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# Development of Trophy Hunting Among Previously Disadvantaged Farmers in Namibia

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# Development of Trophy Hunting Among Previously Disadvantaged Farmers in Namibia



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**3 May 2013**

SPONSORED BY:



**WPI**



*Namibia Tourism Board*

# Development of Trophy Hunting Among Previously Disadvantaged Farmers in Namibia

An Interactive Qualifying Project  
submitted to the faculty of  
WORCESTER POLYTECHNIC INSTITUTE  
in partial fulfillment of the requirements for the  
degree of Bachelor of Science

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## **Abstract**

The Namibia Tourism Board determined that 1 of 555 trophy hunting operators in Namibia is previously disadvantaged. Our goal was to make recommendations to the NTB on how previously disadvantaged farmers can enter the industry. This was accomplished through interviews and a survey of existing operators, interviews with interested cattle farmers, and on-site evaluations of 13 potential farms. Conclusions and recommendations included personalized feedback to farmers, an informational pamphlet, and recommendations to the NTB on how to successfully support these farmers.

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## Glossary

Affirmative Action Loan Scheme (AALS): scheme put together by AgriBank (see definition below) to help redistribute privately white owned land to previously disadvantaged farmers.

Agricultural Bank of Namibia (AgriBank): banking institution established by the Namibian government to help finance areas within the agricultural sector

Development Bank of Namibia (DBN): banking institution established by the Namibian government.

Donation hunt: possible marketing strategy for trophy hunting farms. Owners donate hunting packages at international conventions to help build a reference base.

Namibia Tourism Board (NTB): regulating body created by an act of parliament in 2000 that became operational in 2001. The NTB has 3 mandates: regulate tourism, facilitate training and market Namibia as a tourism destination.

Ministry of Environment and Tourism (MET): government organization that supports tourism and protects the environment. MET controls wildlife and therefore huntable game.

Professional hunter (PH): hunting guide that specializes in spotting, identifying, and tracking game A PH is authorized to hunt in any legal area in Namibia with the landowner's permission. Trophy hunters are led by a PH in a hunt.

Previously disadvantaged farmer: any Namibian citizen that was discriminated against prior to independence based on their race.

Trophy hunting (TH): selective hunting of wild game in order to take a trophy. Typically, the trophy is male and past the breeding age.

Wildlife Breeding Stock Loan Scheme (WBSLS): previously disadvantaged persons can enter a contract with MET to obtain a variety of wildlife transferred to their farm free of charge. After a specified period of time, the wildlife will be retrieved by MET.

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LM- Lindsay Mitchel  
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## Executive Summary

There are 555 trophy hunting operators registered in Namibia, a country that grosses over N\$500 million from this industry, however, only one of these operators is of a previously disadvantaged background. The Namibia Tourism Board (NTB) has created a project to promote a better representation of these people in the trophy hunting sector. The NTB has set a goal to register at least ten trophy hunting farms with previously disadvantaged owners by October 2013. In order to assist the NTB in this venture, our goal was to make recommendations to the NTB on how potential trophy hunting farmers can enter the industry, grow competitively, and effectively market their farms.

To meet this goal, we had three objectives:

1. Determine which farms are suitable for trophy hunting;
2. Identify effective marketing strategies for new trophy hunting farms;
3. Identify financing methods for potential farms to qualify for trophy hunting.

We created two deliverables and made several recommendations to meet our objectives. The two deliverables consisted of personalized feedback for the visited farms as well as general information about what was needed for them to enter and succeed in the trophy hunting industry. Recommendations were given to the NTB about how to assist the farmers in the areas of financing, marketing, and training.

To determine which farms were suitable for entrance into the trophy hunting industry, we interviewed an American hunter who has hunted Africa several times, talked with an NTB



staff member who was a former professional hunter and Ministry of Environment and Tourism (MET) employee, visited current trophy hunting farms in Namibia, and sent a survey to established operators in Namibia. This information, coupled with the NTB's minimum requirements that the potential operators must meet to qualify as trophy hunting farms, served as a baseline to which we could compare 13 potential trophy hunting farms. We also interviewed each farm owner to learn about the farm and their intentions and experience with finances and marketing.

Based on our physical observations and interviews, we classified the farms using a tier system. The first tier farms need minor renovations and additions and have the potential to register by October 2013- meeting NTB's goal; the second tier included farms that needed major renovations and could potentially register within one year; the third tier lacked infrastructure and would need a year or more to register. We placed six of the farms we visited in the first tier, two in the second tier, and five in the third tier. In order to help owners eventually achieve certification, we listed shortcomings and provided personalized recommendations and feedback on how to overcome them.

Each farm we visited expressed interest in joining the industry. However, most of the owners lacked knowledge on how to market their farms. In talking with the former professional hunter and current NTB employee, we found that marketing new farms is a challenge for the owners and the NTB, since the trophy hunting industry is a tightly-knit community that is hard to enter. Also, marketing trophy hunting to international clients can be expensive. We determined effective marketing strategies and provided two deliverables: personalized

recommendations for each farmer and a general information pamphlet for interested farmers. Some marketing strategies are expensive, and we suggest that the NTB assists the farmers with funding. We recommend the NTB subsidizes the cost of attending international hunting conventions, create a NTB booklet highlighting the previously disadvantaged owners upon their registration, pursue an article about the previously disadvantaged farmers in hunting magazines, and hire a marketing consultant. Tools we discovered the owners could use on their own were the internet (creating a website and using social media) and reference lists.

For our third objective, we investigated financing options available for potential farmers in need of additional funding. We learned that one option was through the Agricultural Bank of Namibia (AgriBank) as loans are offered for many of the improvements the potential farms would need. From farmers, we discovered a reluctance to take out a loan with AgriBank because the bank would require the farms as collateral. Taking out a loan is risky for the potential farmers as it can take years for a trophy hunting farm to become profitable. Therefore, we recommended the NTB pursue a new loan scheme with AgriBank with a grace period to allow the owners to become established before incurring interest. We also suggested the NTB investigate the possibility of outside business investors as well as becoming more involved with the Development Bank of Namibia (DBN).

We conclude that with the NTB's support, several previously disadvantaged Namibians will be able to enter the trophy hunting industry by the end of this year. Furthermore, groundwork has been laid to help previously disadvantaged farmers in the future who are interested in entering the trophy hunting industry

## 1 Introduction

Many countries generate a significant amount of revenue from natural resources. Wildlife generates income in many ways, such as through photo safaris, game drives and hunting. One type of hunting is trophy hunting, which we define as the selective hunting of wild game. Trophy hunters typically only kill non-breeding males that are not contributing to the growth of the herd. This form of hunting augments the local economy directly through license fees and trophy prices, and indirectly through related tourist services and goods such as accommodations, food, transportation and related activities for family members (Ashley, 1995; Baker, 1997; Harris, 1995; Lindsey, Alexander, Frank, Mathieson, & Romanach, 2006; Taylor, 2009). The international interest in trophy hunting has led to the industry's success and profitability.

In sub-Saharan Africa, trophy hunting is particularly popular; it grosses over \$200 million per year (Lindsey, Roulet, & Romanach, 2007). The natural resources, land and wildlife necessary for trophy hunting are plentiful in this part of Africa. Namibia is no exception. Several Namibian farmers recently acquired land via the Affirmative Action Loan Scheme (AALS) from the Agricultural Bank of Namibia (AgriBank). Some of these farmers are interested in introducing the potentially lucrative business of trophy hunting on their farms. However, the NTB needs to evaluate the farms to determine if they meet minimum requirements for registration as a trophy hunting farm. The evaluations focused on accommodations (bedrooms, bathrooms, dining rooms, and lounges), hunting infrastructure, and various other services in relation to the accommodations. These farmers are not fully knowledgeable of the many

different aspects of operating a trophy hunting farm. They are possibly unaware of services and amenities they could offer to become competitive and profitable. Finally, the potential farmers are not fully aware of strategies to successfully market themselves as trophy hunting farms to potential clients.

Researchers have determined that there are benefits of trophy hunting in southern African countries such as South Africa, Zimbabwe and Namibia. (Child, 2000; Krug, 2001; Lindsey, Roulet, et al., 2007; Lindsey, Frank, Alexander, Mathieson, & Romanach, 2007). They have also shown that trophy hunting is an economically viable alternative land use for private farmers. The success of the trophy hunting sector in Namibia, however, is currently dominated by either foreign individuals or previously advantaged people of white descent. There has been little to no growth of previously disadvantaged people, or those of black descent, in the industry. Promotion of trophy hunting is especially difficult for operators since the industry is a niche market, and clients are primarily based internationally. So far the NTB has not had any previous initiatives or projects dedicated to promoting the industry or supporting operators.

Potential trophy hunting farmers face several obstacles when entering the industry and the NTB does not have all of the information necessary to lead farmers to success. In order to become established operators and receive certification, farmers need to meet the NTB's minimum requirements for a trophy hunting farm. Additionally, competitive farms offer various services and amenities in addition to meeting the NTB's minimum requirements. Furthermore, the NTB and the farmers are not sure which services and amenities would make them more competitive. Lastly, marketing the industry to hunters is very challenging, and potential trophy hunting farmers lack strategies on how to build a client base and find appropriate references.

Underlying all of these factors is how a farmer will fund the infrastructure improvements that a farmer must invest in by obtaining funding from banks, interested investors or even personal sources. The NTB would like to assist the potential trophy hunting farms with marketing and financing; the NTB remains interested in determining how the previously disadvantaged farmers can address these challenges.

The goal of this project was to make recommendations to the NTB on how potential trophy hunting farmers can enter the industry, become competitive, and successfully market their farms to trophy hunters. We had three objectives:

1. Determine which farms are suitable for trophy hunting;
2. Determine effective marketing strategies for new trophy hunting farms; and
3. Identify methods of financing any needed improvements.

We collected information from established trophy hunting operators to determine which amenities and services are most popular and which marketing strategies are successful. By gathering information from potential operators, we identified marketing strategies best suited for their farms and their attitudes and opinions on financing opportunities. We provided information about services, marketing strategies, and financing to the potential operators for their reference when entering the industry. Our recommendations to the NTB focus on how they can assist the farmers in becoming successful trophy hunting operators. These suggestions and recommendations should facilitate the expansion of trophy hunting in Namibia and ultimately benefit the tourism industry as a whole.

## 2 Background

Trophy hunting, which is part of the tourism sector, is an internationally practiced recreational activity. By better understanding trophy hunting in Namibia, we were able to identify ways to aid in the potential for growth of the industry. The following chapter examines the tourism sector and discusses the trophy hunting industry internationally and within Namibia. We then discuss the current situation of land use in Namibia and the status of trophy hunting.

### 2.1 International Tourism

Tourism is one of the largest industries in the world (Tourism Industry, 2008). Many countries invest money in the industry to ensure the continued prosperity of the sector. In developing countries, tourism can be a significant economic opportunity.

In 2011, international tourism constituted 9% of the world's GDP and created 255 million jobs (World Travel & Tourism Council, 2012, p.ii). Additionally, tourism can be successful in countries with small populations. The Caribbean, arguably the most popular destination for tourists in the world, accounted for 2.3% of all international stay-overs, while only possessing 0.6% of the world's population. Because of this, some countries in the Caribbean owe 75% of their GNP to tourism (Harrison, 2002, p.163). While this statistic could be skewed by large informal economies in some of these countries, tourism is undeniably a huge source of income. In 1998, Africa received around 8% of the world's international tourist traffic, generating roughly US\$1 billion and employing over 500,000 people (p.67). While no country's economy is solely based on tourism, it can have a significant impact, particularly in developing countries.

Africa is successful in the tourism sector because it is a unique travel destination. A 2009 study of outbound British tourists concluded that the most common reasons for travel were going to new places, increasing one's knowledge, escaping from the ordinary, and meeting new and different people (Jang & Cai, 2002). Other, less important motivators were experiencing a simpler lifestyle and unique or different indigenous people. A tourist can experience all of these motivation factors in Africa and specifically Namibia, which makes it a popular tourist destination.

## **2.2 Tourism in Namibia**

Tourism is a rapidly growing sector of the Namibian economy and creates a significant number of jobs (U.S. Department of State, 2007). It is the largest source of foreign exchange after mining and fisheries. According to the World Travel and Tourism Council (2013), travel and tourism contributed to 4.4% of Namibia's GDP in 2011. The tourism sector also directly generated 29,500 jobs in 2011, which is 6.8% of total employment. There are a multitude of reasons for traveling to Namibia, such as business, shopping, visiting relatives or leisure (World Bank, 2009).

One specific type of leisure activity is trophy hunting. Namibia's trophy hunting industry is the third most profitable in Africa (M. !Gaeb, personal communication, April 11, 2013). The industry is a significant component of the Namibian economy because it contributes around N\$500 million per year from primary and secondary sectors and constitutes at least 14% of the total tourism sector. The industry has been steadily growing at a rate of 12% per annum.

## 2.3 Trophy Hunting

Trophy hunting, also known as safari hunting, is practiced as a complement or alternative to traditional ecotourism practices (Lindsey, Alexander, Frank, Mathieson, & Romanach, 2006).

By definition, ecotourism is:

“...environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socio-economic involvement of local populations (Equations, 2010).”

Trophy hunting involves the selective hunting of wildlife. Trophy hunting can be considered ecotourism because it is a wildlife conservation tool, has minor effects on the environment, and provides economic benefits for those in the industry as well as local people.

### 2.3.1 Benefits of Trophy Hunting

Often trophy hunting is a beneficial use of land in areas where other types of ecotourism options are not feasible (Lindsey, Roulet, & Romañach, 2007). For example, photographic ecotourism requires attractive scenery with large quantities of wildlife. However, trophy hunting can occur with limited accommodations and infrastructure and does not require a high wildlife density. In fact, research shows that obtaining a trophy is not a main concern of all hunters (Lindsey et al., 2006). Instead, according to one experienced trophy hunter (A. Mangano, personal communication, February 6, 2013), mature hunters desire a “real” trophy hunting experience. These types of hunters are more interested in being in nature and hunting native species. Hunters are concerned with other aspects of the hunt including its ecological



impact and conservation practices (Lindsey et al., 2006). Hunter preferences support the use of trophy hunting on unsettled and wild land that is often not ideal for other types of development.

In many cases, well managed trophy hunting is a successful conservation and environmental tool (Lindsey, Roulet, et al., 2007; Lindsey, Frank, Alexander, Mathieson, & Romanach, 2007). Because hunting gives value to wildlife, farmers are motivated by economic incentives to manage wild species, cease hindrance killing, and discourage poaching. Animal populations have flourished in a number of countries with the transfer of wildlife rights from the government to landowners. In Zimbabwe, from 1984 to 1990, wildlife populations are estimated to have quadrupled (Child, 2000). In the Central African Republic, cooperation between trophy hunting operators and local communities has resulted in higher wildlife densities on hunting lands than in national parks (Lindsey, Roulet, et al., 2007). Trophy hunting is less intrusive to the environment than traditional, less rugged forms of ecotourism which require habitat conversion and a greater amount of fossil fuel consumption (Lindsey, Frank, et al., 2007). Trophy hunting is sustainable since it is based on a low number of regulated kills, an off-take rate of about 2%, and the specific targeting of older male animals. Many hunters do not want their trophy hunting experience to compromise conservation efforts (Lindsey et al., 2006).

