara groups. The Bantu expansion involved the spreading of new Bantu speaking groups such as the Herero in the Western and the Owambo in the Northern parts of Namibia. (Orjala 2004, 70). "Europeans became interested in Namibia during the 18th and 19th centuries as the process of Africa's colonization intensified. Germany was given official control over German South-West Africa, as it was then called, at the Congress of Berlin in 1884. From as early as 1905 racial segregation was officially established and this laid the foundations for the colonialist class divisions of Namibian society, in which the black Namibians were used as labour force in the farms, mines and other sectors." (Melber 2000, 37.)

75 percent of the land was sold to the Europeans. This led to anticolonial resistance. The dispossessed Africans were brutally crushed and resulting in the deaths of 80 percent of all Hereros and 50 percent of all Namas (Jauch, Edwards and Cupido. 2009, 4). Germany lost its colonial power over German South West Africa at the Peace Treaty of Versailles in 1919. The Principal Allied and Associated Forces transferred 33 mandatory powers to South Africa, an arrangement finally approved by the League of Nations.

The South West Africans continued the process of establishing ethnic homelands, started by the Germans, offering large bribes to local authorities in the peripheral areas while conquering more productive land for new white South African settlers (Du Pisani 2000, 55). The apartheid policy was officially introduced into South Africa in 1948 and it was similarly extended to Namibia (Frayne 2000, 54 & Jauch et al. 2009, 6). According to Andreasson (2010, 22), apartheid constituted the codification, expansion and intensifying of existing racially discriminatory legislation in South West Africa. The general wave of liberation struggle and shifts to independence of former colonies from the end of the Second World War until the 1960s led eventually to increasing resistance to South African rule among the Namibians.

Meanwhile, South Africa tightened its rule over Namibia, contrary to the demands of the United Nations. In 1960 the South West African People's Organization (SWAPO) was established with the ultimate objective of achieving Namibian independence. In 1966 SWAPO made a commitment to wage an armed struggle against South Africa's occupation. This was executed from 1971 onwards by SWAPO's armed wing, the People's Liberation Army of Namibia and the war lasted for more than 20 years. (Leys and Saul 1995, 1-18.)

As a result of its liberation struggle SWAPO attracted large scale support throughout Namibia both before and after independence, although critics have pointed to undemocratic and inhuman practices within the organization (Saul 2005, 105 and Trewhela 2009, 50). Namibia gained its independence on March 21, 1990 after more than a century of brutal colonialism and decades of destructive, repressive apartheid policies Namibia inherited a racially unequal and distorted economy together with a population suffering from a critical shortage of skills and severe unemployment. (Jauch, Edwards and Cupido. 2009, 164.)

According to Tapscott (2001, 307), Namibia has displayed the characteristics of neo-colonialist states elsewhere in Africa, including continued economic dependence on its former colonizers, accelerated social differentiation amongst the formerly subordinated population, the arrogation of power by a newly emergent elite, the erosion of civil liberties and growing corruption in the public sector. It is classified as a middle income country but as a result of economics injustice of apartheid, Namibia has one of the highest income disparities in the world.

Although SWAPO openly adopted socialist principles during the liberation struggle, independence coincided with the ascendancy of the neoliberal governance model which became the prerequisite for international (Winterfeldt 2007, 67). Therefore, Namibia adopted capitalist development that emphasized the role of the private sector in promoting economic growth and the creation of an enticing environment for foreign investment. (Lamb 2007, 152-173.)

2.4 Geography of Namibia

Namibia is located in South-West Africa which forms the broader geographical content of the study. It is a country not only rich in natural resources, it has an abundance of extraordinarily beautiful, wilderness and wildlife; it is a desert country, sparsely populated, of stark beauty with one of the world's wildest coastlines and a wide variety of proud, culturally diverse tribes. The country borders Angola, Zambia, Botswana and South Africa (see figure map one). It is 825 000 km square in size with a population of approximately 2.2 million. The climate is dry due to the country's south-western position on the African continent and proximity to the equator. The country is influenced by the Subtropical High Pressure Zone, within which air becomes hotter and drier as it reaches lower levels, leading to a lack of water in the atmosphere. (Mendelsohn, Jarvis, Robert and Robertson 2002, 70.)

The cold Benguela Current cools the air to the extent that it cannot generate rain-bearing clouds on the coast; the moisture forms only fog and low clouds instead. Due to the dry climate, the only permanently flowing rivers are located at international boundaries, while all rivers originating within the Namibian borders are eternal. Most of the land is covered by shallow soils and the levels of nutrients in the soils are low. This implies that fertile agricultural land suitable for crop growing is found mainly along the northern perennial rivers where the great majority of the rural population lives on non-surveyed or unfenced land. The rest of the country is suitable mainly for keeping cattle and small livestock. About 44 percent of the land is commercial, surveyed and fenced freehold land, which is principally owned by about 4000 white farmers who produce beef that is also used for export. Other major sectors of the Namibian economy include mining; particularly diamonds, uranium, gold and copper. (Melber 2005, 306-321 and Jauch, Edward & Cupido. 2009, 23.)

Some of the literature referred to in this thesis applies only to countries neighboring Namibia in the south and the east of Africa. This includes all countries which are members of the Southern Africa Development Community (SADC). Namibia promotes regional cooperation with the all the SADC countries and therefore the rest of the study, apart from the National World Tourism Statistics, refers to SADC countries, excluding Tanzania which is geographically part

of eastern Africa and the Democratic Republic of Congo which can be regarded representing Central Africa. (World Bank 2009.)



2.4.1 Map of Namibia 2013.

The southern African countries share certain common constraints that affect tourism development in the regions. There is the lack of adequate infrastructure such as transportation, water supply and energy. There are only a few national airlines that are capable of competing with international airlines on intercontinental routes. There is a lack of quality service due to a shortage of skilled and experienced personnel, which is a direct result of inadequate training facilities. In addition, security and safety are concerns which certainly influence both investors and tourists. (Cleverdon 2002, 17-24, Gerosa 2003, 27 and Rogerson 2009, 21-41.)

2.5 Seasonal Climate of Namibia

Most of Namibia is classified as dry to semi-dry, temperature ranges widely from hot to very cold depending on the height of the land above sea level and the month. From April to September in the dry season it is generally cool pleasant, clear and dry, temperatures average around 25 degrees Celsius during the day, but nights are much colder. There is a short rainy season from December to March; it can be heavy and extended in the northern regions of Owamboland and Caprivi. The further South West you go, the drier it becomes, with many southern regions of the Kalahari and the whole of the coastal Namibia desert receiving no rainfall at all some years. In the rainy season temperatures occasionally reach 40 degrees Celsius and sometimes with high humidity in the north. January is midsummer, and then it is hot

and fairly damp with an average temperature around 25-35 degree Celsius and an average minimum around 10-20 degree Celsius. (McIntyre 2007, 16.)

2.6 The role of tourism in the Namibia Economy

Tourism is the country's 3rd largest foreign exchange earner and is one of the fastest growing industries in Namibia. The tourism sector contributes one of the world's largest relative percentages to GDP, similar to other countries like South Africa, Tanzania, and Kenya. Tourism charges that are applied to protected areas (for example, in the form of park fees, accommodation and trips) are conservatively estimated to account for about N\$ 1-2 billion, or 3.1-6.3 percent of Namibia's Growth Domestic Product (GDP) GDP 2004. Other contributions come from the direct sale of wildlife through trade, legal hunting, and wildlife consumption. (Ministry of Environment & Tourism 2014.)

The Namibian economy is primarily driven by the country's natural resources, mining (especially diamonds), fishing, agriculture, manufacturing (meat, fish, and other food processing), and then tourism. There is a need to reduce the heavy dependence on mineral resources by diversifying the economy through tourism. As a largely arid, semi-dry country and one of the driest countries in Sub-Saharan Africa, Namibia's economic sectors may suffer from accelerating climate change. Sustainable management of natural resources which is slowly gaining interest, directly and positively affects both the national and local economy as well as the local, national, and global environment. The nature-based tourism sector contributed 7.8 percent to Namibia's Growth Domestic Product (GDP) 2003 which he shows that the sector plays an important role in national development. (Nepru 2010, 5.)

The tourism sector does contribute to job generation and improved livelihoods in rural areas but only to a fraction of it is potential. The majorities of jobs generated in this sector originate from services (accommodations, restaurants, and tour safari operations) and accounted for 6.2 percent of total Namibian employment in 2004. Given that the majority of tourism establishments are in rural areas, the sector has an impact on rural employment and rural poverty. In addition, it is estimated that around 21 percent of trophy hunting income goes to the Government and some 40 percent to low-income earners and communal land communities. (World Bank 2009.)