The driving force behind the expansion of trophy hunting as an alternative land use is its economic contribution. The revenue generated by trophy hunting in various sub-Saharan African countries is significant. In Botswana and Zimbabwe the revenue resulting from trophy hunting is US\$20 million and US\$16 million per year, respectively (Lindsey et al., 2006). Most

notably, the revenue from the trophy hunting industry in South Africa is US\$100 million per year. The economic gains of trophy hunting benefit several parties (operators, local employees, and the nation's treasury) and are advantageous because revenue primarily stays within the host country (Lindsey, Roulet, et al., 2007). In Tanzania 33% of trophy hunting revenue goes to the state compared to only 8% of total tourism revenue. Similarly, the government of Botswana claims 75% of trophy hunting revenue, while only 27% of general tourism revenue. Trophy hunting profits are sizeable compared to those of livestock production. For example, a farmer makes three to four times more profit from a kudu or oryx trophy than a cow (Krug, 2001). While the hunter retains the trophy portion of an animal, the operator earns additional income from selling the remaining meat (Established Trophy Hunting Operator 1, personal communication, March 14, 2013).

Through its economic advantages trophy hunting can also improve the quality of life for communities around trophy hunting farms. Some trophy hunting operators give back to communities by using earnings for humanitarian efforts such as the building of schools for the native children (A. Mangano, personal communication, February 6, 2013). In some cases, operators provided impoverished communities food, water, employment, and even medicine from the support of outside trophy hunting organizations (Jackson, 1996). Hunters prefer to participate in hunts where their expenditures profit local communities (Lindsey, Roulet, et al., 2007). The Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) is an initiative started in Zimbabwe during the 1980s to keep profits generated by the trophy hunting industry with the local people and away from international organizations (Deere, 2011; A. Mangano, personal communication, February 6, 2013). Mr. Anthony Mangano, an

accomplished trophy hunter, told us he preferred CAMPFIRE hunts for this reason. Although difficult to quantify, local communities also benefit from trophy hunting through related industries. These industries include taxidermy, selling crafts, transportation, trophy export services, food, and lodging.

The conservation and economic benefits of the trophy hunting industry in Namibia are similar to those in neighboring countries. The wild animal population in 1972 was estimated to be 700,000 and over the next 20 years it grew to 1.2 million (Child, 2000; Lindsey, Roulet, et al., 2007). The 80% increase was due to the change of livestock farms to game ranching, including trophy hunting. In 2000, the direct gross income in Namibia from the trophy hunting industry, excluding related industries such as taxidermy, was about N\$12 million (Humavindu & Barnes, 2003). Including related industries, the gross income was N\$20.1 million. Trophy hunting is estimated to constitute 18% of the value added of Namibia's wildlife-based sector of the tourism industry and 14% of the value added of Namibia's entire tourism industry. For a developing nation such as Namibia the potential profit from trophy hunting is a rewarding opportunity.

The concurrence of livestock farming and trophy hunting on game farms and ranches is another important advantage of trophy hunting. Most hunters do not mind hunting on a farm that also maintains a livestock population (Lindsey et al., 2006). Using land for livestock production and trophy hunting allows landowners to diversify their sources of income. Trophy hunting serves as a source of income that is less dependent on primary production factors such as rainfall (Child, 2000). An operator is not solely reliant on environmental factors and is less

susceptible to the impact of an often fluctuating tourism market. For this reason some farmers pursue both game ranching and cattle farming, spreading their economic risks.

### **2.3.2 Consequences of Trophy Hunting**

While the benefits of trophy hunting are substantial, there are limitations to the industry. One primary consequence of trophy hunting is the impact of fences used to enclose land concessions. In southern African nations such as Botswana, South Africa and Namibia, it is a legal requirement that game ranches have the perimeter of the land fenced, but it is detrimental to wildlife migrations and often results in skewed species populations due to overstocking (Lindsey, Roulet, et al., 2007). In addition, landowners often kill “non-huntable” predators that compete with hunted wildlife.

Ethical issues associated with the trophy hunting industry include luring animals with bait or lights, shooting female or young animals, shooting animals at watering holes, and shooting animals from vehicles (Lindsey, Roulet, et al., 2007; A. Mangano, personal communication, February 13, 2013). In “put-and-take” hunting, animals are transplanted to an area and immediately hunted. In “canned” hunting, animals are kept in small enclosures of land as easy prey for hunters. These unfavorable hunting methods pose ethical issues for the trophy hunting community that often give the sport a negative reputation and perception in society. Negative perceptions such as this can make marketing trophy hunting a difficult task.

### **2.3.3 Marketing Trophy Hunting**

Trophy hunting operators use a variety of tools to attract clients to their farms. Some of these strategies are costly, demanding both time and money from the operator. The marketing tools an operator can use are limited by the funds available.

One tool used by some operators is a trophy hunting agent. An agent represents multiple farms, sometimes from several countries, and links the operator with clients from overseas (A. Mangano, personal communication, February 6, 2013). Agents sometimes visit the farms they represent to learn about the terrain, size, fencing, and game species so that they can answer a hunter's questions. This knowledge also helps an agent recommend a farm that best suits a hunter's preferences. Mr. Anthony Mangano, an accomplished hunter, stresses the importance of agents and how much he trusts his agent's referral. However, an agent earns a commission on each hunt, decreasing the income of the operator.

According to Mr. Mangano (personal communication, February 6, 2013) international trophy hunting conventions attract hunters and operators from around the world. At conventions, a hunter is given the chance to meet with many operators in order to build relationships and ask questions. The trophy hunting industry is very personal, and the relationship between hunters and clients is important to promoting business. Conventions are hosted annually by international trophy hunting organizations like Safari Club International (SCI). Attending international conventions is expensive for operators. Besides paying for airfare, food, and accommodations, operators attending the 2014 SCI hunting convention must pay US\$2,400 for a standard booth (Safari Club International, 2011).

Trophy hunting outfitters will sometimes offer donation hunts at international conventions (A. Mangano, personal communication, February 6, 2013). In this marketing strategy, the operator offers a hunt to an international trophy hunting organization free of charge or at a discounted rate. The international organization then auctions the hunt to its

members and keeps the profits. This strategy is effective because it offers the operator a chance to build a reputation and client base.

Having a reputation and client base is important for an operator because word of mouth is a powerful marketing tool. Hunters share their experiences with one another providing an operator with free marketing (A. Mangano, personal communication, February 6, 2013). Additionally, many hunters request the contact information of past hunters from an operator they are considering. In these cases the operator needs to be able to reference previous clients who had enjoyable hunts.

The hunting community shares experiences on blogs and forums like AfricaHunting.com. These sites are free tools operators can use to communicate with potential clients. Some operators choose to create their own websites to promote their businesses. Additionally, many trophy hunting businesses market themselves through websites. These websites provide details on hunting farms and provide information for hunters to contact operators.

#### **2.3.4 People Involved in Trophy Hunting**

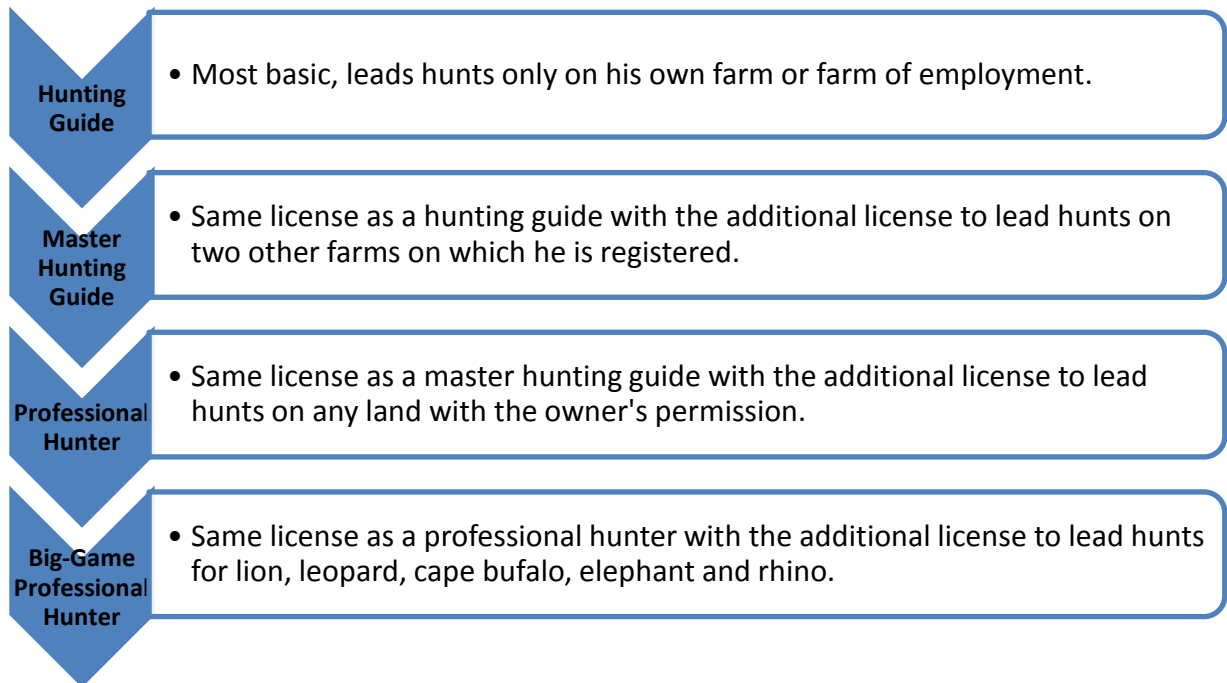
The daily rate a hunter pays includes lodging and basic amenities, as well as trackers, skinners, support staff, and a hunting professional (Cardboard Travel, 2013; A. Mangano, personal communication, February 6, 2013). Each individual fulfills a distinct role; Figure 1 illustrates the relationships among them.



**Figure 1: Roles Associated with Trophy Hunting**

The operator hires a professional hunter, trackers, skimmers, support staff, and agent (if these roles are necessary) and is responsible for providing the hunter's accommodations and wildlife. The operator can be a large safari hunting company or an individual farm owner.

The professional hunter is crucial to the hunting experience and is responsible for putting the client in the best position to take a trophy animal. There are different levels of professional hunters: a hunting guide, master hunting guide, professional hunter and big-game professional hunter (Lamprecht, 2012). In Namibia, hunting professionals receive their level of certification by passing theoretical and practical examinations administered by the Ministry of Environment and Tourism (MET). Figure 2 explains the differences among the types of professional hunters.



**Figure 2: Levels of Hunting Guides (Lamprecht, 2012)**

The hunting professional sometimes works with the help of trackers who observe the markings of animals including prints and feces in order to follow and lead the hunting group (A. Mangano, personal communication, February 6, 2013). Skinners are responsible for skinning the trophy in a detailed and precise way, dependent on the animal and desired trophy mount. Support staff includes other workers that may be necessary such as a cook. Trackers, skinners and the support staff are often hired from a local population, which allows a single operator to provide work for several members of the immediate community.

### **2.3.5 Trophy Hunting Land**

In southern Africa, land is used according to four different classifications known as production systems (Child, 2000). They are: intensive single-species, semi-intensive multispecies, extensive multispecies, and conservancies. Of particular interest are semi-intensive multispecies and extensive multispecies, known as game farms and game ranches. Game farms typically consist of around 5,000 hectares surrounded by high fencing and usually offer species commonly found in Namibia such as kudu, oryx, springbok, warthog, hartebeest,



and steenbok (R. Jansen, personal communication, March 20, 2013). Additionally, some farms may choose to offer some exotic game species. Wildlife commercial activities, such as trophy hunting, are commonly mixed with other profit initiatives such as livestock production. Game ranches are often larger, in some cases over 20,000 hectares, and do not farm livestock (Child, 2000; Rogers, 2013; Lamprecht, 2012). In addition to common game species, game ranches feature a wide variety of game such as sable, roan, rhino, eland, cheetah, and leopard. Both game farms and ranches exist on privately owned land.

Conservancies are another production system common in Namibia, of which there are two types: private and communal. Private conservancies, as seen below in **Error! Reference source not found.**, are a conglomerate of commercial farms that often endeavor to establish wildlife management practices alongside traditional agricultural practices (Krug, 2001).

**Table 1: A Comparison of Different Wildlife Conservation Vehicles (Krug, 2001)**

Characteristic	Private Game Ranches/Farms	Private Conservancies
Ownership structure	In most cases, private ownership	Collaborative agreement between individual ranch owners (game ranches and/or livestock ranches)
Main motivation for establishment	Economic returns from wildlife utilization	Enhancing wildlife management and conservation alongside conventional agricultural and rangeland practices
Size	Usually between 1,000 and 20,000 ha	Usually larger than 100,000 ha (largest: 326,000 ha)
Main sources of income	Consumptive use of wildlife (sometimes in combination with livestock ranching)	Conventional agricultural practices (sometimes in combination with wildlife-viewing tourism or hunting)
Legislation governing wildlife and rangeland management	National policy on wildlife conservation and management	National policy on wildlife conservation and management; Additional restrictions on land use in Namibia and South Africa if registered as a conservancy
Additional legally binding conservation objectives	-----	Usually in form of a constitution regarding land use and conservation management. The South African and Namibian government actively support landowners in developing a constitution

A communal conservancy is a rural land area managed by a group of members that serves residents' interests and promote wildlife conservation (Denker, 2011). Similar to private conservancies, land is used for both agricultural and tourism practices. One such tourism practice is trophy hunting, which provides residents with food and income that covers a large portion of the conservancy's operating costs. There are 77 registered communal conservancies

in Namibia, occupying 155,205 square kilometers and serving as a home to 234,400 people (NACSO, 2013).

### **2.3.6 Development of Trophy Hunting**

The transfer of wildlife ownership from the government to private people, specifically in South Africa, Zimbabwe, and Namibia, has allowed the trophy hunting industry to grow (Child, 2000). Prior to national independence and during the period of colonial rule, the governments in many African colonies enacted legislation removing the rights to wildlife from the landowners and giving them to the state. A landowner could not use or harm game on his property for profit. These laws were to protect the diminishing numbers of wildlife, but the policies had an adverse effect by removing the value of wildlife to the local people. People had no economic incentive to protect wildlife, and they would often kill animals in an attempt to protect their livestock and reduce competition for the natural resources their livestock needed.

In 1967 legislation in Namibia changed, and the Nature Conservation Ordinance granted wildlife ownership to the landowner (Krug, 2001). Legislation changed again in 1975 with the Nature Conservation Ordinance Number 4, which further extended the rights of private land owners. As defined by the MET, Ordinance Number 4 “provide[s] a regulatory framework for the protection, conservation and rehabilitation of species and ecosystems, the sustainable use and sustainable management of indigenous biological resources, and the management of protected areas in order to conserve biodiversity and in order to contribute to national development” (MET, 2010, "Existing Legislation and Policies," section 1.1). Through these ordinances, landowners could apply for recognition as an international “hunting farm,” which resulted in a great increase in the value of land with wildlife compared to agricultural land with

little or no wildlife. About 44% of the land in Namibia is private farms. The combination of these factors creates an environment in Namibia that is highly suitable for the development of trophy hunting on private farms.

## **2.4 Current Situation**

Many new farm owners have acquired their land under the Affirmative Action Loan Scheme (AALS), which was implemented by the Agricultural Bank of Namibia (AgriBank) on behalf of the Ministry of Agriculture and the Ministry of Water & Forestry in 1992 (Falk et al., 2012) (see Appendix B for more details on the AALS). The purpose of the AALS is to redistribute state-acquired farms to previously disadvantaged Namibians in order to get them involved in commercial farming.

According to the Ministry of Lands and Resettlement, by 2010, 3,241,352 hectares had been bought by 604 AALS farmers (Falk et al., 2012). While this number is far from the 15 million hectares of land the Namibian government expected to sell for redistribution, when compared to other land reforms in Africa, Asia and the United States, this process has been successful. On average, the previously disadvantaged farmers have made a gross annual profit, which is an improvement compared to other resettlement schemes, where farmers have experienced losses.

Compared to other sectors of the tourism industry, one sector in which previously disadvantaged Namibians have not shown success is trophy hunting. Currently, out of the 555 trophy hunting operators registered with the NTB only one is owned by a previously disadvantaged citizen (M. !Gaeb, personal communication, April 11, 2013). Additionally, about 75% of the registered trophy hunting operators are owned by foreign entities or managed by

absentee landlords. The NTB plans to assist several previously disadvantaged farmers to become established trophy hunting operators to fulfill the NTB mandate of facilitating and training people within the tourism industry. The NTB is focusing primarily on AALS farmers who are currently using their land for traditional agricultural and livestock production. To add trophy hunting on their farms, farmers must overcome obstacles such as how to finance improvements to their properties, meeting industry standards as set forth by the NTB, and developing successful marketing strategies. These farmers represent a unique group that has the potential to enter and expand Namibia's trophy hunting industry.

## 2.5 Summary

Trophy hunting holds promise for landowners in Namibia. Many of the required elements of trophy hunting already exist on some farms. While research has shown there are economic and social benefits to supplementing traditional land uses with trophy hunting, previously disadvantaged farmers have not yet expanded to include the practice on their farms. The NTB has created an initiative to assist previously disadvantaged farmers enter the trophy hunting industry. However, the obstacles keeping the previously disadvantaged from entering the industry are not entirely known. In the following chapter, we will discuss how we determined these barriers.

### **3 Methodology**

The goal of our project was to make recommendations to the NTB on how potential trophy hunting farmers can enter the industry, become competitive, and successfully market their farms to trophy hunters. Our objectives were to determine which farms are suitable for trophy hunting, determine effective marketing strategies for new trophy hunting farms, and to identify financing methods. To accomplish this, we used the following methodology.

#### **3.1 Evaluating Potential Trophy Hunting Farms**

Part of our first objective involved evaluating potential trophy hunting farms for entrance into the trophy hunting industry. To do this, we visited 13 farms owned by 12 different farmers who expressed interest in entering the industry. The NTB selected these farms, and they were spread throughout seven of Namibia's 13 regions. We inspected the infrastructure and facilities at each location using the NTB's "ticking form" to document the shortcomings. This form is used by NTB inspectors and lists all of the minimum requirements that a trophy hunting operator must meet to become registered (see Appendix C.)

At each farm we also went on at least one game count during the morning or late afternoon when game is most active. We noted the types of fencing, documented animals seen using the MET's game count form, and analyzed tracks during the game drives. (Appendix D gives an example of the MET's game count form.) Data on fencing was important because it allowed us to make recommendations on game stocking. We determined the species and population estimates at each location by documenting sighted animals and tracks. The terrain and foliage on some farms prevented us from obtaining accurate counts. Because of this, we

asked each owner about his wildlife population; this information was cross-referenced against our game count for accuracy.

During interviews with potential farmers, we discussed their plans for accommodations, the variety of trophy species and services they intend to offer, their ideas for marketing, and how they intend to finance the improvements needed to enter the industry (see Appendix E for interview transcripts.) These results were combined with data from the “ticking form” and game counts to determine what each potential farmer needed to accomplish in order to register. We also determined extra features, such as upgraded appliances, that farmers could install to improve the overall quality of their establishments. This information was sent to each farm in the form of personalized recommendations, one of our deliverables. The identified shortcomings were also used to determine which potential trophy hunting farms we believe could receive certification from the NTB by the October 2013 goal. Additionally, trends in the data were analyzed and used to suggest to the NTB areas in which to assist the farmers.

### **3.2 Identifying the Most Attractive Services**

Offering extra services can make farms more attractive to potential trophy hunters. We sent a survey to established trophy hunting operators in Namibia and visited two existing trophy hunting farms to identify services offered and their popularity with guests.

We gained insight into the popularity of activities other than hunting through physical observations and interviews with established operators (see Appendix F.) Our interviews garnered information from the operators on the services guests used most on their farms.

In addition to interviews with trophy hunting operators, we gathered similar information through a survey sent to a larger sample of established trophy hunting farms in

Namibia (see Appendix G, Table G-2 for the questionnaire.) The survey was sent to 25 friends of our NTB liaison who are currently operators and an additional 30 randomly selected operators. We asked the recipients of the survey to provide feedback on 17 different services and activities we knew were offered throughout the industry. The established operators that we visited identified some of these services and activities. Survey responders could select the following options for each service: I do not offer this, I offer this, or I offer this and it is popular with guests. Additionally, we asked if the operators offered any services not listed in the survey. This allowed us to create a comprehensive list of the services available to hunters in Namibia and helped us gain insight into the popularity of these services.

### **3.3 Marketing Strategies**

We identified marketing strategies to help the potential trophy hunting farms enter the industry and become profitable. Interviews and a survey of current operators helped us learn about these strategies and the effectiveness of each tool used to market the industry. We also talked extensively with representatives from the NTB's marketing department and one of our liaisons, an NTB inspector and former professional hunter.

We interviewed established trophy hunting operators to learn about commonly used marketing techniques and discussed the pros and cons of each. Time constraints only permitted us to interview two operators. To obtain a broader sample, we included a section on marketing in our survey to trophy hunting operators in Namibia. The survey included a list of marketing techniques commonly used in the trophy hunting industry. The operators were asked to select the statement that described their experiences with each strategy from the following options: this is not feasible, I have not thought about this option, I use this, or this strategy is very



effective. Additionally, the operators were asked if they were aware of any strategies not listed in our survey.

We attended a meeting with two representatives from the NTB's marketing department to learn about their efforts to market tourism in Namibia as a whole and the trophy hunting sector specifically. Through discussion with the representatives, we investigated initiatives the marketing department is using to promote the tourism industry in general and determined if trophy hunting was a part of these efforts. In addition, we brainstormed possible strategies that could apply to marketing trophy hunting and serve to raise awareness of the potential farms and the pilot program.

We determined the feasibility of various marketing strategies by interviewing twelve farmers we visited (see Appendix E.) Information gathered included previous marketing experience (for trophy hunting or other activities) and resources available such as money and outside connections to the trophy hunting industry or other industries. We used this information to recommend the best ways the NTB and potential trophy hunting farmers could succeed in marketing their farms.

### **3.4 Financing Strategies**

We determined methods that potential trophy hunting farmers could use to finance the improvements to their farms necessary to enter the industry. To achieve this objective, we interviewed two banks and the 12 farm owners.

We interviewed representatives from the AgriBank and the DBN to learn about current loan schemes that could be useful to potential trophy hunting farm owners. We gathered

information on applicant criteria, the amounts of available loans, payment options, interest rates, and application processes (see Appendix H for interview transcripts.) In our interviews with the potential farmers we discussed their interest in applying for loans through AgriBank. Through the interviews we also identified loan schemes the farmers have already used and explored their willingness to explore alternative financing methods, such as business investors. This data allowed us to recommend to the NTB and the potential farmers financial strategies that best fit the needs of the potential trophy hunting farmers.

### **3.5 Summary**

We used interviews, surveys, and direct observations to collect the information needed to accomplish our three objectives. We evaluated potential farms against the NTB's standards, determined services that are commonly offered by established operators, assessed marketing strategies, and investigated current financing options. The results are presented in the following chapter.

## **4 Results and Analysis**

In this chapter, we will present our findings from visiting two established trophy hunting farms, 13 potential trophy hunting farms that were owned by 12 different farmers, and the survey of established operators. While we visited 13 farms, five lacked infrastructure; therefore, we were only able to assess the facilities of eight farms. To ensure the anonymity of the farmers, we assigned each of the farms a number one through 13. The survey we conducted only received six responses, but because of time constraints, we were forced to use the small sample for our analysis. This chapter focuses on the results of the assessments, the features of successful farms, marketing strategies that would be most effective for potential farms, and the economic challenges associated with entering the industry.

### **4.1 Features of Successful Farms**

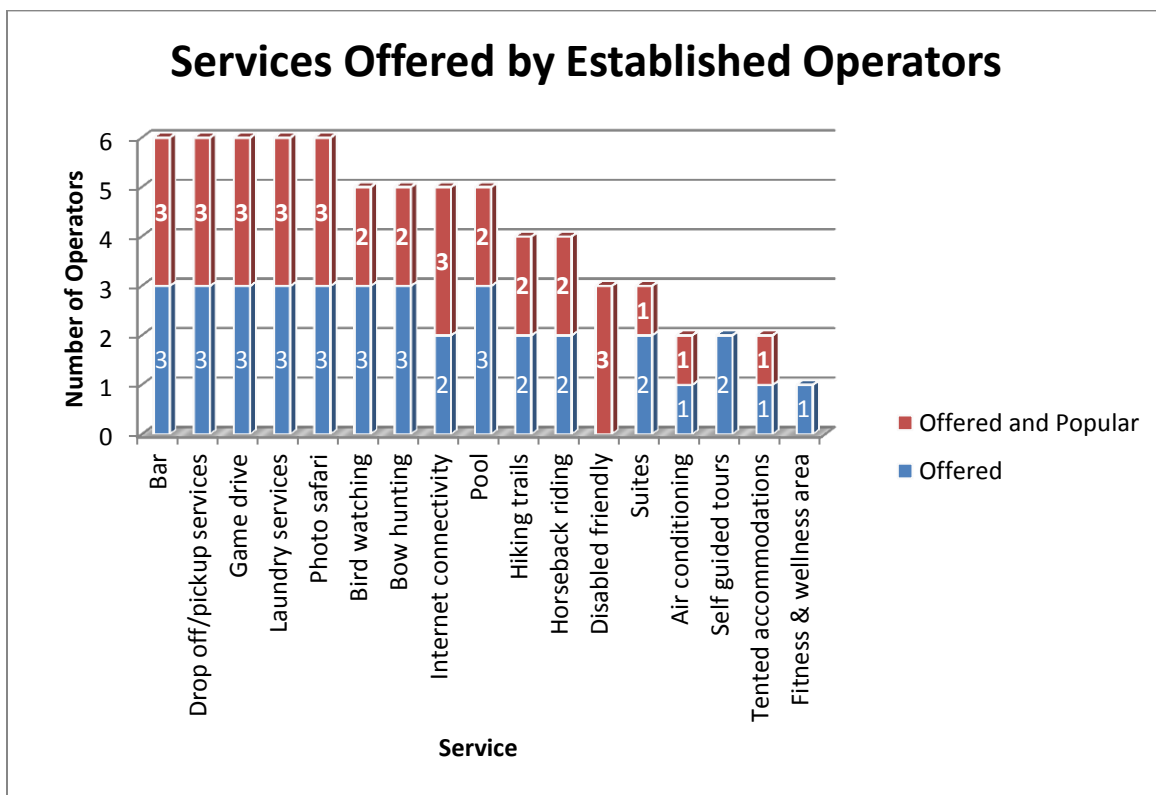
There were some large differences between the established trophy hunting operators and the potential farms. The readiness of the potential farms for entrance into the trophy hunting industry varied; some of the farms need major changes before meeting trophy hunting certification, while others only need minor improvements.

#### **4.1.1 Accommodations and Services**

The results from our survey and interviews demonstrated that accommodations and services are an integral part of the hunting experience. According to our liaison, a former professional hunter, hunting is an “adrenaline activity”, and hunters need somewhere that they can relax and unwind after they finish hunting.

At established trophy hunting farms, the accommodations and services were clean, spacious, and inviting. On these farms, activities other than hunting were almost always

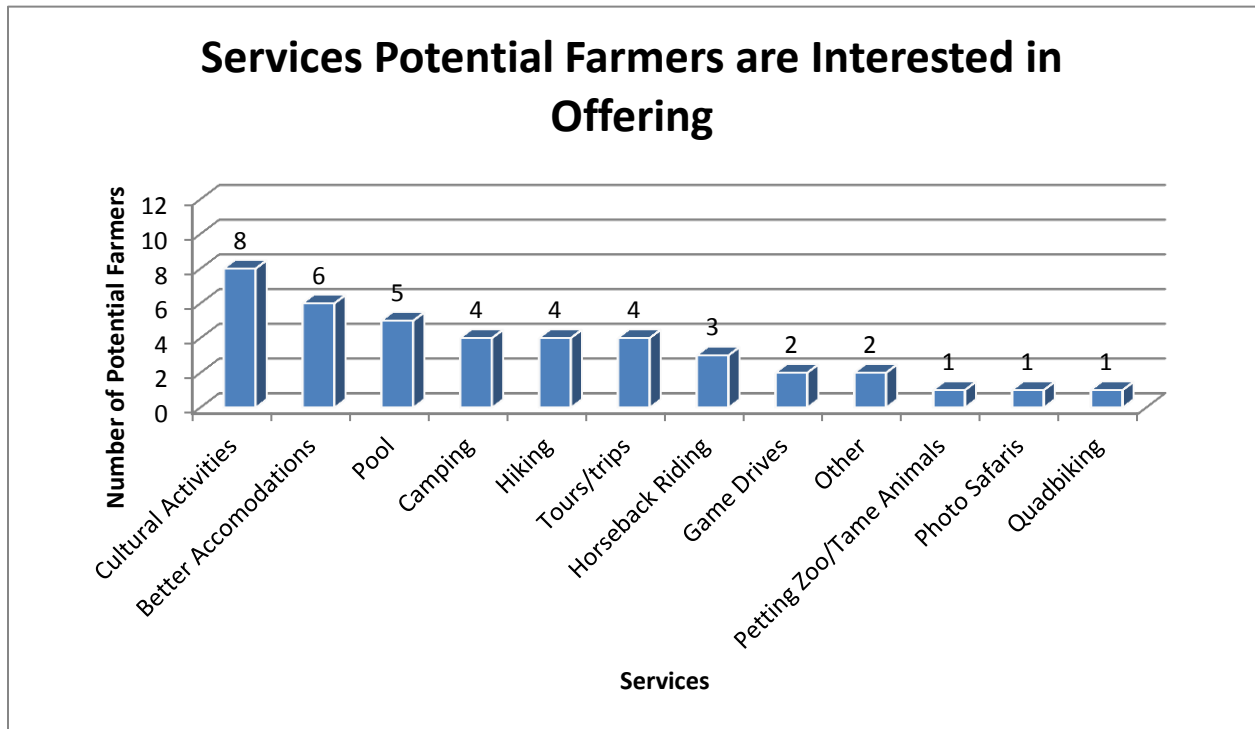
offered. Common amenities and services that were popular and offered by all six operators, as shown below in **Error! Reference source not found.**, were a bar (serving alcoholic and non-alcoholic beverages), drop off/pick-up services, game drives, laundry services and photo safaris. These services provide non-hunting companions a form of entertainment while the hunters are out hunting. Occasionally, hunters take days off from hunting and use these additional activities as well.