The economic progress of post-colonial Namibia compares well with that of other SADC countries with per capita income of around US\$2, 000; Namibia is classified as a middle income country (Jauch Edwards and Cupido. 2009, 38). Reconciliation and nation-building became a priority project designed to incorporate previously oppositional elites or upper class into the dominant political and economic structures of the society but neither project was anchored

on justice and neither transformed the society in ways that would benefit the citizenry as a whole . (Du Pisani 2004, 49-76.)

So, 24 years after independence, Namibia is still characterized by inequalities in race, gender, class, ethnicity and developmental aid. The vision of a liberated independent economy has not happened. (Jauch et al. 2009, 35.)

2.7 Importance of tourism in Namibia

Notwithstanding that there is a need for so much development; tourism is one of the most important generators of revenue for the country. In terms of resources it can compete readily with other South African countries. Namibia has shown sustained growth globally and particularly in this region. However, to attract tourists to those resources many things need to be improved. The government supports the development of tourism primarily in the area and regions where there is no other significant economic activity. For example Mountains areas where tourism is the only possible potential for economic growth and agriculture has been the main source of income until now. (Ratz and puczko 2002, 141.)

In order for the Namibia tourism sector to continue to grow and be competitive, there must be a thorough understanding of its tourism sector and to know its true potential. The government and all stakeholders need to have reliable, up-date and comprehensive information to provide to foreign visitors. The local population also needs to be better educated on the foreign visitors as well so there is an understanding of their needs, traditions, dietary requirements and religious beliefs. Statistics need to be kept so that they know how many tourists visited the country, from which counties they came, the purpose of their visits, what they like and did not like, and the point method of entry and how long they stayed in the country. It should not only include foreign tourists arriving for longer visits, but same-day visitors and returning residents. Their personal profiles including age, sex, traveling alone or with families would also be very valuable. The statistics can provide useful data for investment, and planning tourism development. (Namibian Tourism 2014.)

The total number of foreign arrivals to Namibia in 2011 was 1,218,234 a growth of 3.4% compared to 2010. The tourist arrival to Namibia was 1,027,229 in 2011 and grew by 4.4% compared to 2010. However, growth was positive only for the total number of tourists coming from African countries to Namibia with 9.8%, while it was negative for overseas tourist arrivals (-10 %). A decrease of 11.2% for those coming from Europe, 0% growth from North America and a decrease of 9.0% for the tourist arrivals from other non-African countries. (Namibian Tourism 2014.)

The majority of tourists was from Angola and entered through the Northern border posts (30.8%). The second most used border post was Hosea Kutako International Airport (23.9%) as this is the most common entry point for overseas visitors. In 2011, the intended length of stay of tourist arrivals to Namibia was 17 days declining by 2 days compared to 2010. The majority of tourists from other parts of Africa stayed between 22 and 365 days while those from overseas stayed in Namibia between 8 and 14 days most of these were of course for reasons of leisure while many of the African visitors came not just for leisure but also for business or to seek employment. The most commonly used mode of entry was by road (71%) due to the large number of tourists coming from Angola and South Africa who prefer to use ground transportation. (Namibian Tourism 2014.)

2.8 Tourist attractions in Namibia

Namibia is a country of dry land; it's rough and full of contrasts. Some would find these features quite boring whereas others are attracted by the fact that it is unspoiled, it has natural beauty, untouched by the commercialism associated with so many venues around the world (for example the pyramids in Egypt, the Tower of London, and Niagara Falls in Canada). This is a destination for those who want to enjoy nature, magnificent landscapes, spectacular sand dunes and the wildlife and all at a reasonable price. The attractions type can be categorized as famous buildings, National parks and a chance to experience local culture, local food, and the numerous forms of recreation, relaxation, entertainment and education. The challenges in identifying the attractions sector further complicated definitions of tourism industry. (Lew, Hall and Timothy 2008, 25-26.)

Namibia's major tourist attractions are understandably its landscape, scenery, wildlife and cultural diversity; it is responsible for 70 percent of total tourism revenue. Nature based tourism and protected areas are the country's most important tourist attractions (Turpie et al. 2004, 3, and Scholz 2009, 156). The first national parks were established by the German colonial authorities as early as 1907 (Ranta 2004 and Scholz 2009, 155). Today some 40 percent of Namibian land is under some form of natural resource management, consisting of state protected areas (16.5 percent), communal conservancies (16 percent), freehold conservancies and private reserves 6 percent, and community forests (0.8 percent). (Sproule and Denker 2010, 11.)

The most famous national parks include the northern Etosha National Park with its diverse wildlife, the coastal Namib- Naukluft Park featuring the Namib Desert and Sossusvlei Sand Dunes, the southern Fish River Canyon and the Skeleton Coast With the establishment of the new Dorob National Park covering the West Coast Recreational Area, excluding its towns, all

coastal parks have been merged into one large national park consisting of 10.7 million hectares. (Turpie et al. 2004, 3-8, and Scholz 2009, 156.)

The coastal park is called the Namib-Skeleton Coast National Park and it is estimated to be the eighth largest of all the protected areas in the world. There are also several national parks and game reserves in the Caprivi region. The ongoing donor funded project Strengthening the Protected Area Network (SPAN) aims to increase Namibia's protected areas by establishing new national parks and expanding smaller parks where feasible. Communal conservancies offer various tourism products including community based tourism, with several located outside the conservancies. This is a very specialized type of tourism whereby local residents who are often poor and from rural communities invite tourists to visit their communities and provide them with overnight accommodation. It has become very popular since it enables the tourist see how the local people live; experience their traditional cultures, rituals and way of life. (Tarr 2009, 5.)

3 Promotion activities used in Namibia for Tourism Marketing

The Namibian government is active in the promotion of tourism through marketing campaigns. Tourist commissions and agencies have the task of identifying potential target markets, considering the best method of attracting them and, once the selections have been made, providing assistance to them. In addition to encouraging visits by foreign travelers, tourism promotion agencies will also attempt to attract domestic tourists with marketing campaigns to encourage citizens to see their own country and not travel outside the national state of region tourism. It is obviously highly advantageous to get people to spend their money within the country and not take it outside. (Hall 2008, 150.)

According to (Moutinho 2011, 227-226) Promotion is an extensive range of competitive activities that is used to increase sales, attract and embrace customers. (Horne & Swarbrooke 2008, 128), have taken a slightly different spin on it where they define promotion as the role of communicating with individuals, groups, or organizations both directly and indirectly. They believe in the effectiveness of facilitating meetings of various kinds that will be informative and result in their audiences purchasing the product.

Promotional activities include advertising, public relations and customer-oriented sale promotion. These are adjusted primarily to facilitate the customers' availability and interest in the product. Frequently promotion materials will offer discount prices that of course affect the revenues from sales but most are more appropriately considered service-related overheads. The lower revenue can often be compensated by other charges that are not included in the initial package. The introduction of a new product will typically be accompanied by a number

of promotional activities with advertising directed at the end-buyers, point of sale materials for the retailer, training programmers and giving incentives for wholesalers or other intermediaries. These will be considered as overhead costs that can be allocated to that service specifically although no individual customer or sale that can be identified with those costs. (Moutinho 2011, 227-226.)

The role of promotion is to convince potential customers of the benefits of purchasing or using the product and service of a particular organization. If more services are introduced the organization will have more of these promotional activities to undertake and pay for (Horner and Swarbrooke 2008, 128). Some Promotional activities may not be associated with specific services that involve public relations that target of promotion of the total business. For example, a travel agency will want to promote the image of it as being professional, honest, and reliable and, usually offering good prices. In those cases the promotional activities would constitute part of the general sales and marketing overhead. "Orientation is the business of putting the customer first in everything the company does, and organizing all activities around the basic objective of delivering superior value. Accommodating customers and ensuring their satisfaction is an essential element of promotional strategy. Most companies will use marketing communication methods to seek the opinions of potential and existing customers through a series of steps before adopting a product or service. (Moutinho 2011, 227-226.)

3.1 Information and public relations

Information is increasingly a vital component in the tourism industry but it is important to distinguish the difference between information and promotion. Promotion includes advertising, personal selling, publicity and public relation. Advertising can play an important role in promotion to attract tourists to the specific destination. Maps, guidebooks, videos, tour guides, magazines articles, brochure and social media can be used to provide information about the destinations and attractions to the potential tourists. Nowadays, modern communication technology like the internet and e-business can be used to promote tourism and its related products and services. (Horner and Swarbrooke 2008, 127.)

Establishing good public relations with business or personal contact is essential. This will result in receiving favorable publicity, building a good corporate image, and fending off anything which promotes less than a favorable image. Public relations can be improved by several methods such as establishing relationship with press agencies, creating and placing newsworthy information in the new media to promote a new product or service. These activities can do much for how the organization is perceived in the local community. Maintain good relations with lobbyist and government officials can also be very useful and influence legislations and regulations.

It is critically important that strong relationships are maintained with investors and shareholders in the financial community. Lastly the maintenance of strong public relations with donors or members of nonprofit organizations can also positively influence the image and result in financial or volunteer support. Public relations are used to promote product people place ideals activities, organizations and even the image of a nation. (Kotler and Armstrong 2008, 441.)

3.2 Factors promoting tourism in Namibia

Tourism is a vital economic sector being promoted by virtually all larger cities in the country. There are two principal constituents of local tourism strategies that are weak within the country: Firstly, there must be a method to communicate to the public by means of publicity that they have access to and will be receptive to. Secondly, it is essential that the target location is well-organized and projects an image that will be of interest to any potential traveler. The Country and local community has to invest in a very detailed and often, costly infrastructure to support tourism. (Fainstein and Campbell 2011, 247.)

3.3 Transport

The development of infrastructure including transport can be both a precondition and a consequence to the development of tourism. However a region must have at least a basic transportation system in order to be able to start tourism development. On the other hand, income from tourism will contribute to infrastructure development as well. As the destination develops, pressure increases on the local government to expand and improve the infrastructure. Such improvements will normally include the development of transportation (Construction of roads, airports, railways) and the enhancement of energy facilities (as development may necessitate a lot more electrical power). In addition the development of social institutions such as schools, accommodation and health service facilities. (Ratzs and Puczko 2002, 141.)

A really good example for travel challenges in the country is to try getting to Kunene. It can only be reached by driving six hours over very rough roads with no places to refuel or get food. There is no train or other means to get there. It is in the mountains and most inaccessible. Its dryness significantly hinders agriculture. But it is one of the most beautiful areas on earth and popular with those tourists who are really prepared to travel without the luxuries of home. Unfortunately, this applies to most of the attractive locations in Namibia.

3.4 Hospitality and Accommodation

The hospitality industry encompasses a broad range of businesses each of which is dedicated to the service of people many of whom are away from home. Today career opportunities are available in many different areas of the hospitality and tourism field. (Chon and Maier 2009, 6.)

Hospitality implies providing a service rather than selling a manufactured product; it has been said that anyone involved with the hospitality industry needs to remain high touch rather than high tech. However, the influence of technological advancement sometimes offers alternative ways of service delivery transaction based on technological innovation. (Conrady and Buck 2010, 150.)

The ongoing wave of technological advancement will offer challenges and opportunities for the future leaders in hospitality. Fulfilling guests' needs and expectations is of course the ultimate goal but sometimes an innovative person or organization will introduce something different, convenient or cost effective that people are motivated to buy even though they did not know they wanted it until they saw it. This will often mean understanding what customers need, like, and sometimes their customer's culture. (Chon and Maier 2009, 400-405.) An example might be that instead of providing verbal or written instructions while referring to a map. The innovative individual might introduce the customer to current technology like Google maps or GPS.

Accommodation for tourists is a serious problem in Namibia. Those who are hardy enough to venture into Kunene and the Oshana regions can visit Estosha Park which is the best known national Park for safaris in the country. It can compete with anything that Kenya has to offer for viewing wildlife but there are only three lodges available that provide very basic accommodation. They have a very bad reputation for being poorly maintained, poorly constructed and operated very poorly. There are no hotels, no swimming pools or other luxuries that Westerners would take for granted and expect. There is no Internet, no online booking and even information for many attractions is not available locally. Amazingly, foreign tourism companies employ people from their own country to escort them into this region and even produce their own brochures and other advertising material.

3.5 Wetland

Wetland is defined as an ecosystem that depends on constant or recurrent shallow inundation or saturation at or near the surface of the substrate. The basic characteristics of wetland are recurrent, sustained inundation or saturation at or near the surface and the presence of phys-

ical chemical and other biological features which result. Common characteristics of wetlands are hydric (water saturated) soils and hydrophytic (plants that will grow in water or a very damp environment) vegetation. These features will be present except where specific physico-chemical biotic or anthropogenic (something resulting from human activity) factors have removed them or prevented their development (National Research Council Staff 1995). However Braddock & Berntsen, 2007, state that wetlands are a transition area between aquatic and a terrestrial system where the water table is at or near the surface.

Coastal Wetlands is the area near the river mouth resulting in marshes and swamps. These have long been underestimated as a tourism target but are now getting the attention of developers. These areas are often important as natural defenses for larger bodies of water and protection for the environment of wildlife. The Ramsar Convention report emphasized that the world's wetlands are under threat resulting in many kinds of animals that are considered as endangered species. In many countries mangrove swamps have been destroyed to provide harbours and marinas or to expand the lucrative shrimp farming industry which thrives in these conditions. Elsewhere wetlands have been reclaimed for the building of airports, industry expansion and intensive agriculture. (Boniface & Cooper 2009, 47.)

There are many such wetlands in Namibia but there has been no attempt to preserve them in their natural beauty. They have been taken over by industrial development, mining, and marinas have been built in some of the more desirable locations. Because of this lack of attention there has been a degradation of the coastline, which in many areas is a result of them becoming dumping ground erosion caused by the sea. (Belda 2007, 148.)

3.6 Inland rural areas

For its size, Namibia's small population gives it one of the world's lowest population densities; approximately 60 percent of the population resides in inland rural areas and the remaining 40 percent in urban areas. There is practically no marine subsistence fishing in Namibia. This is fishing that is carried out primarily to feed the family and relatives of the person doing the fishing. The fishing industry presents numerous investment opportunities. In particular aquaculture (the farming of ocean and freshwater plants and animals) has the potential to have a positive effect on the Namibian economy particularly for local communities. However, this would necessitate a capital investment project which, with so many other priorities in the country is hard to substantiate. (World Bank 2009.)

There are rural areas where the water is pristine and offers an excellent resource for investors looking to start aquaculture development. If such a project is approved it would be targeted at areas of extreme poverty. It would promote jobs, provide food security and encour-

age economic growth. General confidence in the fishing industry is exceptionally high with domestic companies continuing to invest in the sector. (Belda 2007, 148.)

3.7 Coastal areas

The coastal areas in the Northern Cape, South Africa, and the border district with Namibia are rapidly changing. For many decades access to 90 percent of the coastline remained restricted due to diamond mining activities (See Figure 2 below). However, land based diamond deposits in the ancient coastal marine terraces are now becoming depleted, causing the major mining houses to begin to scale down their mining activities. This will result in the opening up of vast tracks of coastal areas for property uses other than mining. Downscaling by the diamond mining industry, the largest employer in the district is already having a dramatic effect on the livelihood of the population. (World Bank 2013.)

Typically the loss of one job translates to a loss of income for an entire family or extended family. Fortunately, alternative options are emerging through a number of development initiatives and planning processes. Activities in the coastal areas currently include livestock farming, agriculture, fishing and harvesting of living marine resources, agriculture, tourism and ecological preservation. All of these areas are likely to expand in a post-mining period. Careful and pro-active planning that involves all stakeholders is essential if the negative effects of downscaling are to be mitigated through the development of new opportunities and better utilization of the region's resources. (World Bank 2013.)

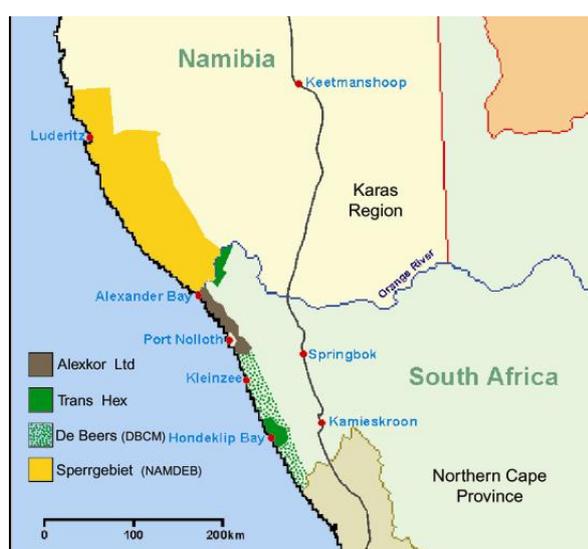


Figure 1: Coast area Map (World Bank 2013.)