**Figure 3: Services Offered by Established Operators**

All of the potential farmers that we interviewed understood the importance of offering additional services, and many of the owners had ideas about what activities they would like to provide for their guests (see Appendix E.) However, the trophy hunting industry is hard to enter because hunters are skeptical when it comes to hunting at new farms. They often choose farms

that have well-developed reference bases. In our interviews, all of the owners understood that this is a difficult market to enter and were open to offering services and/or activities to attract clients. Many of the owners had ideas about what activities they would like to provide for their guests. Error! Reference source not found. shows the different types of services potential farmers are willing to offer in order to attract hunters.



**Figure 4: Services Potential Farmers are Interested in Offering**

We found that nine of the 12 farmers mentioned offering cultural activities. Almost 100 percent of existing trophy hunting operators in Namibia are not from previously disadvantaged backgrounds and do not have the authenticity to share the local culture of Namibian tribes to tourists. This is something the previously disadvantaged can exclusively offer. Many potential farmers told us they would wait for their business to get started and see what services most interested guests. Due to the high interest expressed by the 12 potential farmers, we created a

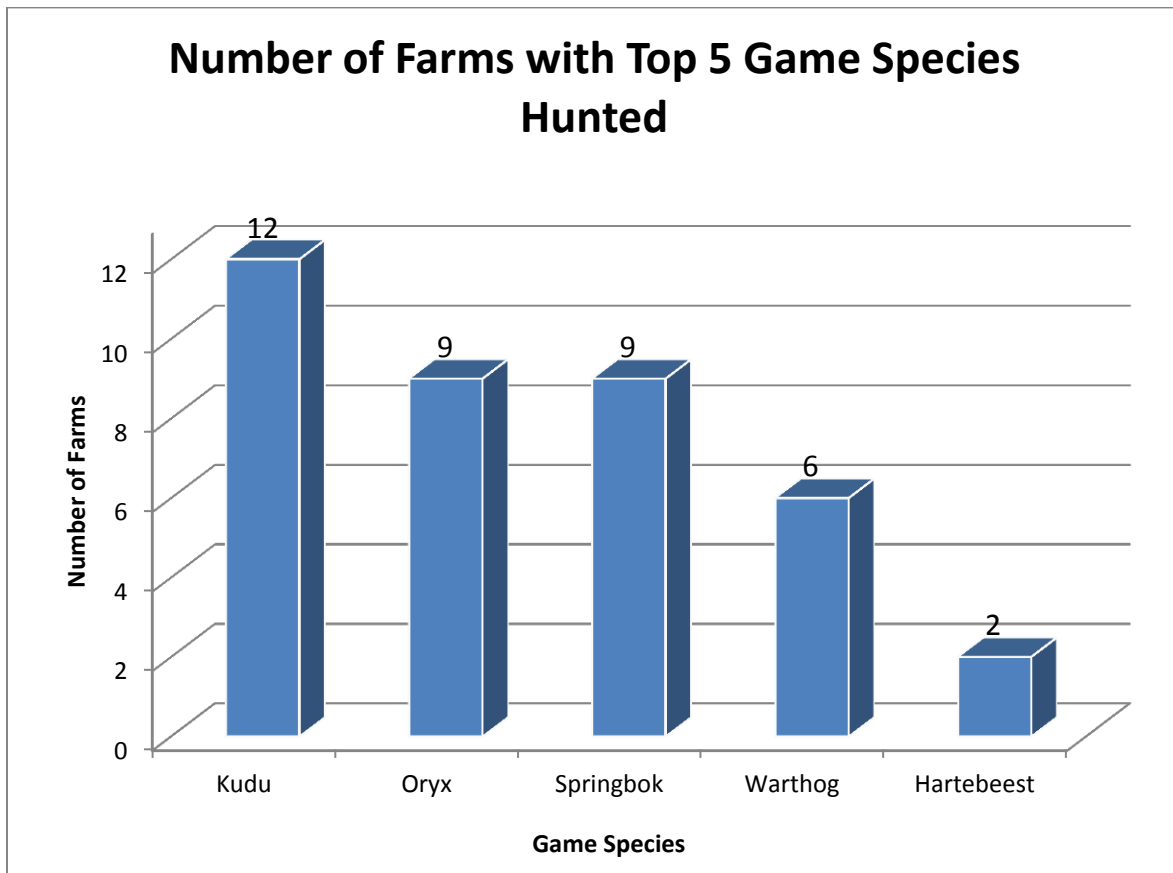
document or pamphlet for the NTB to distribute to potential farmers. This deliverable contains basic information on common and popular services and activities (see Appendix I.)

Hospitality is a large component of the trophy hunting industry. Through our experiences and observations, we saw that some of the potential farmers were not familiar with hosting guests. This was apparent from the failure of several farms to meet requirements under the “Facilities and service in relation to accommodation” section of the NTB standards (see Appendix C for these standards), and from the treatment we received as guests. We observed that five out of eight farms did not clean their rooms daily, and four out of eight farms did not provide clean bed linen and bath towels. Furthermore, eight out of eight farms did not have risk and safety guidelines outlining the hazards associated with hunting operations and the environment, such as gun safety and wildlife awareness. These shortcomings were further emphasized by the fact that only these eight farms had adequate infrastructure to evaluate using the NTB regulations.

There are quantifiable measures of hospitality. However, there were other important factors that we looked for during our visits. For example, several of the farms did not take into consideration guests’ dietary preferences. From our NTB liaison, we learned that clients have expectations about hospitality. For instance, owners should welcome guests and offer them a drink or light snacks when they first arrive at the farm. Similarly, they should provide the hunter with drinks in the hunting vehicle when they are out on a hunt. While these courtesies may seem relatively insignificant, they are a vital part of creating a comfortable hunting experience, and therefore farmers should provide them to be competitive.

#### 4.1.2 Wildlife

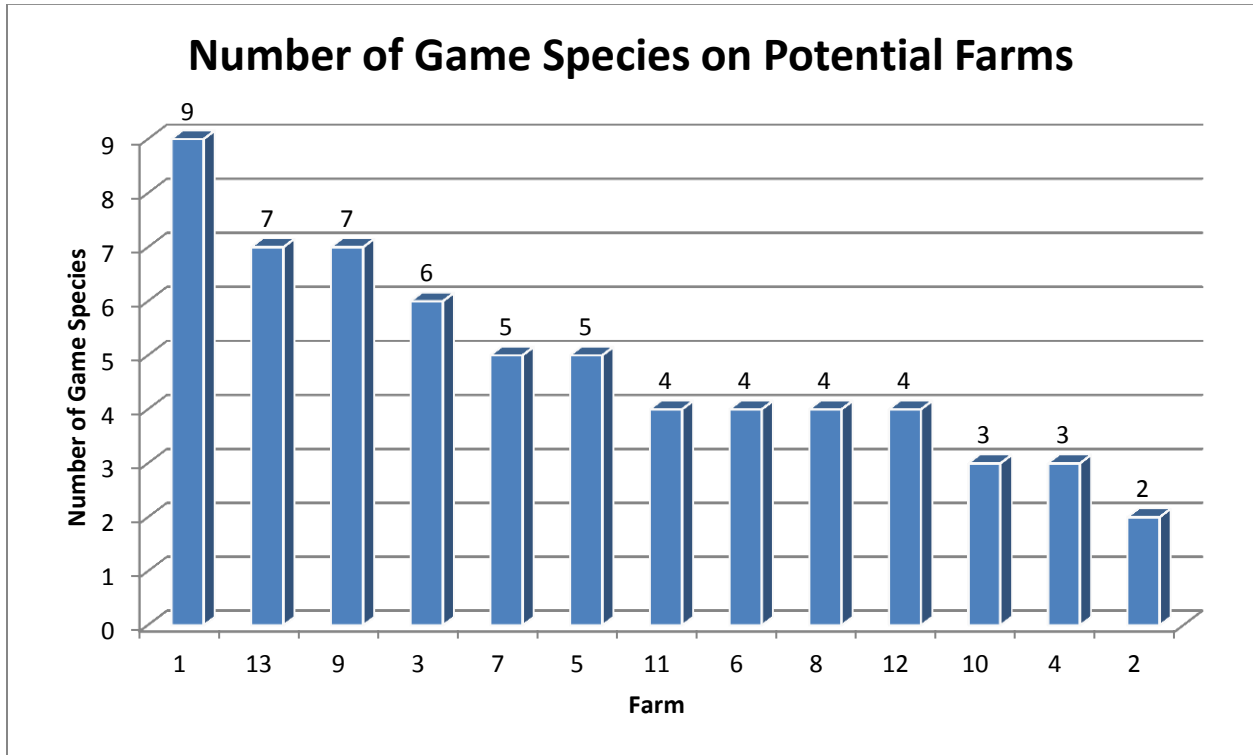
There are five species of commonly hunted game in Namibia: springbok, kudu, oryx, warthog, and hartebeest. As shown in **Error! Reference source not found.**, many potential farms had kudu, oryx, and springbok, but few had hartebeest. We only confirmed that six farms had warthog, but the true number is potentially greater based on our knowledge that the species is very common throughout many regions of Namibia.



**Figure 5: Number of Farms with Top 5 Game Species Hunted**

The average number of species on the farms was just under five, and the maximum was nine as seen in **Error! Reference source not found.** This is a small variety when compared to the average of 22 species offered at established trophy hunting operators as found from the

survey data. However, all of the 12 farmers were willing to work with neighbors and other farms to offer a wider variety of game species and gain access to more hunting land.



**Figure 6: Number of Game Species on Potential Farms**

It is apparent that potential farms could offer a larger variety of game species to become more competitive. As a result, we provided information to the potential farmers in our pamphlet about the possibility of obtaining game through the MET Wildlife Breeding Stock Loan Scheme (WBSLS) to increase the quantity and diversity of game species offered (see MET section of Appendix I.) This document also includes information about the five most commonly sought wildlife species in Namibia and the development of agreements between neighboring farms to increase game availability.



### 4.1.3 Introduction of a Tier System

The 13 farms needed to pass all of the NTB's criteria for sufficient infrastructure and facilities to become certified as trophy hunting farms. Of the 13 farms, only eight had sufficient infrastructure of the necessary quality to be graded. Of the eight assessed farms, all but one met more than 50% of the requirements. There were seven requirements that all eight of the farms were missing. These included fire extinguishers, tumblers for guests, a first-aid kit, and hunting safety education. **Error! Reference source not found.** shows the eight different farms and the percentages of the NTB requirements that they met.

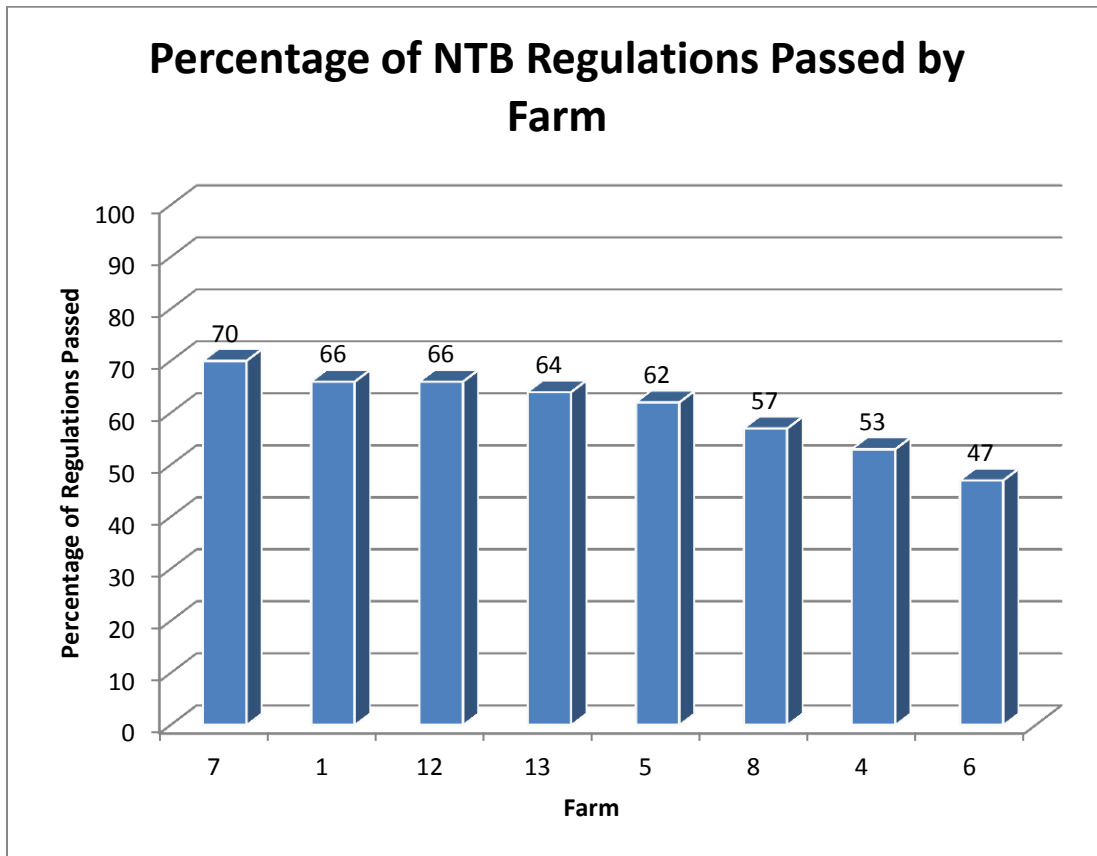
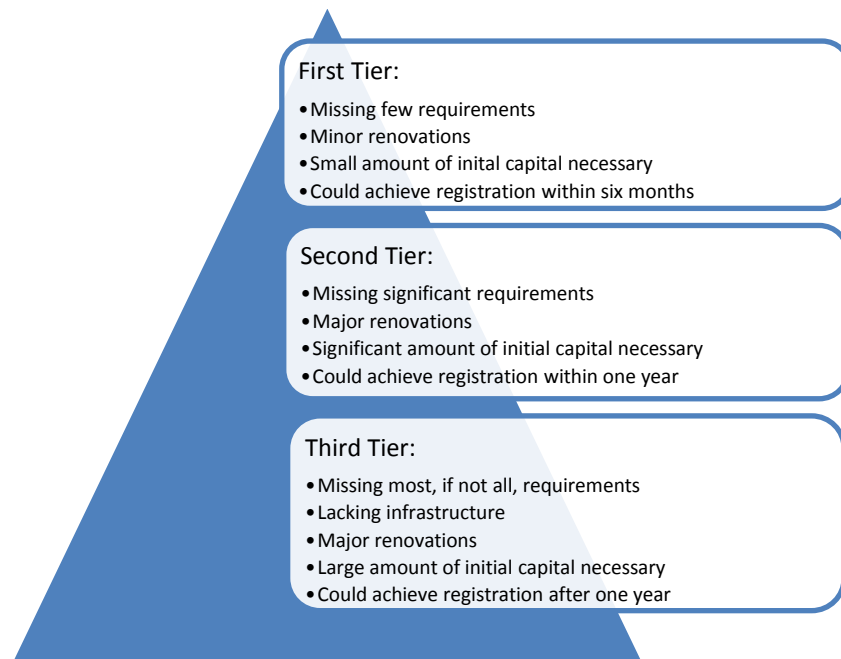


Figure 7: Percentage of the NTB Regulations Passed by Potential Farms

As a part of our deliverables, we created personal recommendations for all 12 farmers we visited (see Appendix J for this complete list.) Based on our physical observations, the results of

our assessments, and information obtained in interviews with the farmers, we also created a three-tier system to categorize the potential farms. While our tier system was not derived from the percentages in **Error! Reference source not found.**, it is supported by the fact that the six tier 1 farms (farms 7, 1, 12, 13, 5 and 8) passed the highest percentage of the NTB requirements followed closely by the two tier 2 farms (farms 4 and 6). The tier system and the characteristics of each level are described in **Error! Reference source not found.**



**Figure 8: Description of the Tier System**

This information was provided to the NTB so that they could easily see which farms were almost ready for registration (tier 1), which farms needed additional time (tier 2), and which farms were far from reaching registration (tier 3).

## 4.2 Effective Marketing Strategies

The trophy hunting industry relies heavily on word of mouth and personal references, posing a problem for new farmers because they usually do not have connections in the industry to help them market their farms. In our interviews, we learned that six out of 12 farmers have had some type of marketing experience in their past or current professions. However, their experience was often limited to marketing strategies specific to their previous industries and did not necessarily apply to the trophy hunting industry.

Additionally, we asked farmers about marketing strategies such as conventions, donation hunts, and providing references. Of the farmers with whom we discussed these strategies, most were not familiar with conventions and donation hunts. Once we explained conventions, we realized that farmers were willing to travel internationally to market their farms but were concerned about the expense. All of the farmers were willing to use donation hunts once we clarified what they were. Several of the farmers recognized that references were valuable tools to enhance word-of-mouth marketing. Many of the farmers expressed concern over their lack of knowledge in marketing.

Social media, hunting websites, and forums are easy ways to market businesses and reach broad audiences. We learned that most of the potential trophy hunting farmers were aware of the benefits of using the internet even though not all of them were computer savvy. Five out of 12 farmers already had websites for their cattle farms or other businesses. We found that online marketing is a viable and growing marketing strategy.

In interviewing the farmers, we determined that farmers lacked knowledge on marketing strategies but were eager to learn. To address this gap, we included information

describing the different marketing strategies applicable for potential farmers trying to enter the industry in our pamphlet (see Appendix I.) Included in the document are the advantages and disadvantages of each strategy. All of the farmers expressed interest in this document. Based on the low level of knowledge that farmers have about traditional and online marketing strategies, we also made recommendations to the NTB on how to train potential farmers and assist with marketing the pilot program as a whole.

Prior to visiting the potential farms, we discussed agents with the operator of a self-defined “small trophy hunting farm” (Established Trophy Hunting Operator 1, personal communication). He explained to us that agents were not practical for his small business because their commission consumed too much of his profit. We determined that this was also a drawback for the potential farmers since their establishments would also be small once registered. We recommended a strategy to the NTB on how they could overcome this obstacle (see Appendix K.)

In addition to the tools used to market trophy hunting, success is dependent on the markets targeted by an operator. An established trophy hunting operator explained to us that trophy hunting in Namibia is heavily marketed to Western European countries, but that these markets are saturated (Established Trophy Hunting Operator 1, personal communication). He stressed the need to expand into new markets such as the United States and Russia. Additionally, all of the survey responses indicated that the industry needs to expand into new markets. Recent data provided by the NTB reveals that 1,905 hunters from Germany, 1,516 hunters from the United States, and 265 hunters from Spain hunted in Namibia in 2012. Ten

years ago, only 155 hunters visited Namibia from the United States, indicating that the United States is an expanding market that should be targeted.

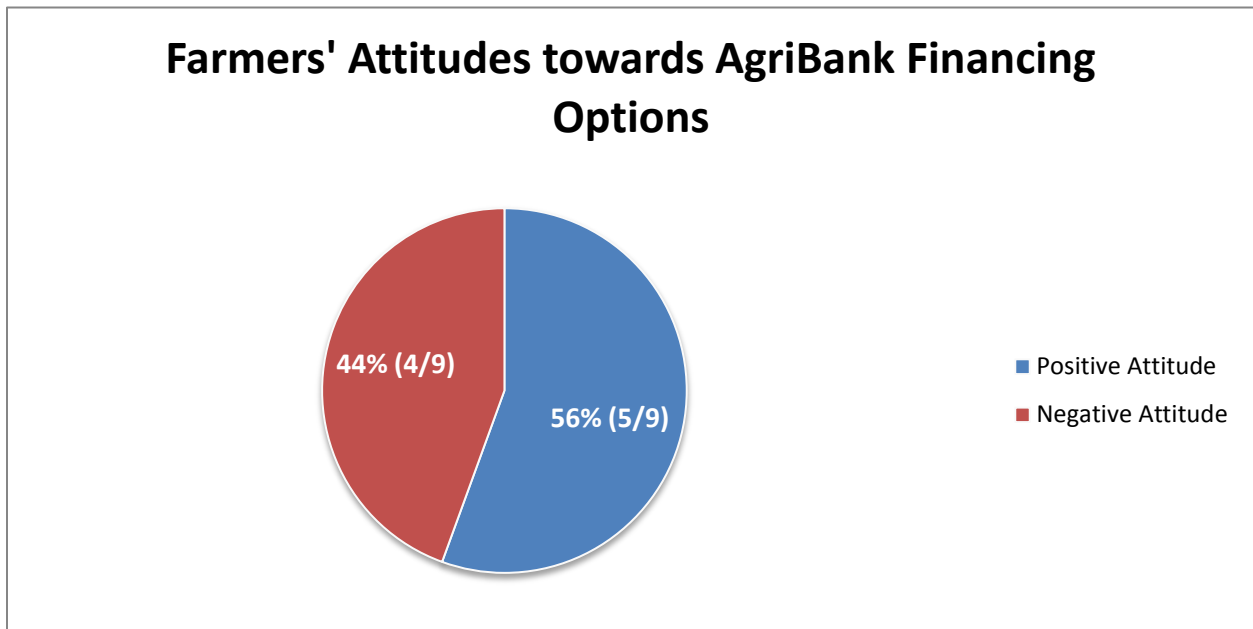
In discussing the marketing of tourism in Namibia with two representatives of the NTB's marketing department, we learned about the Namibia Millennium Challenge Account (MCA-N). This is a compact between the United States government and the Republic of Namibia to improve education, tourism, and agriculture in Namibia. The MCA-N has developed a campaign to market tourism in Namibia within North America, which it has identified as an emerging market. This is further justification that there is potential for the expansion of the tourism industry, which trophy hunting is part of, to unsaturated markets such as the United States.

#### **4.3 Economic Challenges**

Entering the trophy hunting industry is a costly process. To meet the NTB standards and become competitive, potential farmers need to spend money. However, many of the farmers do not have the necessary funds.

Farmers needed to invest in their accommodations, fencing, and wildlife. All of the farmers needed funding for accommodations because they needed to either construct entirely new lodging or make improvements to existing lodging. Fencing was an issue because all of the farmers were interested in stocking game. It is highly advisable to have game-proof fencing when stocking game to maintain populations on the farm. According to our liaison, a former professional hunter, game-proof fencing costs N\$55,000 per kilometer. Furthermore, the importance of fencing was obvious because 12 of the 12 owners were interested in taking part in the WBSLS through MET. This requires that the farm is equipped with either high or low game-proof fencing depending on the species stocked.

Our interviews revealed that potential farmers had mixed attitudes regarding current financing options available to them through AgriBank, as shown in Figure 3. Some of the previously disadvantaged farmers were concerned about losing their farms, which often serve as collateral on loans.



**Figure 9: Farmers' Attitude toward AgriBank Financing Options**

We found that farmers were at the highest risk of being unable to make payments during the start-up phase of their operations. There are high initial costs and low expected income during this period because the farmers lack a client base and reputation in the industry. As a result, alternative financing options are needed to accommodate these issues.

In our interviews we also discussed the possibility of receiving funding from business investors. All of the previously disadvantaged farmers expressed interest in this option. The farmers also did not mind if the business investor was from Namibia or overseas. They saw this as an opportunity to market their farm overseas. Therefore business investors are a viable

financing option that requires further evaluation. As a result of the need for financial assistance by many of the farmers, the variation in attitudes of the farmers, and the variety of financing options available, we included information on several financing options in our pamphlet for potential farmers.

#### **4.4 Limitations of our Data**

Time constraints and communication difficulties with established trophy hunting farms created some minor setbacks during the collection of our data. In addition to the low response rate to our survey, we only had time to visit two established trophy hunting operators. By combining information from our physical observations, direct contact with the farm owners and the survey results, we were able to make the best possible analysis with the data we had collected.

Our interview protocol also changed slightly as we traveled to the 13 potential farms. We added a few questions regarding financing options with AgriBank, business investors, and the willingness of farmers to work with neighboring farms. Also, due to time constraints, language barriers and the lack of specificity with which some questions were asked and answered, some inconsistencies existed in the data collected. The main uncertainties in the data were the attitudes of three farmers toward the AgriBank and the opinions of some farmers about marketing strategies such as donation hunts and conventions. As a result, we have presented general trends when needed and quantitative data when appropriate.

#### **4.5 Summary**

We have compiled and analyzed our data on the features of successful farms, effective marketing strategies, and economic challenges associated with the trophy hunting industry.

Even with the issues in our data, we are confident that our results accurately represent the situation of previously disadvantaged farmers desiring to enter the trophy hunting industry in Namibia. Our findings led us to the conclusions and recommendations found in the following chapter.



## **5 Conclusions and Recommendations**

As a result of our research we identified which farms were ready to enter the trophy hunting industry, determined effective marketing strategies and identified suitable financing methods. We also developed recommendations for farmers looking to enter the industry and compiled a list of recommendations for the NTB regarding ways to develop their pilot program. Our conclusions and recommendations are as follows.

### **5.1 Conclusions**

We drew conclusions from the data we collected while in Namibia and background research conducted prior to arrival. The conclusions generalize the status of the potential farms and marketing within the industry as well as opportunities available to potential farmers for financing.

#### **5.1.1 Identification of Potential Farms**

Our assessments of the potential farms led us to create the three-tier system presented in chapter 4. Using this system, we determined that six farms were in the first tier, two farms were in the second tier and five farms were in the third tier. Realistically, the NTB could register the six first tier farms by October 2013, four farms short of their goal. From our evaluations of the two second tier farms, we believe they could potentially register by October if they aggressively make improvements. However, they will most likely need an additional six months. The third tier farms will not be able to register by October 2013 and will need at least a year to meet registration requirements.

In addition to having proper infrastructure on his farm, the owner must also have an understanding of how to manage a trophy hunting farm. Many of the farmers lacked

experience in service and hospitality and were simply unfamiliar with the basic nature of trophy hunting. However, all of the farmers were open to suggestions regarding the industry, which is a positive indication that many of the potential farmers would be dedicated operators and receptive to feedback.

### **5.1.2 Effective Marketing Strategies**

Developing effective marketing strategies is necessary for potential trophy hunting farmers to establish themselves in the industry. Our research has identified that the potential farmers do not know how to market a trophy hunting operation and do not have a complete understanding of traditional marketing strategies or online marketing tools. We have also identified the need for the trophy hunting industry to grow in new markets. Once they become registered, the potential farmers can take advantage of this opportunity.

There are general trends in the trophy hunting industry regarding services and marketing strategies. The results of our survey in chapter 4 presented a basic picture of the trends in the industry. However, we could not obtain a complete perspective of the entire industry because of the limited number of survey responses.

### **5.1.3 Finances**

Finances can be an inhibiting factor when starting any business. All of the previously disadvantaged farmers will need to spend money to meet registration requirements. Many potential farmers expressed concern with current loan schemes because of high initial costs and slow turn around on profits. Potential farmers were concerned with using their land as collateral and being able to make payments, especially during the start-up phase. Therefore current loan options do not meet the needs of the potential farmers.

## 5.2 Recommendations

Based on the conclusions of our research, we developed several recommendations for the potential trophy hunting farmers and the NTB. The recommendations for the potential trophy hunting farmers focus on infrastructure, services, marketing, and financing. The recommendations for the NTB focus on actions that would facilitate the training of potential farmers and ensure their successful entrance into the industry.

### 5.2.1 Recommendations for Potential Trophy Hunting Farmers

The recommendations we developed for all 12 potential trophy hunting farmers are:

- **Become familiar with general information regarding the trophy hunting industry, learn about marketing specifics, and become aware of the financing options presented in Appendix J; and**
- **Learn about the general land, wildlife, infrastructure, and business strategies presented in Appendix I.**

We designed these recommendations to help the potential farmers effectively enter the trophy hunting industry. Appendix I is applicable for additional previously disadvantaged farmers who express interest in joining the industry in the future. Furthermore, we developed personal recommendations for the eight farms where we evaluated accommodations:

- **Achieve the minimum requirements the farm did not meet, as presented in Appendix J; and**
- **Consider extra features and improvements (outside of the NTB requirements) as recommended in Appendix J.**

All of these recommendations were a part of the deliverable mentioned in chapter 4. In our recommendations, we identified requirements that were not met which commonly included

the lack of a first-aid kit, safety guidelines, fire extinguisher, and tumblers for guests.

Recommendations on extra features varied from simple things such as fixing cracks in walls to upgrading facilities. The feedback explains to the eight farmers the specific NTB minimum requirements they did not meet. It also tells the farmers what we liked about their farms, describes areas they should improve on beyond the minimum standards, and gives specific recommendations on how to succeed in the industry.

### 5.2.2 Recommendations for the Namibia Tourism Board

The following are recommendations for the NTB. They address ways to develop the pilot program for potential trophy hunting farmers.

#### **We recommend that the NTB:**

- **Continue current research and analysis methods.**

The NTB should continue to use the tier system presented in Chapter 4 to gauge the readiness of future potential farms. Additionally, the NTB should pursue more responses to the survey we created. A larger sample size would validate our findings and allow the NTB to have a more comprehensive view of the industry in order to more accurately determine the most popular services and marketing techniques.

- **Offer a comprehensive set of workshops covering various topics farmers need to be educated on based on their interests and experience.**

These workshops would carry out one of the NTB's mandates of facilitating and training those involved in the tourism industry. We propose workshops focusing on three areas of importance.