3.8 Current Promotion situation in Namibia

Promotion includes dissemination of information on travel and tourism-related products and services and plays an important element of any marketing strategy. The tourism product or service is no exception. Tourists want to know in advance about the attractions and the facilities of a particular destination. They also want to know other related information for his/her visit to ensure it is safe and it is going to be an enjoyable experience. By using the different promotional tools, marketers try and influence the potential tourists' in favor of the sponsor's destination and thereby generate interest in visiting the location. (Holloway and Taylor 2006, 100.)

Although promotions of Namibia as a tourist destination already exist, it is behind that of developed countries and of many other African countries that have thriving tourist industries. This is mainly due to inadequate and ineffective promotional measures. As a result, there is no incentive for investors to improve or start businesses or services. Both the private and public tour operators of Namibia have financial constraints and cannot afford to invest the significant amount of money necessary for promotional purposes. As a result, their budgets do not allow them to come involved in international media which is essential for attracting foreign tourists. They can only depend on the local media which is totally inadequate for an industry where the location of the target market is diversified and located in many parts of the world. (Holloway & Taylor 2009, 91.)

In addition, the poor quality of promotional materials, as well as inability to distribute them, creates a perceived negative image to the potential tourists. Many are accustomed to glossy color brochures, poster and even movies to entice them. Not having these material means they often have to deal with the negative impact from the international media that adversely affects tourism in Namibia.

The first step would be to create a tourism growth and development strategy as well as tourism investment profile and promotion strategy. These strategies will support the development of promotional materials and a marketing plan outlining responsible and sustainable tourism and encourage strong partnerships between the public and private sector. It must determine the character of the type of tourism we wish to develop and promote in Namibia one that is based on the notion of high quality, low impact tourism taking into account the unique features of their tourism sub-sectors. The tourism investment strategy will help them to capitalize on the investment climate and opportunities provided by Namibia's political stability, safe environment as well as their comparative and competitive frame conditions such as well developed roads, infrastructure and telecommunications network. (Olivier De Sardin 2005, 87.)

Tourism is a cross-cutting sector and therefore regardless of sector, they have power to influence the climate for tourism in the country. The researcher therefore suggests that today the service provider of the tourism industry in the public sector and those in the private sectors join hands and assist the ministry of Environment and Tourism to successfully finalize these two strategies. Stakeholders should address without delay the lack of relevant and crucial skills and expertise in the tourism trade.

4 Sustainable tourism

Sustainable tourism is one of the fastest growing sectors of the tourism industry, increasing by about 30 percent each year. Essentially it strives to minimize the impact on the environment and resources so that tourism contributes to the economic and social development of the destination. Its Primary goal is to retain tourism industry businesses over a long period of time by means of education and protection of the environment. Local inhabitants at tourist destinations must learn and recognize the value of sustainability so that it is self-controlled and does not require constant oversight or regulatory control. They must make sure that the number of tourists visiting an area continues to increase while the local community and business prosper at the same rate. (Spilsbury 2011, 36.)

According to Woodside and Martin (2007, 472), sustainable tourism places emphasis on the environmental, social and economic considerations of the tourism sector. It means that tourism must be economically viable but does not destroy the resources on which its future depends. This applies especially to the physical environment, such as cleanliness, sanitation, facilities and the social fabric of the host community, so that its heritage, and traditional way of life and not impacted. In this way there is an acknowledgement that to be truly sustainable, the protection of the natural environment must be actively supported by the local communities and other communities which benefit and depend on it. Sustainable tourism by definition means long-term protections that ideally is passed from one generation to the next so all people share in the economic benefits and are therefore concerned and involved with that protection. There to be an appreciation of the value of tourism but to achieve this local people and communities in the host areas must have reasonable share in the economic benefits. (Ferreira 2003, 37-42.)

Sustainable tourism can be assured when the tourism sector is sympathetic to host environments and consideration shown to local inhabitants and vice versa. An increasing number of public agencies provide guidelines to reduce the negative impact of tourism. Even now there is ample evidence but there is no doubt that the future traveler will avoid destinations that are not environmentally friendly. Increasingly this will include concerns for basic infrastructure, general cleanliness, potable water, even electricity supply and communications for cell

phones and iPads are now important. Other factors such as biodiversity and changes in land use will be watched with added interest. Already we are seeing some destinations affected by climate change with rising sea levels creating problems for coastal resorts. Erosion of the ozone layer may modify the traditional beach holiday locations. As a result tourists will likely move to less volatile weather conditions globally which will almost certainly affect the profitability of some locations. (Boniface and Cooper 2009, 123.)

4.1 Sustainable development through tourism

Sustainable tourism manages to embrace the developmental and sustainability objectives of its parental paradigm. According to Sharpley (2009, 70), the development objectives of sustainable development include improvement of quality of life for all people, satisfaction of basic needs, self-reliance and endogenous development. However, due to the scale and structure of the tourism production system and its inherent unequal power relations, as well as western dominance of tourism development planning and policy, there tends to be low compatibility between tourism and development. (Sharpley 2009, 74.)

Similarly, (Liburd 2010, 6), remarks that tourism may run counter to other sustainable development initiatives, for example through the industry's low-skill, low-wage structures and long working hours. Furthermore, tourism is inherently dependent on several external factors which may affect the demand for tourism and this prevents tourism from enhancing endogenous development. On the other hand, the community-based and participatory approaches have the potential to promote endogenous development and cater for the basic needs as defined in a local perspective. (Sharpley 2000, 12 and Saarinen 2009, 83.)

This distinguishes between tourism as a promoter of sustainable development on the one hand and ecologically sustainable tourism on the other hand. The former focuses on the role of tourism in economic and social development in the Namibian perspective. The aim is to find out how sustainable development is embraced in tourism planning and policies and how such principles are reflected in the empirical material. This is related to the applicability of tourism as a development strategy in Namibia. The aspect of tourism and ecological sustainability is considered in relation to sustainable utilization of natural resources and environmental sustainability of tourism in Namibia from the perspective of the studied enterprises. However, the underlying definition of sustainable tourism in this study is not restricted only to ecological sustainability but involves a more holistic approach and regards socially responsible aspects of tourism as equally significant. Therefore a development-centric definition of sustainable tourism is embraced. (Sharpley 2009, 74-76.)

4.2 Challenges and impact facing tourism in Namibia

The country faces a number of environmental challenges, many related to Namibia being the driest country in Sub-Saharan Africa. The country has a multitude of environmental issues to contend with including: the scarcity of freshwater, River/Lake degradation, land degradation and desertification; deforestation, coastal and marine degradation; abandoned mines, urban waste and water related pollution. Namibia is highly vulnerable to climate variability and change, with prolonged droughts and frequent floods causing serious problems throughout the country. The country is further exposed to a large number of internal factors which the Ministry of Environment and Tourism (MET's) have to contend with. There are very few resources available to address and train those involved in local, regional, and the national government to learn conservation and environmental management. (Namibian Tourism 2014.)

There is a continuing increase in the urban population which puts added strain on the country's financial resources. There is increased need to support industrial investments in parts of the country to reduce the high level of unemployment and increasing inter-sectoral challenges under a growth-oriented development agenda, related to tourism, mining, fishery, transport (Air Namibia), wildlife resorts and agriculture. This thesis has identified the need for a strategic increase of financial resources, and an improved efficiency of investments in the sector to improve its contribution to the national economy and the Vision 2030 goals. (Namibian Tourism 2014.)

While, MET succeeded in achieving several milestones under Namibia's Second National Development Plan (NDP2), the Ministry's role has not lived up to expectations. In particular the area related to environmental management and environmental impact assessment has been extremely disappointing. Over the past few years, the Ministry experienced substantial delays with advancing key legislative pieces such as the Environmental Management Act (EMA), the Pollution Control and Waste Management Acts, and the Parks, and Wildlife Management Bills. A milestone was passing the EMA in 2007, which provided for a strong regulatory role for MET. The implementation of the EMA is now the Ministry's priority and one of its key challenges. It requires institutional changes at central and regional levels, significant capacity building and assuming of responsibility at the level of the Ministry's Directorate of Environmental Affairs (DEA). It highlights the need for proven and efficient cross-spectral coordination on environmental issues within the Government. (Ministry of Environment and Tourism 2014.)

The study concludes that, as in the case of other southern African countries, in order to promote sustainable development and reduce poverty, Namibia should not only target tourism growth but pay attention to who benefits from that growth and how. From a political eco-

conomic point of view, it is important that infrastructure development and natural resource management challenges are addressed equally in the planning of tourism. Such an approach will help the majority of Namibians to enjoy the benefits of increasing tourism in the country. Determining the impact of tourism nationally is complex since, just like any other industry, the benefits are very often local and primarily have impact on those businesses attracted to that area. Benefits can be measured in four distinct ways by looking at the effect on local income, local employment, the regional, and the national balance of payments and on investment and development costs to achieve support them. (Holloway and Taylor 2006, 101.)

The impact of tourism in Namibia or anywhere else can be positive or negative, depending upon who is being asked the question. If, for example, a hotel is built in an area where there is currently little tourism activity, it is most likely that it will result in positive comments by the owner and people in that locality that are able to be employed directly or are otherwise positively affected by the impact on their own businesses or lives. (Mason 2008, 36.)

Conversely, (and this is particularly evident in Namibia) others may say that although jobs will be created, they will only be part time, unskilled, semi-skilled, poorly paid, lack a career structure as well as taking people away from traditional forms of employment which, in this case generally means farming or mining. They would claim that it has a negative impact particularly locally since there will likely be other spinoff effects of tourism including an increase in the price of land, houses and even food; this becomes particularly evident during the tourist season. (Mason 2008, 37.)

It is surprising how actions which are seen as simple and positive might be seen differently when viewed by observers. One observer might take a positive view and suggest that the creating of a footpath through a national park to cater for tourists can be viewed as a way of ensuring they follow specific routes and therefore limit environmental damage. There will be revenue generated from visits to the sites and revenue generated to restore and maintain the attractions. The path could demonstrate to visitors the importance of the natural environment and therefore create a greater willingness to support measures to protect the environment. Detractors would say that the creation of this footpath is going to attract more people who are going to potentially damage the natural environment and pollute areas which in many cases in this country have been inaccessible. This is just one of the additional challenges facing tourist development in Namibia. (Sharpley 2009, 103.)

4.3 Using Kenya as a sustainable tourism development

Namibia should be able to compete with Kenya which has a well-developed and thriving tourist industry. Namibia has many different tourist attractions to offer such as, safaris, hunting,

cultural tours, hiking adventures, archeological visits, excellent resorts and community based tourism activities. In addition, the tourist industry offers but could benefit from far more cross border visits arranged through tour operators and travel agents. There are many interesting destinations quite close to the border in Kenya, Botswana, South African and Tanzania, all of which offer Safaris. Kenya is well known around the world for its tourist attractions and has created significantly more employment in the rural areas as a result of attracting tourism. In Namibia there is still low employment in rural areas; agriculture is the core activity with very few opportunities to do anything else. (Manyara 2007, 628-644.)

4.3.1 Strategy and Impact

Developing a common strategy for rural areas is needed so that the local people can collectively get involved with a range of activities which in some way contribute to the needs of that particular area. A common strategy is essential because there must be a plan and goals that are clearly understood. This will necessitate cooperation for road building, and other means of transportation and accommodation. Most regions rely heavily on a range of natural resources and farm earnings for employment. Diversified strategies are important in Namibia because of the dry conditions in which even the highest rainfall areas are marginal for rain-fed crop growing and drought is a common throughout the country. (Koponen 2009, 38-47.)

It would be interesting to study and assess the potential impact of tourism in a particular area as to how the standard of living of rural people is affected before and after development of tourism in their area. There is no doubt that the influence of tourist money particularly foreign currency would have an enormous impact and possibly be the start of a new era for the country. The only way the low standard of living can be improved is by economic development, a mix of programs, improved education and training for self-sufficiency. There is also a need to provide Information to the local population by means of workshops. This may sound easy but it would necessitate translation into the many indigenous languages that are spread across the country and have little commonality. The country in many ways is not socially developed and needs a number of basic necessities including a fundamental education system, infrastructure such as roads, communication access to clean water, decrease of infant mortality and the general improvement in health standards. (Namibian Tourism 2014.)

There is a need to promote and develop tourism to and within Namibia that exceeds their visitors experience and expectations. This is not going to be an easy task and will take time and dedication to become resolved. But there will be enormous long-term benefits to stakeholders. It will improve their standard of living and if done carefully, sustain the cultural values and way of life of the people and enable broad base participation by many people. Kenya has been marketing tourism in many countries particularly in Germany, Great Britain, and the

USA. These tours have almost exclusively been under the control of specific tour operators and travel agents who have, over the years, focused on marketing the country as the home of the 'Big five' tourism. Namibia has only five tourist offices, three in Africa, one in London and one in Frankfurt whereas Kenya has 13 offices. They are government institutions but it is private sector driven. There are 13 members of the national tourist board; eight are private sector directors and five public sector directors. (Manyara 2007, 628-644 and Namibia tourism 2014.)

The Namibia tourist board is the government agency responsible for bringing together the private and public sectors to implement the national policy on tourism. Its mandate is:

1. To ensure that services and facilities provided to tourists comply with the prescribed standards
2. Register and grade accommodation establishments, and other tourism related businesses
3. Provide training to persons engaged in the tourism industry
4. Promote the development of environmentally sustainable tourism including the maintenance and development of the countries natural resources.
5. Provide advice and guidance to persons engaged in the tourism industry.

4.3.2 Necessary Improvements in comparison to Kenya

Namibia has to improve the tourist situation through the private sector which must create more accommodation facilities. There are many more lodges than there are hotels. But this has to change to become competitive. There must be many more hotels built that meet at least a four star standard. Consumers will only be willing to spread the word of their experiences and return if the service provided to them is satisfactory. Not surprisingly, at the present time there are no figures for numbers of people employed in the tourism industry due to its lack of development. Facilities are currently not readily available and the number of hotels is not increasing. It is still the number of lodges which are increasing in numbers but very slowly. The price for staying at the three and four star accommodation facilities is reasonable and competitive for the entire region.

The hotels competitive advantage is characterized by presence of themed restaurants that are even found in budget hotels; although not a Western priority, this is a very attractive consideration for African travelers. Some hotels have service agreements with budget airlines which could contribute to keeping the cost of travel down to a reasonable level. In 2011 1,027,229 tourists visited Namibia; this grew by 4.4% compared to 2010. However, growth was positive only for the total number of tourists coming from African countries to Namibia with

9.8%, while it was negative for overseas tourists to Namibia (-10 %). A decrease of 11.2% for those coming from Europe, 0% growth for those coming from North America and a decrease of 9.0% for the tourist arrivals from other non-African countries. (Namibian Tourism 2014.)

Namibia needs to use Kenya as a model to market its tourism development. But this is not going to be any easy task. There has to be recognition of the many changes needed to be made. This will necessitate financial investment as well as many other improvements. The lack of professionalism in creating a market strategy and a lack of a skilled workforce are weaknesses that need to be resolved. Except for foreign investors that fund and oversee the construction of international name brand hotels the country has, low building capacity. The majority of the hotels and lodges, even some which have been recently built, are poorly constructed and maintained. (Manyara 2007, 628-644.)

The majority of locally built accommodations lack the level of comfort expected by international tourists but that is not all. They have been poorly designed, with many operational problems such as insufficient space being allocated for deliveries and kitchen area. The rooms lack of quality finish, they have small poorly equipped bathrooms, and, very importantly, they do not have the type of quantity of food that most international travelers expect. A fear of getting sick because of the food or water will influence many international travelers and they will avoid such locations. Most Namibians that work in hotels will be pleasant and polite but they possess poor knowledge of English or Afrikaans as well as lack of training in basic skills required for working at the front desk or restaurant. (Namibian Tourism 2014.)

The use of information technology which we have come to naturally expect is still low in the country. This makes it difficult, not only to book travel arrangements, but also to promote the industry. The Company should identify internal constraints and expectations for sustainable tourism industry operations through Theory of Constraints (TOC) that should provide basis for continual business process management. The company should identify and determine time constraints that could impact on probability of increased market share costs structure and constraints in the company's capability to deliver predicted financial performance. The company should identify resource limitations for instance appropriateness of the human capital to sustain and lead the business change management, core launch teams and rate of assembling of core teams, identification of specialists expansion framework and rationale specialist expansion could be gradually be realized and implemented and identification of possible resource gaps that could arise during the company launch phase. (Sumner 2008, 45.)

The tourism industry market is defined by investment in niche markets which have no opportunities for expansion and growth. The non-growth capabilities of the tourism sector are due to entry of lifestyle entrepreneurs who specialize in specific tourism sectors, for instance ac-

commodations, bars, tour and travel and tour guiding. The entry and dynamic capabilities of tourism industry or micro-firms that invest in the tourism sector is fueled by brand awareness which exploits values of social capital, stability of business economic and financial status and sustainability/stability of sales. The entry of a market is therefore very important since it influences on the success of the company in the market. Entry to a foreign market should be based on thorough competitor analysis in order to project future growth of market share and rate of return on investments. (Manyara 2007, 628-644.)