- **General information about the trophy hunting industry:** this workshop should teach potential farmers about the workings of the industry and nuances that make trophy hunting unique. Some areas of focus should be the basics (personal connections, wildlife and land, etc.), customer care, and additional services. Further information on these topic areas is provided in Appendix K, Figure K-11
- **Effective marketing strategies:** this workshop should include seminars on promotional literature, online resources, and using agents and traveling. Further information on these topic areas is provided in Appendix K, Figure K-12.
- **Financing:** this workshop should include seminars regarding financing options through various banks or other sources, completing the application process for the loans, and identifying costs. Further information on these topic areas is provided in Appendix K, Figure K-13.
- **Assist potential farmers with individual marketing and facilitate marketing of the pilot program.**

Collectively marketing all of the farms in the pilot program will assist the potential farmers where there is a general lack of knowledge and resources. The NTB should investigate the possibility of several different marketing strategies such as using hunting convention booths, writing magazine articles, and creating a NTB Hunting booklet that highlights the previously disadvantaged farmers. We suggest that the NTB allocates money to subsidize travel expenses for the farmers in order to make attending conventions financially feasible. Additionally, the NTB should continue researching new markets and help the previously disadvantaged farmers target the markets that will

allow them to succeed. We have identified Germany as an already saturated market and the United States and Russia as markets into which the trophy hunting industry in Namibia can expand. Finally, the NTB should investigate the possibility of hiring an international agent to represent and market the selected farms. Due to cost and lack of knowledge, many small operators do not hire agents. The NTB should investigate finding an agent to collectively market previously disadvantaged operators and subsidize the cost if necessary.

- **Work with institutions and investors to establish assistance schemes.**

Due to the high cost of wildlife, many farmers cannot afford to purchase different species. The MET's WBSLS can help farmers expand their game variety. The NTB should work with the MET to give the previously disadvantaged farmers priority over other farmers and offer them species other than the five currently obtainable through the scheme. We suggest that hartebeest is an additional species offered. We also advise that the NTB works with AgriBank and/or the DBN to devise a new loan scheme for previously disadvantaged farmers to address the potential farmers' concerns with loans and collateral. Work should also include creating a scheme for the NTB to pay the first three years of interest, while banks offer a grace period from payments for the potential farmers. Finally, the NTB should investigate business investors as an alternative financing option.

### **5.3 Summary**

Our recommendations can promote successful trophy hunting operations on farms owned by previously disadvantaged Namibians. They encompass many aspects of the trophy

hunting industry—from technicalities to marketing and financing. We encourage the NTB to consider our recommendations and investigate the continuation of the pilot program to better represent the previously disadvantaged community in the trophy hunting industry.

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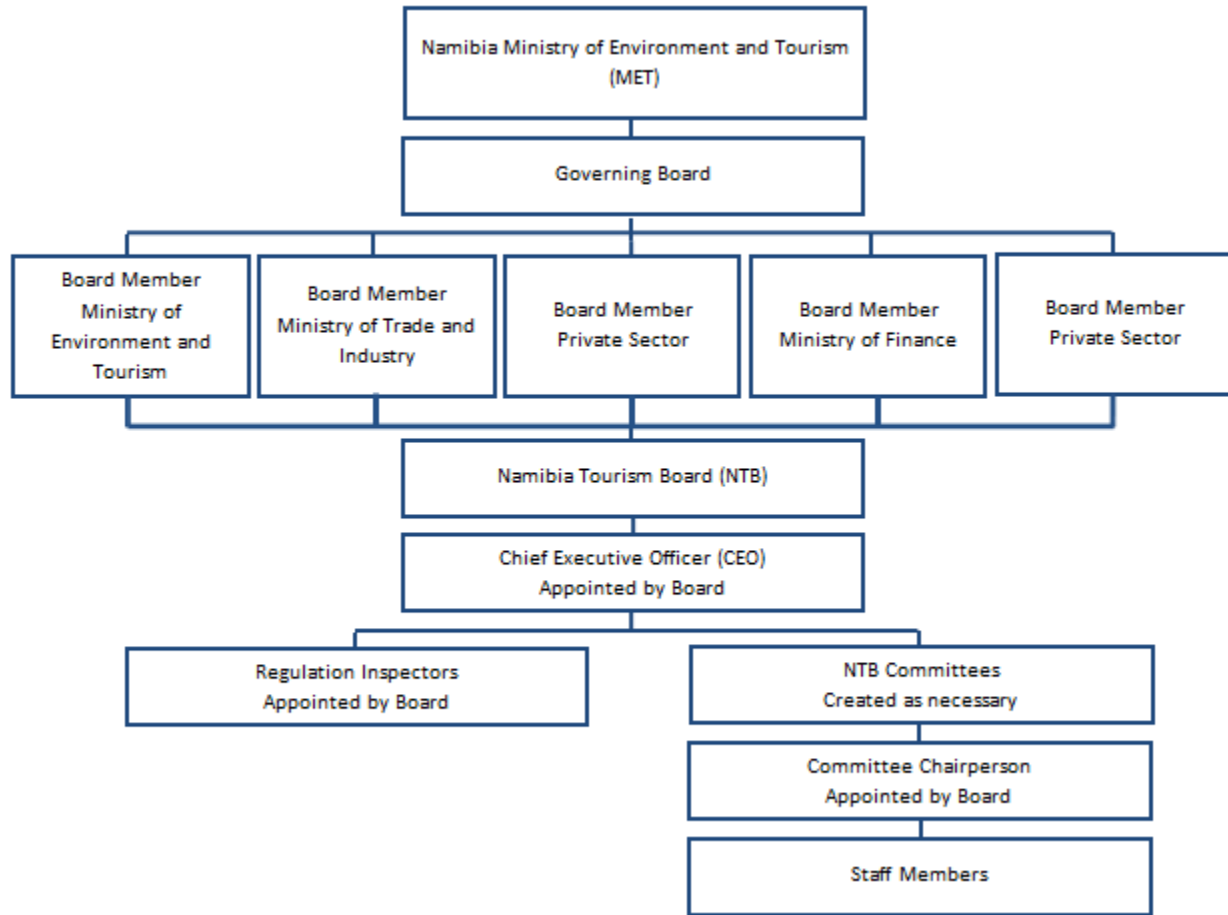
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## Appendix A: Sponsor Description—Namibia Tourism Board

*To market and develop tourism to and within Namibia that exceeds our visitors' experience expectations, delivers value to stakeholders, improves the living standards and sustains the cultural values and way of life of our people, and enables broad base participation of Namibians in the tourism industry. -(NTB, 2013, "About NTB," para. 2)*

Our project sponsor is the Namibia Tourism Board (NTB). A government agency, the NTB was created on April 2nd, 2001 (NTB, 2013). It is an agency tasked with monitoring and regulating tourism industries in Namibia to ensure the high standards of local businesses as well as the safety of tourists.

The NTB is governed by a diverse board of five directors who are appointed for their experience and background (Republic of Namibia, 2000 p.4-5). The Minister of the Environment and Tourism appoints two directors from the private sector who have backgrounds in industry. The other directors are from the Ministry of Environment and Tourism, the Ministry of Trade and Industry, and the Ministry of Finance. These three members are appointed by their respective Ministers. The NTB consists of committees created by the Board in order to fulfill the organization's mission. A chairperson appointed by the Board (see Figure A-1 below) leads each committee. Board members themselves may or may not be involved in any given committee. This structure allows for many problems to be focused on at once while simultaneously advancing the NTB mission.



**Figure A-10: NTB Organizational Structure (Republic of Namibia, 2000 p.4-5)**

Funding for the board is received primarily from the government as well as fees and fines from the NTB subscribers (Republic of Namibia, 2000 p.4-5). For example, the NTB charges an application fee of N\$3,000 for a trophy hunting operator with accommodations and an additional N\$200 registration fee (J. Isaacs, personal communication, April 10, 2013). In the 2011-2012 fiscal year the total budget of MET was N\$791 million, of which N\$70 million was allocated to the NTB (Mwinga, 2011). However, in 2012-2013 that amount was decreased to N\$50 million (Steinmetz, 2012).

To accomplish their mission the NTB (2013) promotes the tourism industry within Namibia and abroad. The NTB has offices located in London, Frankfurt, Cape Town,

Johannesburg, and its primary headquarters in Windhoek, Namibia. The NTB also works to regulate the local tourism industry and registers businesses on basic qualifications. NTB certified agents inspect registered businesses and issue grades distinguishing quality levels to potential tourists. Receiving various certifications shows that an establishment upholds standards to ensure the safety of visitors. The NTB offers education and training for individuals in the tourism industry (FENATA, 2013).

The NTB (2013) carries out its duties while promoting sustainability of Namibia's natural resources. As stated in their mission, they place an emphasis on the culture and way of life in Namibia. Conservation efforts are an integral part of the NTB and their regulatory criteria in the tourism industry.

One of the current initiatives of the NTB is working toward Black Economic Empowerment, abbreviated as BEE (Republic of Namibia, 2012). By developing a policy in support of this movement the NTB is committed to establishing social responsibility programs for black individuals engaging in the tourism industry. For example, the NTB works toward educating the disadvantaged business owners about the tourism industry and how to improve their operations.

In Namibia other organizations exist similar to the NTB. They function to either strengthen the tourism industry or address trophy hunting opportunities. The Ministry of Environment and Tourism, known as MET, is the government department that holds authority over the NTB (2013). The Federation of Namibian Tourism Associations, known as FENATA (2013), partners with the NTB and the MET to collaborate on common goals and issues affecting the sustainability and economic and business growth within the tourism industry.

FENATA is the overarching organization that represents the various groups of the private sector and serves as their “voice.”

Members of FENATA (2013) include the Namibian Association of Community Based Natural Resource Management Support Organizations (NASCO) and the Namibia Professional Hunting Association, known as NAPHA. NASCO (2013) does not directly focus on the tourism industry; however, it supports and helps develop communal conservancies, on which tourism ventures such as trophy hunting are often present. In contrast, NAPHA (2013) is the primary private organization in Namibia that deals with hunting. NAPHA is committed to maintaining ethical conduct, sustainability, and security in the hunting industry.

## **Appendix B: The Affirmative Action Loan Scheme (AALS)**

The Affirmative Action Loan Scheme (AALS) was instated in 1992 and is managed by the Agricultural Bank of Namibia (USAID, 2010). The purpose of the AALS is to help redistribute privately white owned land to previously disadvantaged farmers.

The AALS enables the farmers to buy land with subsidized loans between N\$400,000 and N\$500,000 that are repayable over 25 years with an initial three-year grace period (Hunter, 2004). In order for the applicants to obtain a loan, they must have a least 150 cattle or a corresponding number of smaller animals, such as goats or sheep along with an initial capital of N\$150,000 (Wietersheim, 2008). If these criteria are met, the Agricultural Bank of Namibia (Agribank) loans the farmer 85% of the farm's purchase price and the government guarantees to pay for 35% of the loan.

As of October 2012, 1,933 farmers had bought farms through the AALS. Additionally, about 1 in every 5 farms is under the private ownership of black Namibians (Wietersheim, 2008). In total, previously disadvantaged farmers currently own 9.46 million hectares of commercial farmland.

# Appendix C: Sample of NTB Minimum Requirements "Ticking Form"

**Industry Services**  
**Standards Assessment Form- Trophy Hunting Operators**

Name of Establishment:

Name of Contact / Manager:  Reference Number:

3.1.1Bedrooms									
Each bedroom must be provided with-									
(i) Adequate beds for the number of persons occupying the bedroom, complying with the following:									
(aa) Minimum Size-single bed 180cmx90cm double bed 180cmx135cm									
(bb) Mattresses must be inner -spring or foam rubber or equivalent substance with a minimum thickness of 12 cm:  Provided that alternative suitable beds may be provided for children.									
(ii) a mirror of at least 250cm <sup>2</sup>									
(iii) a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock;									
(iv) if not fully carpeted, one floor mat, janned-skin or similar floor covering for each bed of at least 1m <sup>2</sup> , or one piece of similar floor covering of at least 2.4 m <sup>2</sup> to serve all beds;									
(v) a waste paper basket;									
(vi) at least one tumbler per guest.									
<b>3.1.2Bathrooms and toilets:</b>									
(a) Bathrooms and toilets facilities must be provided for guests separate from those for the operator's household and staff.									
(b) Floors must be of impervious material or concrete.									
(c) Baths, showers and washbasins must be provided with hot and cold running water.									



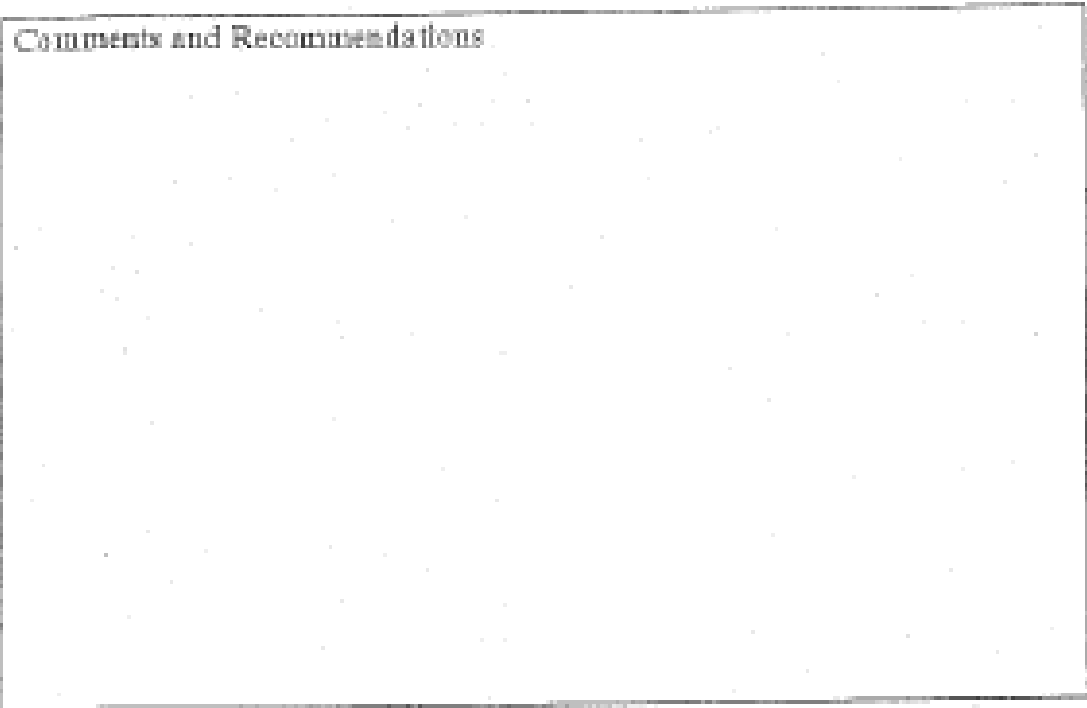


(f) At least one sink with hot and cold running water must be provided for washing of dishes;									
(g) Adequate and hygienic food storage areas must be provided.									
(h) There must be no direct access to a toilet from the kitchen.									
(i) Kitchens, wash-ups and food storage areas must be kept clean and free of insects and rodents.									
<b>3.1.5 Laundry facilities</b>									
Facilities for the washing, cleaning and ironing of guests' clothes and other belongings must be available on or off the premises.									
<b>3.2 Tented or other temporary accommodation:</b>									
Each tent or other temporary accommodation unit must be provided with -									
(a) a bed and mattress or sleeping bag for each guest;									
(b) a lockable storage box or safe;									
(c) adequate lighting;									
(d) suitable facilities for cooking and washing of dishes;									
(e) Ablution and toilet facilities which must be kept in a clean and hygienic condition at all times.									
<b>3.3 Facilities and service in relation to accommodation</b>									





**Comments and Recommendations**



**Inspector:**

**Date:**



## Appendix E.1: Interview Transcript for Potential Farm 1

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Owns contract business in Windhoek**
  - **Began farming in communal Damaraland**
    - **Grew up on a farm (in his blood)**
    - **Followed a friend to his homestead where he got started buying small stock**
      - **Increased quantities after more interest and money**
      - **Initially interested only in quantity in order to qualify for Agribank loans**
      - **Later higher quality animals were added to the substandard animals**
      - **For example bought better bulls and improved genetics**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
  - **With higher quality animals could not continue on communal lands**
    - **Leased this farm for 4 years**
    - **Bought the land in October 2010 (once had enough animals)**

3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - **Wildlife: KU, OX, SP, ST, DU, WH, ZB, Giraffes, Elephants**
  
4. What infrastructure exists on your farm?
  - a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
  - **Started construction on the accommodations in November 2010 and done December 2010**
  - **Idea behind the construction was to one day meet requirements**
  - **80-90% of the land has complete game fencing**
    - **Certain portions of the land have been left deliberately open to allow other animals in and make animals feel safe**
  
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
  - a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
  - **Has considered mountain hiking and quad biking through riverbeds, setting up camping areas for families, and possibly taming animals like giraffes for closer human interaction**
    - **Wants to diversify!**
    - **Always thought about cattle but with a recent drought and bush fire (about 40% burned) considering other options**
  
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?