5 Opportunity and Constraints on poverty reduction

An aspect which is omitted when talking about tourism is the fascination or interest of poverty as a tourist attraction. A visit to very poor regions is a common request from many tourists not just in Namibia but in other areas such as the slums of Calcutta and the refugee camps in the Middle East. According to Mowforth and Munt (2003, 69), this is related to the search for authenticity and a desire to experience real poverty, especially among Western tourists exploring other cultures in the developing countries.

In travel circles there has even emerged a new concept of poorest, which refers to visiting specifically poor communities in tourist destinations. The township tours which are common in Namibia and South Africa easily fit into this category, although what the tourists experience as poverty in urban townships may in fact be average middle class lifestyles to the local community. Thus, the experience of poverty is highly subjective and related to the origin and living standards of each tourist. In fact, the entire concept of poverty is subjective. It can be asked why a specific lifestyle or community is conceptualized as poor even though they live a modest lifestyle, have few needs and may simply be examples of having adjusted to their ecological surroundings. (Mowforth and Munt 2003, 69.)

The Namibian tourism policies acknowledge the potential role of tourism in poverty reduction mainly based on an assumption that income derived from tourism leads to poverty reduction at national and local level. However, the positive affects created through tourism at a national level seem, so far, not to have been channeled into poverty reduction. It is evident that in Namibia there is need of a drastic or lawful and reconsideration of the approach to be taken towards the development of tourism. This is particularly so with respect to addressing poverty which cannot just be resolved by the building of new housing. The study demonstrated that there is a wide range of salaries and work contract requirements which is not helping increase the standard of life but more maintaining the status quo. This could be addressed through certification schemes that would ensure appropriate salary levels and working conditions across the country to make sure that people are paid fairly. One conclusion of the study is that there are many more opportunities available for poverty reduction through tourism

than currently acknowledged by the studied enterprises. For example, there is more scope for supply chains to complement economic empowerment efforts through preferential procurement. Community-based tourism can bring valuable income, increase entrepreneurial skills and enhance self respect of rural communities, including women who certainly do not benefit from equality and respect as we see in the West. These measures alone are not sufficient to solve the problem of poverty, but they can make an important and significant contribution. (Ministry of Environment and Tourism 2014.)

Unfortunately, tourism is not likely to address the prevailing conditions behind current poverty in the rural areas, where low educational levels, high HIV/AIDS prevalence and harsh environmental conditions will continue to be problems for many years to come. It is that important rural development, poverty reduction and tourism should be planned collectively, and community based natural resource management (CBNRM) implemented in a structured fashion. Future tourism planning and the implementation of the tourism policy should take into consideration how the entire Namibian tourism sector can adopt a more pro poor focus. It is important to recognize, seek solutions and put into practice the relationship between tourism and poverty. (Spenceley 2008, 45.)

6 Research methods

This section will explain how the research was conducted, details of the method used and how the validity and reliability was evaluated. In this research, both qualitative and quantitative research was used. Qualitative research methods are mainly appropriate in situations where participant observation or case studies require an explanation of the interaction being examined. It is more subjective and often times used in interviews, case studies and observation when trying to obtain the individuals' opinion. Qualitative research can be used when the study is to understand the motivation and what has influences behind people achievements. (Merriam 2009, 13.)

Furthermore (Morse 2002, 167) states that qualitative research has its basis in social science. It is based on the philosophical objective of seeing the world through an individual's eyes and examines the character of a culture group in their natural habitat. It is finding out how participants feel and does not involve numbers and statistics to the same scale as quantitative.

Quantitative research necessitates collecting numerical data that are analyzed using mathematically based methods; when a particular statistic is sought, a practical approach is needed to support the research. It is very important to decide what kinds of questions need to be asked when using quantitative analysis (Easterby-Smith, Thorpe & Jackson, 2008 227). The reason for using quantitative research in this case, was to investigate how organizations pro-

mote particular countries and attractions, consider what effect promotion activities can play a role in the tourism industry, how much influence promotion has and whether it is currently enough. This was achieved by dividing those questioned into various categories.

For this particular issue while focusing on Namibia, the goal was to find out how specific groups promoted events and countries, how successful they were and whether there were better ways. Quantitative research is often completed by survey and experiments the results of which are expressed with statistics. The research methods were somewhat limited in so far as the author was not able to travel to Namibia to meet personally with the various agencies involved including the government. So, a mix of using an email interview, personal interviews and study of extensive research material was chosen as the best alternative.

The questions were designed to be more as an invitation to open dialogue with the hope that the interviewee would be forthcoming with more detail. The personal interviews were highly successful but the email interviews were of limited value since the return was disappointingly poor. What was encouraging and I feel resulted in a successful conclusion was that the academic study and personal interviews were very much in accordance with the author's experience. It is intended that the outcome of this thesis be provided to the Department of Tourism in Namibia for their consideration. It is felt that they will find it useful.

6.1 Data Collection

Data collection for this study was based on secondary and primary data. For the theoretical foundation and analysis, existing literature was investigated. Qualitative interviews begins with the assumption that the perspective of others is meaningful and knowable (Patton 2002, 341). Interviews are the best when used after questionnaires to fill in the participant's story. Interviews also give the researcher the chance to ask follow up questions and to read facial expressions and body language which can give a lot more information than questionnaires sheets alone. The number of responses received from those to whom email interview were sent was very disappointing in spite of follow up contacts and promises to help. I subsequently learned that this was normal and that returns are normally below 5% for surveys and questionnaires. Notwithstanding, the interviews were useful and confirmed the opinion of the author. Promotion of Namibia is poor but, for it to be successful, not only will promotion methods need to be changed dramatically the country needs first to make many attractive destinations accessible and better equipped to accept tourists.

There are four different interviews types. Conversation interviews go with the flow. There are no predetermined questions. General interviews concentrate on getting certain information from interviews. Standardized and open-ended interviews ask subjects the same ques-

tions which make results easier to analyze. The last is closed and fixed response interviews which allow the researcher to give the subjects alternatives for answers and meaning levels.

The author conducted 28 interviews with 15 persons; some who were with the government. Others included tour operators, and travel agents who had previously visited Namibia. Officers from the Ministry of Environment and Tourism (MET) were interviewed via email (see table one.) I used a thematic list of questions and raised issues to explore in the course of an interview. I used focused interviews and found this method useful in stressing the importance of the interviewees own interpretation of and meaning attached to the topics. The interviews contained nine questions focusing on some of the respondents background; their knowledge and experience as it pertained to suitable seasons for tourism and travel; their main marketing strategies to attract foreign tourists to Namibia; the effectiveness of their promotional activities and further activities needed to develop the tourism industry in Namibia; and what type of action they take to meet sustainable tourism.

6.2 Data analysis Results

For the thesis, focus interviews were analyzed to gain insights into both qualitative and quantitative aspects of the collected data from the respondents' organization. For the quantitative analysis of the data, conventional statistical tools were used to indicate percentage, and simple averages.

To analyse the collected data, different quantitative and qualitative measures were taken. In addition, interviews were conducted with experts to cross-check the gathered information and broaden my knowledge of the study topic. This provided a more thorough and diverse understanding of the tourism sector and its various challenges when tourism is promoted as an economic development strategy.

A possible methodology weakness is that the studied stakeholder omits certain important factors in the tourism sector, such as consumers who have visited the country before. In fact, larger consumers were considered to be included in the study but for various reasons they had to be omitted. Furthermore, given the time and financial limits on this study, it was necessary to limit both the type and numbers of activities. The limited sample poses important challenges for generalization. However, the choice to include expert interviews provided a valuable tool for verifying and validating the interview material.

With respect to reliability, the responses from 50 organizations that were sent simple questions were frustrating low in spite of reminders and telephone follow up. The author's initial reaction was a suspicion that the questions were too complex or time consuming but those

respondents who were interviewed personally indicated it was neither. Many organizations are apparently inundated with questionnaire requests and their time is occupied responding to salesman as well as dealing with computer spam etc. Although the writer was aware that Namibia is not a popular tourist destination, it was surprising that only six of the non-Namibia interviewees had heard of the country and only one knew exactly where it was on the map.

To avoid information loss, hand written notes were taken during the interviews. Right after the interviews, the collected information was recorded in full through the use of Microsoft Word to ensure nothing was lost. The interviewer did in-depth interviews with the tour operators and travel agent in Helsinki and the government. These professional individuals were chosen because of their experience in the industry in Namibia. The interviews were prepared according to the instruction made by the researcher, which included outlines of the themes to be covered throughout the interviews. Collectively, the author feels that the findings are reliable and could be used to assist the country resolve many tourism issues.