7. What is your opinion on stocking farms with species unavailable on your land at this time?
  - a. Would you be willing to do this and why?
    - **Planning to bring in scarce species (i.e. impala) but first need to secure the area and prepare**
    - **Before the previous owner sold the land they shot everything and animals were extremely timid**
  
8. Have you had experience marketing a farm or other business? Please describe.
  - a. What has been successful?
  - b. What has been problematic?
    - **It would be possible to use hotel locations to help market the TH farm**
    - **Biggest problems are competition and seasonal business**
    - **Would like a link for tourists traveling among SA, Botswana, and Angola**
  
9. What ideas do you have for marketing, if any?
  - a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?
    - **Within his field marketing was not an issue since people came to him but in TH he needs skills because it is all new**
    - **Yes, interested in conventions and donation hunts and understands the value of word of mouth that could be obtained**
  
10. What is your attitude/opinion towards Agribank?
  - **Already had experience financing through Agribank and would use again**
  
11. What are your feelings on business investors?
  - **Yes, would be willing to consider outside business investors if things need to be completed within a certain time frame and money is needed**
    - **Might even be beneficial to have overseas investors rather than national**

11. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **Does not feel that it would be a problem to work with neighbors**
  - **Willing to consider anything that would be to their advantage!**

**Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.2: Interview Transcript for Potential Farm 2

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?

- **Regional Counselor**
- **Deputy Governor of Bank of Namibia is younger brother**

2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?

- **Bought farm in 2007 through AALS for N\$ 1.6 million (everything included)**
  - **Began the process in 2005**

3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?

- **+/- 16 OX 40-50 SP**

4. What infrastructure exists on your farm?

- a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **Two farmhouses, one in use, the other in disrepair and empty, built in 1962**
    - **Jackal-proof fencing, no game-proof fencing**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
- a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Would like to have local cultural groups perform and interact with guests**
      - **San and Herero etc. are living nearby and guests could be taken to visit their communities**
      - **Offer horse/donkey cart rides**
      - **Offer cultural/braai evenings**
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
- **See how TH is going and then maybe convert 2/3 to TH and 1/3 to cattle, need to go slow**
7. What is your opinion on stocking farms with species unavailable on your land at this time?
- a. Would you be willing to do this and why?
8. Have you had experience marketing a farm or other business? Please describe.
- a. What has been successful?
  - b. What has been problematic?
    - **No marketing experience in general, no ideas yet because previously not interested in TH**
    - **Willing to attend workshops (son would attend since he will be taking over the farm/business)**
    - **Social media and website similar to TripAdvisor sound like a good idea**

9. What ideas do you have for marketing, if any?
  - a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?
  - **Have contacts through brothers tour business, Camelthorn**
    - **Ricardo suggests possibility of other tours and trips through brother's connection to provide entertainment for hunters and families/companions, especially for longer hunts**
      - **Also suggest discount packages that have attached tour**
    - **Necessary to work out interactions between TH and Camelthorn**
10. What is your attitude/opinion towards Agribank?
  - **Working with AgriBank is a little bit difficult**
    - **Bought the farm under AALS but the process was difficult and with pressure**
    - **Need at least 150 cattle, grace period of 3 years,**
    - **If employed then no grace period and have to pay immediately which was a lot of pressure and cost a lot of cattle**
    - **Employed landowners get a different interest rate than the otherwise unemployed 2-3% interest rate**
    - **Had to pay 6% interest rate 3 years, 10% 4<sup>th</sup> and 5<sup>th</sup> years, 12% 6<sup>th</sup> year on**
    - **While paying it is still necessary to maintain the farm...how could all these things be paid for?**
      - **Therefore, very important to diversify**
  - **Not willing to work with AgriBank again, not interested in picking up more loans with AgriBank**
    - **Prefers a grant from NTB**
11. What are your feelings on business investors?
  - **Feels a business investor would be better for them, more interested**
    - **"Space to share the cake"**
    - **Even willing to have overseas investors**
12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **Yes, they can enter into agreements with other farmers who are their friends**
  - **Doesn't believe making an agreement would be a problem**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.3: Interview Transcript for Potential Farm 3

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Owns two hotels in the North Outapi Town Hotel**
    - **Understands hospitality**
    - **Goal is to have chain of 5-6 hotels linked as a chain**
    - **Hotels are mainly for locals due to the Red Line, however do receive some tour buses**
    - **Also owns a construction business**
    - **It would be possible to use these locations to help market the TH farm**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - **Wildlife: +/- 60 eland, +/- 100 kudu, small deer (dik-dik and duiker), warthogs, jackals, leopards, wild dogs, mainly small predators**

4. What infrastructure exists on your farm?
  - a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **2 old farmhouses (saw 1 on 5,000ha track of land) appeared of average quality, surrounded by cacti and gardens, private**
    - **3 of the 4 sides of the farm have game-proof fencing, 4<sup>th</sup> side only has stock-proof fence**
    - **Smaller fences throughout the farm**
    - **Roads/paths throughout the farm and along fences**
    - **Low quality shack area where the workers live, fenced off and to the side of the farmhouse**
    - **On the grounds around the farmhouse there were old cars and mechanical parts, appeared disorganized**
    - **11 Total wind powered waterholes, 8 serve only for cattle, other 3 serve for both cattle and game**
      - **On TH land (both 2,700ha sections) 6 total waterholes, 4 natural, 2 manmade, 1 possible extra manmade hole (located on camp border)**
      - **Waterholes do not need much rain because of rock bed underneath**
    - **In Northern area of farm several natural watering holes, some as large as 10ha**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
  - a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
  - **Interested in putting in a traditional lodge, not luxury/resort, featuring cultural, more natural accommodations**
7. What is your opinion on stocking farms with species unavailable on your land at this time?
  - a. Would you be willing to do this and why?



8. Have you had experience marketing a farm or other business? Please describe.
  - a. What has been successful?
  - b. What has been problematic?
    - **It would be possible to use these locations to help market the TH farm**
    - **Biggest problems are competition and seasonal business**
    - **Would like a link for tourists traveling among SA, Botswana, and Angola**
  
9. What ideas do you have for marketing, if any?
  - a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?
    - **Use local people and government for support**
    - **Believes in spending money to make money**
      - **Must engage agents**
      - **Very willing to work with agents**
    - **Owner wants everyone to be happy and comfortable in Namibia.**
    - **Owner was looking for advice on what land and wildlife he should offer**
      - **Would like advice on such things as donation hunts and references**
    - **Interested in attending conventions**
  
10. What is your attitude/opinion towards Agribank?
  
11. What are your feelings on business investors?
  
12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.4: Interview Transcript for Potential Farm 4

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **In general the attitude expressed was that they want to grow and do their best**
  - **Total of 4,200ha would like to use half for TH and has an idea of certain parts to be used**
  - **Priscilla owns a property business located in Windhoek**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
  - **Bought farm through Robin's father via AALS 2004 or 2006**
3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - **+/- 40-50 SP 5 OS KU in and out**

4. What infrastructure exists on your farm?
  - a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **Have made a lot of improvements**
      - **Renovated the house**
      - **Installed outside toilet**
      - **Constructed 2 dams**
      - **Lot of work on the fencing**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
  - a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Wants to expand**
      - **Installing large swimming pool**
      - **Modernize the farmhouse and surrounding area**
      - **Already ordered a large cool room for the meat as well as with a bar side**
      - **Establish some type of petting zoo with small horses and dogs to offer to guests and/or children**
      - **Wants to build completely separate lodges for hunters in an African style**
      - **Wants to build a conference center to offer to churches or schools**
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
7. What is your opinion on stocking farms with species unavailable on your land at this time?
  - a. Would you be willing to do this and why?
    - **Definitely would like to construct game-proof fencing**
    - **Looking into stocking Kudu and Eland with a game-proof fence**
    - **Also would like more exotic species such as Sable**
8. Have you had experience marketing a farm or other business? Please describe.
  - a. What has been successful?

- b. What has been problematic?
- **No significant experience marketing or ideas for TH**
    - **Priscilla has some experience with her property business**
      - **Utilizes newspapers**
      - **Plans to expand with a website**
9. What ideas do you have for marketing, if any?
- d. Would you be open to getting feedback from clients?
- a. If so, would you use clients for references?
- e. Have you considered using donation hunts?
- f. Are you capable/willing to travel internationally to promote your trophy hunting business?
- **Very willing to receive hunter feedback, nothing to hide, feels that it is a good strategy to build trust for the business**
  - **Seem interested in TripAdvisor type of site asked what our opinion was on the site**
  - **Seemed to understand the importance of personal interaction at conventions, very much interested in traveling and would love the opportunity**
10. What is your attitude/opinion towards Agribank?
- **Yes, willing to have a loan with AgriBank as long as the NTB is involved and offering the collateral**
    - **Felt that 3 years would be a good amount of time to pay back the loan**
11. What are your feelings on business investors?
- **Willing to think about business investors, would need to do research, partners are not always successful**
    - **Priscilla gave an example of a past employer who luckily did not take part in a business partnership since a year later the business failed**
    - **Would be interested in advice that we could provide on how to set up the investors**
12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?
- **Yes, willing to work with neighbors and already has a network set-up with other farms**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.5: Interview Transcript for Potential Farm 5

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **One of the owners works at UNAM and another works in the IT industry**
  - **Farm was a private nature reserve, will have to de-register the farm as a private nature reserve in order to have TH on it**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - **We started with 7 oryx and 8 blesbok lambs**
    - **Now have breeding herds of our own**
4. What infrastructure exists on your farm?

- a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **We are working on finishing the game-proof fence around the farm**
    - **The farm is made up of eighteen different camps**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
- a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Game viewing, bird viewing, weekend getaways**
    - **Show people what normal farming is like in addition to TH (such as branding cattle)**
      - **Explain that the animals are free-range, not feed lot cattle.**
    - **Introduce people to their cuisine**
    - **Engage the local community by inviting them to put on cultural activities (performances, etc.)**
      - **Donate some of the meat to children/churches in this community**
      - **Help to uplift the community**
    - **Target practice**
    - **Perfect hunt/shot**
    - **Night hunting**
      - **Jackal or caracal**
    - **Non-profit program for kindergarteners**
      - **Perhaps get sponsors from outside sponsors**
    - **Photo safaris**
    - **Guided walks**
    - **Fishing/angling**
    - **Provide families or companions with other trips is they aren't interested in hunting**
      - **Arrange tours to Walvis Bay/Swakopmund or Soussusvlei**
    - **Provide hunting accommodations for hunters who want to experience the bush**
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?

- Yes
7. What is your opinion on stocking farms with species unavailable on your land at this time?
- a. Would you be willing to do this and why?
    - **Want to bring in 10 impala, but are waiting to finish their game-proof fence**
    - **Also want to bring in other exotic animals such as sable, roan antelope and giraffes**
      - **Wont' need huge quantities of these animals since the prices for these animals are very high and they would pay for themselves (1 sable ~ price 10-15 blesbok)**
    - **Seeing giraffe would automatically market the farm because people will be able to see it from the road and the farm is the on the way to Soussvlei. Giraffes would be to attract people not so much for TH**
8. Have you had experience marketing a farm or other business? Please describe.
- a. What has been successful?
  - b. What has been problematic?
    - **Some, with regard to the biltong market**
    - **TH is a close-knit community, getting into it is hard**
    - **NTB would be the best bet to get into this market and to do marketing through them**
    - **If NAPHA opened up, they would also do some marketing through them as well**
    - **Opportunity to go to trade shows/fairs would be ideal**
9. What ideas do you have for marketing, if any?
- a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?
    - **Website:**
      - **Advertise that 5% (hypothetically) of the proceeds that hunters pay will go to the local community**
    - **Information on hunters from different markets from people with practical experience helps so that the farmers know their preferences.**
      - **Also learn from the internet and youtube**
    - **Plan to put up videos on youtube to show experiences on the farm**
      - **Already did this with bow hunting and biltong hunters**
    - **Social media: facebook, etc.**
      - **Borderless: advertise to many audiences.**



- **Can't guarantee the bank that they will pay back the loans which is very risky because they don't want to lose the farm**
- **Also willing to offer commission to neighbors for bringing in hunters and would offer the hunters accommodation**

10. What is your attitude/opinion towards Agribank?

- **We have a commercial loan with them**
- **Commercial area interest rates are still higher than communal interest rates**
- **Through MET WBSLS, obtaining animals for 10 years and then giving back the animals once they have a breeding herd is a good option**
- **Advantaged people want to keep the previously disadvantaged people out of the TH industry**

11. What are your feelings on business investors?

- **We are interested in business investors**
  - **The investor would put up his own accommodations on the farm so that they could stay at the farm whenever they wanted—would have access to the land for 15 years (?)**
  - **Overseas hunters could have a plot of land and wouldn't have to pay for their 1<sup>st</sup> trophy, but would pay for the 2<sup>nd</sup> and 3<sup>rd</sup>???**
  - **Foreign investors would be a form of marketing**
  - **Investor wants partnership, would share a percentage of the profits**

12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **Yes**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.6: Interview Transcript for Potential Farm 6 and 7

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Went to UNAM**
  - **Went to South Africa for banking and financing**
  - **Worked for stock broking firm**
  - **Moved back to Namibia, works for Agribank**
  - **Used to farm small scale in communal areas—in the village where he grew up**
  - **Didn't want communal farming**
  - **Ventured into commercial farming—own land himself, through Agribank (AALS)**
  - **8<sup>th</sup> year on farm 6, farm 7 bought last year through an auction-capacity was getting too small, wanted to expand**
  - **Looked at acquiring land not only for farming but also for investment vehicle**
  - **Farms were going 300 per ha 8 years ago**
  - **Now, 2000-3000/ ha...will increase from there. looked at it for his children as well, and for assets.**
  - **Farm 7 was bought as a family trust for his kids**
  - **Farm 6 is 3,041 ha. Farm 7 is 5,500**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?