Table 1 Study Overview

Organizations Contacted	Methods used	People interviewed with guide	People interviewed for follow-up	People interviewed informally
Government Tourist Board in Namibia	Interviews	5	3	3
Finnish Tour Operators	Interviews	5	1	4
Finnish Travel agencies	Interviews	5	0	3
UK Travel Agencies	Interviews			3
Canada Travel Agencies	Interviews			2
USA Travel Agencies	Interviews			3
Total 28				15

6.2.1 The most suitable season for tourism and traveling in Namibia

According to the tour operators and travel agents, while most destinations have tourists year round, there is a peak and off-peak season in Namibia. The most suitable season for tourism is the dry season which starts in April and ends in October. Wildlife viewing is usually the best in the dry season from June to October, as in the wet season animal are scattered around the park. Since, the tourists need to know or be reminded about the destination; the proper time to advertise is supposed to be earlier of the most suitable season. This ideal time period is

also commonly expressed in the promotional activities for tourism products or services need to undertake and launch at the national and also at the international levels.

6.2.2 The main marketing strategies channel to attract domestic and international foreign tourists

According to tour operators, attracting foreign tourists' thereby foreign currency from this sector, marketing promotion needs to be conducted at the international level, especially targeting those countries or destinations from where the host country wants to attract or receive the tourists. To conduct any promotional measures for any product or service on this level, international media is required, such as newspapers, travel magazines and social media, television, participation in international tourism fairs, exhibitions at travel expos but these forms of media are also expensive.

The order is directly relative to the cost although social media advertising has according to three of the respondents, become increasing expensive due to the cost of sophisticated software. But social media and computer generated advertising has now significantly reduced dependence of paper brochures. "One large travel agency in the United Kingdom listed TV as the most effective but the size of the organization and available budget made them different from others". The Namibian contacts also said social media was almost their sole means of advertising but they had admitted that even this was quite ineffective because it was well known that the country does not meet the western standards for travelers who have become increasingly demanding and have high expectations.

6.2.3 The promotional materials and budget

The interviews showed that the representatives of the tour operators, travel agencies and MET realized that to develop the tourism industry of Namibia, more promotional activities are needed. This can be improved by using recycled materials to make brochures and souvenirs which get people talking more about Namibia. Distributions of promotional materials can be improved by the incorporation private sector industries such as magazines publishers and tel-marketing online in order to be visible to all the target market.

The overwhelming response was that budgets were attached to the previous year's earning with an allocated fixed figure dependent on previous success, the forecast activities for the location and feedback from previous visitors to the same location. Several of respondents said how important that feedback is and the impact it will have on new visitors going to the same location. "Negative and positive responses from visitors make an enormous differences particularly with respect to accommodations and restaurants". Budget are continually monitored

by the various agencies throughout the year and compared to revenue. The Namibian government organization is apparently not given much budget so opportunity for them to promote the country is extremely limited. It is also caused them focus on attracting other African countries and not Western Europe or North America. "They said that it was very difficult to satisfy non-African because their expectations and experience was far greater".

6.2.4 Promotional activities needed to develop sustainable tourism industry in Namibia.

As mentioned at the outset, knowledge of Namibia was almost non-existent so all respondents including those from Namibia said promotional activities need an economic boost. When it was pointed out that Namibia has beautiful beaches and wildlife that can be compared to Kenya, everybody was very surprised and could not understand why Namibia appears to be doing nothing to get people to go there. It was explained that the problem is the country is just not capable of supporting tourists from abroad until many factors as identified earlier in this thesis are addressed.

The term sustainable was not understood by anyone until explained. The general explanation was that although they thought it was important for the location there was nothing that they can do about it from tourist agency perspective but pointed out that if the local population was not interested in helping to sustain the tourist business it would rapidly decline.

6.2.5 Secondary data based on statistics review

Quantitative research is frequently referred to as a hypothesis testing research process, especially when used as an investigative tool. This can be achieved by dividing people into various categories. Characteristic, studies begin with reports of theory from which the research's hypotheses are derived. That the subjects included in the study are selected random is desirable to decrease error preference.

In practice, obtaining secondary data often means library research. Secondary data was collected from published articles; annual reports. Periodical data was collected from books, computerized databases, and government agencies. The researcher had a clear understanding of the methodologies of data collection and their limitations. In gathering the latest reliable information, the internet was used. The advantages of using the internet as a form of data collection are that it is fast, versatile and cheaper. Despite these advantages, the use of online research has its risks; for example it's hard to validate who the real respondent in the research is. Therefore, only formal websites from known companies and newsgroups were used to collect data.

To support repeatability of the results, the first set of data is collected and statistical techniques are used to determine the probability of the same differences occurring over and over again. This test is of statistical significance and results in findings that prove or counter the original hypothesis. Theory revision or improvements follow. This would be a true experiment. These measures are logical in promoting, contributing to the scientific knowledge based by the theory testing. This is the nature of quantitative methodology. Because true experimental plans require firmly controlled conditions, the richness and depth of meaning from the participant may be sacrificed. As a validity concern, this may be a limitation of quantitative designs. The sample of subjects is drawn to reflect a given population. (Jha 2008, 50.)

Quantitative research is used to calculate numbers that are divided into various categories such as their travel experience and economic means. After pretest measures are taken the treatment's lead and posttest measures are taken, a statistical analysis reveals the results for the Namibia tourist board to demonstrate the revenues from visitors increased. The tourist arrival to Namibia was 1,027,229 in 2011 and grew by 4.4% compared to 2010. However, growth was positive only for the total number of tourists coming from African countries to Namibia with 9.8%, while it was negative for overseas tourist arrivals to Namibia (-10 %). A decrease of 11.2% for those coming from Europe, 0% growth for those coming from North America and a decrease of 9.0% for the tourist arrivals to Namibia from other non-African countries additional from neighboring countries for the purpose of leisure. (Jha, 2008, 50 and Namibia tourist board 2014.)

Generally, once the theory stage is reached, the next step in both qualitative and quantitative research is to do a review of the literature. However there are certain qualitative researchers who believe that one should not enter the research with preconceived notions. The data should be free from the partiality of the research's prior knowledge and expectations. Two examples from the literature demonstrate this view.

The aim was to overlook the development of tourism in Namibia. The objective was to show the development made for direct and indirect tourism purpose. Also including Namibia to this project was natural because the author herself was born and has lived there. The study of promotion and development of tourism opportunities in Namibia were investigated in order to gain more thoughts for Namibia's future, and through case studies, to see what approaches can be used or changed to gain benefits from this industry.

6.3 Validity and reliability

The nature of tourism is always changing and in this case the promotion and development in Namibia will certainly not be the same in five years as it is now. A great emphasis in this

study has been on the current situation and what will need to be done in the future for its development. To ensure the highest possible validity of the data, care was taken to ask leading questions to those being interviewed so that they felt comfortable in freely expressing their thoughts and views. The interview questions were given a great deal of thought to focus on what information was really needed and to gain as much information as possible to support the research. The research material was also carefully considered so as to gather different opinions and information from a variety of sources without bias.

Reliability of material is an essential element when conducting research of any kind or the results will be inconclusive and of little practical value. Three different techniques were used in this study which, as it turned out, was not contradictory resulting in solid conclusions. There will be comparisons to observations made or conclusions reached by other unknown researchers but the author is confident that their findings will be similar and not controversial. It is felt that the results will be consistent and the same even using a different sampling from the population and research conducted by another person or using different techniques. When the research is qualitative and interviews are based on people's personal opinions and observations based on the individual's experience, a hundred percent agreement is extremely unlikely.

If one is dealing with stable or unchanging situations then the results should be similar provided there is consistency in the methods used to establish a particular case. A high degree of stability indicates a high degree of reliability, which means the results are repeatable. The definitions of reliability and validity in quantitative research have two strands, firstly with regards to reliability, whether the result can be replicated. Secondly with regards to validity, whether the means of measurement are accurate. Reliability and validity are viewed differently by qualitative researchers who strongly consider these concepts when defined in quantitative terms may not apply to the qualitative research prototype. (Joppe 2000, 1.)

One of the most important elements of any research is that it be conducted ethically. The author has been very careful to avoid plagiarism, to be totally honest and respectful of the individual's rights; these were of prime consideration for this thesis. The results obtained were not changed nor modified in any way but recognized as originally presented. The aim of this researcher was to stay neutral and give a comprehensive image of the situation that was not influenced by personal sentiment. When secondary literary data was used, references according to guidelines were added. The people taking part in the interviews were made aware what research they are taking part in and that they could remain anonymous if they so desired. Laurea's Code of Ethics was carefully followed in this process.

7 Suggestions and Recommendations

All stakeholders concerned with the development and promotion of tourism within Namibia must do so collectively in a structured controlled manner. The rate that the tourism sector grows must fit in with the plans for national, regional and local development, which is to say at a very controlled rate. Promoting tourism when the infrastructure is unable to support a rapid increase (for such reasons as unfinished roads, lack of accommodation etc.) will have a very negative affect and damage the potential for many years to come. Every province of the country should formulate a land-use plan for tourist attractions as well as advise the national government on what changes will be necessary to the infrastructure to support it. The public and private sector must invest together to improve specific parts of national and regional tourism plans.

There is inadequate access to financial funds in Namibia; it is therefore important to improve financial services but this must be done very carefully bearing in mind that the country is poor and the financial resources must be divided sensibly and not foolishly. Funds that are guaranteed by the government are needed for facilitating new investments in tourism facilities, related projects and others tourist support services across the country. Management of all aspects of the program needs to be constantly monitored to ensure efficiency and maximum use of available funding and ensuring the avoidance of corruption. The management of tourist attractions should be decentralized to regional authorities but monitored by the national government.

The development and promotion of tourism in Namibia will certainly have a significant role in boosting the country's economic future and the standard of living of the people. The government with its national development policies must specify exactly what it wants to achieve through the Namibian tourist board. It must carefully design policy packages that are more attractive to the investors, tourism service suppliers and local communities; a new approach to develop hospitality in Namibia must also be taken in into consideration. Many people do not understand what hospitality means when dealing with outsiders as they have had no exposure to visitors, many of whom will have skin of a different color that they have never seen and they will be afraid of and deal with this with great trepidation. The current situation in Namibia has been analyzed in this thesis and broad objectives have been recommended on the national level through the country Vision 2030. The Namibia Tourism Strategy is intended to educate everyone that development is good for all and it is in everybody's interests to promote it.

The information necessary to develop this thesis was based on direct interviews, through Namibia government agencies, tour operators, travel agents and literature. It resulted in a bet-

ter understanding of the current situation in Namibia with respect to the promotion of tourism as well as an explanation of the needs of travelers both domestically and internationally when visiting not just Namibia but any country. Since tourism involves hospitality, facilities must be based on the needs of the guests. A common techniques will be established market targets that specify the number and types of tourists that each can attract. To achieve its ambitious goals, Namibia needs to create experiences that fulfill the needs both targets visitors and other partners. Based on the needs accessibility, the most successful in attracting visitors to Namibia will be eco-friendly tourist, investors and individuals. To capture international tourists Namibia must offer an assurance of safety, fulfill the needs of visitors and guarantee a distinctive experience for their consumers.

Therefore Namibia must develop strategies that will raise standards in many areas if it is to compete effectively in the domestic and international tourism market. Among other things, Namibia needs to position itself as the upcoming destination for high-end travelers who come to southern Africa; this involves distinguishing itself from neighboring countries such as Kenya, South Africa, Zambia and Botswana that tourists and consumers still prefer. This can be done by offering a different, enjoyable and distinctive experience; internal improvements and promotional activities both within and outside the country are fundamental if this is to be achieved. There is need to improve the international perception of the country by participation in travel fairs, inviting tour operators and travel agencies, advertising through television, radio, social media and exhibitions at travel expos. The infrastructures facilities and services need to be improved through community based tourism activities. This must be accompanied by simultaneous introduction of a tourism management education program at a tertiary level and the training of the current tourism personal.

8 Conclusion

The reasons governments and other stakeholders promote tourism as development strategies are primarily economic. Tourism is growing faster than any other area globally in terms of visitor expenditures, export output, capital investment, income and employment; it has major impact on the global economy Already, international and domestic tourism accounts for approximately 10 percent of global GDP and employment but that is a fraction of its potential. Where the infrastructure is already in place , tourism is perceived to require lower start-up costs than other industry, since it normally utilizes existing natural or man-made attractions such as nature, wilderness and heritage sites. Increasing tourism has created a growing interest and concern over its unwanted environmental and socio-cultural effects. The spinoff is that far more attention is being given to protection of the environment and greater consideration for the impact on the local community.

The balance between maximizing the economic benefits and managing the costs are at the core of tourism planning (Hall 2008, 1). Although it is claimed that the state as an entity has been weakened as a result of increasing economic liberalization and international integration, national governments still have a major role in tourism planning through the formulation of tourism policies and strategies and regulation of the tourism industry (Hall 2008, 163). We are reminded that it is governments that have the power to establish policies which can determine whether a country follows a path of tourism development dictated primarily by overseas interest and funds, or one which seeks to promote economic benefits for local people and the state while preserving the integrity of the social, cultural and environmental features of Namibia.

Developing tourism growth and strategy as well as tourism, an investment profile and promotion strategy is an absolute necessity. These strategies will support the development promotion and marketing of responsible and sustainable tourism as well as encourage strong partnership between the public and private sectors. It must characterize the type of tourism they wish to develop and promote in Namibia, one that is based on the notion of high quality, low impact tourism taking into account the unique features of their tourism and its sub-sectors. A sound tourism investment strategy will help them to capitalize on the investment climate and opportunities provided by Namibia's political stability. There is the need to establish a safe environment as well as develop roads, other infrastructure, accommodation and telecommunications networks.

9 Critical Review

The topic was chosen because, after spending several years in the West while studying in Britain and now living in Finland, it has become increasingly obvious that people know so little about my birthplace and its people. There is always a fear of the unknown and for Namibia there is reason for that fear because many of the people have very limited or no education. Things that we take for granted in the West they cannot associate with starting with basic sanitation, and other amenities that we take for granted.

There is rampant crime primarily as a result of extreme poverty and corruption at all levels is just an accepted way of life. Slowly, things are improving as more people do get educated; Communication with the rest of the world has also improved as is the general infrastructure of the country. This includes roads, railways and improved airports. The author is one of those fortunate people who have had the opportunity of getting higher education so anything I can do to provide guidance and assistance to my birth country is, I believe, a worthwhile project. My intent with the thesis was to educate those unfamiliar with Namibia as to its

enormous potential as well as research some solutions as to how the country could become more accessible and a more desirable destination for international tourists.

This has been an enormous challenge for me personally; it has necessitated reading numerous books and researching material on the Internet. Although my English is reasonable, reading material which tends to be deep and sometimes technical has been a real challenge. Also, putting this into words has been very difficult due to the complexity of the topic. An additional challenge was the very poor response to the email interview that were sent out which was somewhat compensated by the very useful telephone interviews particularly with the Finnish contacts.

I believe the results and findings are representative of the actual situation with respect to what needs to be done in the country and how promotion could be improved. It is my intention to work on a précis of the thesis that I will send to various agencies in Namibia and to newspapers. While I am not naïve enough to think that this alone is going to make changes, it will give me the satisfaction of knowing that all the work I have put into this may result in some move to change the situation.

It is very evident that action is needed to create a more favorable impression of the country. There needs to be a tightening of the law, control of corruption, improvement of the infrastructure and better education for everybody. Unfortunately, until there is action on all these fronts it is going to be very difficult to promote tourism in the country. I do optimistically foresee Namibia being highly competitive with Kenya and other South African countries as a center for safaris and the sun seeking tourists. I am happy that I chose the topic; I can say in all honesty that I did not foresee the complexity or work involved. As a self assessment I believe that I have done a good job, it has been extremely challenging but overall I am happy with the work.

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Appendices

Appendix 1 Frame for Interviews

I firmly believe that our beautiful country Namibia does not bring in tourists to anywhere near the same extent as some of our neighbours in spite of having many of the same and even more attractions. This has a significant effect on our economy. We should be able to increase foreign currencies brought into Namibia and bring employment to a very large number of people.

(Your contribution will benefit the thesis work if you would take 5-10 minutes to fill to answer the questions. All replies will be strictly confidential.)

1. When is the most suitable season for tourism and travelling in Namibia? (Please specify the months)
2. What are the main tourist attractions in Namibia and why are they important. (Name accordingly)
3. What are your main marketing strategies to attract foreign tourist?
4. What are most important channels you use in International and domestic Marketing?
 1. Social Media
 2. Television and Radio commercials
 3. Placing an advertisement, newspaper and magazines
 4. Brochures
 5. Participating in travel Fair and other event
 6. Press release contacting Journalist
 7. Others, what?
5. How could promotional material be improved and when does your organization use promotional activities.
6. How do you determine your promotional budget and what is the amount allocated promotion? Is it enough to reach your target?
7. How effective are your promotional activities in developing the tourism industry in Namibia?
8. What do you use to improve sustainability and what type of action do you take to meet sustainable tourism?
9. How important is sustainable tourism to you.