- c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
    - **Ventured into commercial farming—owns land himself, through Agribank (AALS)**
    - **8<sup>th</sup> year on his first farm, I bought a second farm last year through an auction-capacity on the first farm was getting too small, and I wanted to expand**
    - **Looked at acquiring land not only for farming but also for investment vehicle**
    - **Farms were going \$300NAM per hectare 8 years ago**
    - **Now, \$2000-3000/ per hectare. This number will increase from there. Looked at the land for his children as well as for assets.**
    - **Second farm was bought as a family trust for his kids**
    - **First farm is 3,041 hectares and the second farm is 5,500 hectares.**
3. What wildlife do you have on your farm?
- a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
    - **Mostly kudu, zebra, blesbok and springbok**
4. What infrastructure exists on your farm?
- a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **Game-proof fence will be put up, to keep out cheetahs**
      - **No game proof fence yet at the first farm**
    - **Busy at second farm with game-proof fence**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
- a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Trend that in years to come ecotourism will overtake revenue generated from TH**

- **Offer balance when it's your hunting season—focus on trophy hunters**
  - **Outside of season focus on ecotourism**
  - **Look at cultural tourism**
    - **People to put on performances**
  - **Game farm plus a cultural village**
    - **People can come, do a game drive and experience the culture**
    - **Give tourist the experience to stay in traditional huts and how a village would look like**
    - **Before someone books, get their sizes and make traditional outfits for them to take home as a souvenir**
    - **Specific section on his farm for this village**
  - **Cannot mix hunters with other tourists—might be a conflict of interest**
  - **Botswana has banned hunting, wants to focus more on other tourist facets**
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
- **Yes**
7. What is your opinion on stocking farms with species unavailable on your land at this time?
- a. Would you be willing to do this and why?
- **Want to look at breeding sable**
    - **Will see which farm is most suitable, so that the sable can survive**
    - **Visibility study to advise which farm to breed sable**
8. Have you had experience marketing a farm or other business? Please describe.
- a. What has been successful?
- b. What has been problematic?
- **No experience marketing**
9. What ideas do you have for marketing, if any?
- a. Would you be open to getting feedback from clients?
- a. If so, would you use clients for references?
- b. Have you considered using donation hunts?
- c. Are you capable/willing to travel internationally to promote your trophy hunting business?

- Haven't really thought about it yet
- If there are already established people, learn from them before doing it yourself
- Marketing costs a lot of money, need the capital
- Do it through the internet—probably cheaper than going to shows to market yourself
- Interested in hunter feedback? Yes
- Donation hunts:
  - Have seen some farms advertising it. It should work because any hunter would take something for free. What they will do is they will give certain species that are in abundance and will add it to the package.
- International conventions:
  - Think when you're more established this is a better option
- Previously disadvantaged owners—have the infrastructure (accommodations, game-proof fence) but they are having problems marketing their farm and getting hunters there

10. What is your attitude/opinion towards Agribank?

- Think the AALS was a noble idea to help farmers to (especially previously disadvantaged) to acquire farm land.
- Government help to access commercial farms
- Blacks were confined to communal farmland
- Now there is a problem that needs to be addressed
- Farms are being sold at market value
- Today, someone has to buy a farm, there is a huge difference between what seller is selling farm and what bank values farm for
- Farms were sold at productive value, in the past investment value and productive value were the same
- People used to see land as a safe haven to protect their wealth
- Because bank doesn't look at farms at market value, there is a gap
- If bank would move away from productive value and look at market value, this would be better
- Market turnaround for a return on investment: if you farm correctly and reinvest into the farm and your stocking rates on the farm are correct, you can make a profit within 10 years
- The AALS is a scheme for agriculture

- **Can also be a scheme through MET and NTB, from their side they can maybe subsidize the loans**
- **Create another scheme where they can then subsidize part of the interest**
- **Structure it so that the infrastructure loans to put up establishment (usually repayment is over 15 years)**
- **3 year grace period where interest rates are subsidized so that the farmers can get up to speed and pay back the loans**

11. What are your feelings on business investors?

- **Yeah, it is feasible. Most of the white TH operators (especially a lot of the German guys) get loans from investors from Germany**
- **Wouldn't be opposed to overseas money**
- **Win-win relationship**

12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **Yes willing to establish**
- **Might get hunters that want species that you don't have**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.7: Interview Transcript for Potential Farm 8

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Used to be in the fishing industry, this is the second farm managed.**
  - **Bought this farm using my own resources—I didn't use any of the loan schemes.**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
  - **Obtained this farm 16 years ago using own resources.**
  - **Mainly use the farm for cattle farm, but do have naturally occurring wildlife.**
3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - **Wildlife on my farm include: zebra, oryx, kudu, warthog and steenbok.**
  - **None of these animals are stocked.**

4. What infrastructure exists on your farm?
  - a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **Right now, there is not a game-proof fence around the farm, but I plan to put one up. At the moment, this is a financial problem.**
    - **Plan to provide: additional bungalows with a swimming pool, 24 hour electricity and air conditioning**
      - **This is especially appealing to US hunters**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
  - a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Has pilot's license, would like to give people a tour of Namibia by flying them around the country in a few days' time as opposed to driving for hours to get from one place to another.**
    - **Would also like to offer horseback rides.**
    - **Want to expand my facilities in order to attract hunters, but still need funding so this will be a gradual process.**
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
  - **Yes**
7. What is your opinion on stocking farms with species unavailable on your land at this time?
  - a. Would you be willing to do this and why?
    - **Put up a game-proof fence, will bring in exotic species**
    - **Plan on keeping my cattle for extra cash flow and for unused land.**
8. Have you had experience marketing a farm or other business? Please describe.



- a. What has been successful?
- b. What has been problematic?

- **Yes**

9. What ideas do you have for marketing, if any?
  - a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?

- **References and contacts are the spreading word**
- **Know about the European markets, the US market is the most attractive lately and want to get into that one.**
- **Have friends and contacts that are professional hunters that concentrate on the US market which is the most lucrative at the moment.**
- **Plan to diversify myself; want to get into other markets such as Eastern Europe and upcoming markets.**
- **Can only take a certain number of hunters per year—if people can't get into Koam, there must be a reason why it is sought after—this makes people want to experience it themselves.**
  - **Plan to do this by having positive reviews and satisfying people's needs**
- **Don't like using agents, would rather attend fairs and meet people in person because it makes a better impression and it is reassuring for the hunters.**
- **Agents are more of a middle-man; would rather have direct contact.**
- **PH Next door has US hunters a lot and he can learn a lot from him, but don't know if the neighbor will share the market.**
- **Plans to get to know clients before they come, hospitality is key**
  - **Know where the hunter is coming from, what type of food and drink they like, etc..**
  - **This will allow exceptional service so that the hunter has a good time and can then spread word about the farm to others.**

10. What is your attitude/opinion towards Agribank?

- **Agribank loans would help, but reluctant to do so**
  - **The schemes and interest rates aren't as good as they look.**
- **Previously disadvantaged people have had hard times getting finances, especially from commercial banks**

- **Finances will remain difficult; at the moment only collateral is the farm which is very risky**

11. What are your feelings on business investors?

- **Considering getting an investor or a partner for advertisements and bookings—this person would use the facilities himself for hunting**
  - **He would work out the terms and conditions with the investor**
  - **Less stressful because he doesn't have to worry about paying back loans or having the bank seize your farm if he can't pay**

12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **Yes**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.8: Interview Transcript for Potential Farm 9

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Was an upcoming farmer and used to farm on a communal farm. I mainly farm cattle, goat and sheep.**
  
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
  - **First heard about this farm in 2005 and applied for the land through Agribank in 2008**
  - **The farm was a trophy hunting farm before. 6,576 hectares and plan to use 1,500 hectares for trophy hunting**
  
3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - **Have kudu, oryx, springbok and warthogs**

4. What infrastructure exists on your farm?
  - a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **Do not have game-proof fencing on my farm, but would like to put it up to bring in more animals.**
  
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
  - a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Maybe horseback riding and mountain climbing**
  
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
  - **Yes.**
  
7. What is your opinion on stocking farms with species unavailable on your land at this time?
  - a. Would you be willing to do this and why?
    - **Want to bring in animals.**
  
8. Have you had experience marketing a farm or other business? Please describe.
  - a. What has been successful?
  - b. What has been problematic?
    - **Don't have any experience.**
  
9. What ideas do you have for marketing, if any?
  - a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?

c. Are you capable/willing to travel internationally to promote your trophy hunting business?

- **Don't want to do it alone, want to appoint someone to do it. Not familiar with social media or donation hunts-would also need a manager for trophy hunting to take care of the farm because of personal job and is focused on farming cattle at the moment**

10. What is your attitude/opinion towards Agribank?

- **Need money for fencing and would get a loan through them for this**

11. What are your feelings on business investors?

- **Yes can do it—even if the investor is overseas**

12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **Have neighboring farms all around my farm; willing to work with them for game. Already do this with some of them**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.9: Interview Transcript for Potential Farm 10

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Owns own tour company, called Ipaha Travels**
  - **From Namibia, went to Polytechnic of Namibia**
    - **Went for commerce, then proceeded to University in Italy-studied languages and in Toursim –particularly German, Italian, German**
    - **Lived for 9 years in Europe**
  - **Works for Wilderness Safar, specializes in the Italian Market**
    - **Only black Italian speaking tour guide, 2010-2011**
    - **2011 registered own business; worked under Wilderness Safari**
      - **2012 started running own tours for Italian clients**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
  - **Owns a portion of a farm with and Uncle**
    - **Portion is 785 ha**
      - **Total of 3900 ha**

- **Used only for cattle farming (by uncle)**
    - **Bought farm through AALS**
      - **Uncle owns majority, should work together for maximum success**
  - **Bought farm 17 years ago from a white man who passed away**
    - **Was an estate but in disrepair**
  - **Has returned in the past 3 years after retiring from government**
  - **Farms cattle and also has a project selling grass for hay bales with Mitco (b/w Okahandja and Windhoek) to make cattle feed**
3. What wildlife do you have on your farm?
- a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
- **+/- 70 KU, 40-45 OX, 30-40 SP, 100+ WH, 40-50 ST, 20-25 DU, 6 HB**
4. What infrastructure exists on your farm?
- a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
- **Stock-proof fencing on outside boundary**
  - **People currently renting portions of farm for cattle**
  - **One camp with game-proof fencing that is more than 300HA**
  - **Total 3,900 would like to use 2,000 for TH**
  - **Willing to expand infrastructure as necessary**
    - **Knows what is necessary due to background with tourist clients**
    - **Willing to renovate farm house as necessary in order to meet criteria**
      - **Not many people live on the farm, easily enough room**
  - **800HA area across the road, would like to propose a new building/infrastructure on this area because it has a better location and is close to the road**
  - **Plans on having enclosed slaughtering facilities**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?

- a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Show tourists local village/soussisville, pick up form airport and give tours**
    - **Other ideas include:**
      - **Cultural tours/performances**
        - **Easy to utilize tourist attractions already in place for wives/others**
      - **Hunting as a priority**
      - **Donkey cart rides, hiking**
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
  7. What is your opinion on stocking farms with species unavailable on your land at this time?
    - a. Would you be willing to do this and why?
  8. Have you had experience marketing a farm or other business? Please describe.
    - a. What has been successful?
    - b. What has been problematic?
      - **Relies mostly on word-of-mouth**
      - **Goes to fares-been to trade fairs in Germany, Norway, Italy, Dubai**
      - **Already has a network**
      - **Doesn't see marketing as an issue due to past experience**
  9. What ideas do you have for marketing, if any?
    - a. Would you be open to getting feedback from clients?
      - a. If so, would you use clients for references?
    - b. Have you considered using donation hunts?
    - c. Are you capable/willing to travel internationally to promote your trophy hunting business?
      - **Needs to have a solid/trustworthy name to market under-for example under NTB as it is credible**



- **Be sure to look around and check competition before marketing; be at least equal preferably better**
- **The need for agents is recognizable, but very expensive-not wanted but understood**

10. What is your attitude/opinion towards Agribank?

- **Finances:**
  - **Agribank is an acceptable solution due to lack of other options**
    - **Always need collateral**
    - **Much more attractive if NTB is used for collateral**

11. What are your feelings on business investors?

- **OK with using foreign investor so long as terms are agreed upon first**

12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **Very good relations with neighbors that have already received game from MET, they can easily talk to neighbors, don't think it would be a problem**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.10: Interview Transcript for Potential Farm 11

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
    - **Worked for MET as an information official**
    - **Worked in Australia for 5 years in the tourism industry**
  
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
    - **Owns a resettlement farm**
    - **Plans to use 1400ha for trophy hunting**
  
3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
    - **Springbok, mountain zebra, kudu, oryx**
  
4. What infrastructure exists on your farm?

- a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **Has a border fence, but it is not a game-proof fence**
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
- a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Plans to create a small camping site, small chalets upon entering farm**
    - **Plans to get the pool up and running again**
    - **Plans to offer horseback riding**
    - **Near historical graves and wants to offer historical visits to the church and the school that are located there**
    - **Wants to offer cultural tourism activities, especially for wives, such as learning how to bake bread, etc.**
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
- a. **If he has more funds, he will bring more services**
  - b. **Keep the focus on tourism**
7. What is your opinion on stocking farms with species unavailable on your land at this time?
- a. Would you be willing to do this and why?
    - **Wants to buy animals**
    - **Auction off springbok because they do not jump the fence**
8. Have you had experience marketing a farm or other business? Please describe.
- a. What has been successful?
  - b. What has been problematic?

- **He needs training on this**
- **He has never heard of donation hunts**
- **Would like to be able to have a reference base for clients**

9. What ideas do you have for marketing, if any?
  - a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?

10. What is your attitude/opinion towards Agribank?

11. What are your feelings on business investors?

- **He would use one as long as they signed lease agreements**
- **Sometimes they work, sometimes they don't**
- **He said that he must consider the options**

12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?

- **He is willing to share animals with neighboring farms because "it works nicely".**
- **He said he would share the costs with his neighbor**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix E.11: Interview Transcript for Potential Farm 12

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Nelson and his wife are teachers**
    - **Nelson teaches at a local school about 50km**
    - **Geography teacher and department head**
  
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
  - **2005 settled on farm with cattle, few wild animals**
    - **Gave wild animals a chance to breed**
    - **Initial profit was made from cattle**
  - **2011 had a proposal from a friend to begin camping site, have upgraded rooms from grass roofs to current state**
    - **Not been sponsored by anyone**
    - **Build a fence around camping area then rooms then add in toilets**
    - **Everything is homemade and came up with own ideas**
    - **Objective is to accommodate hunters and let people know about Bushmen/Herero**
    - **Opened officially in December 2012**

- **Expecting 3 campers in May and 4 campers in June**
3. What wildlife do you have on your farm?
    - a. Are any of these animals stocked? Which animals?
    - b. Approximately how many animals do you have of each species?
      - **+/- 60 SP 20 OX 6 HB 1 OS**
        - **KU in and out**
  4. What infrastructure exists on your farm?
    - a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
    - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
      - **Established rest camp with several rooms, toilet and showering facilities, pool, and conference room**
      - **No game fencing on the farm anywhere, plan to start with non-jumping game only**
  5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
    - a. Please explain these activities and why you believe they are feasible and attractive for you.
    - b. What barriers have you faced, or do you think you would face in establishing these activities?
      - **Pick up people from 100km away for cultural entertainment (San and Herero), need permission from cultural authorities**
      - **Main focus is to become a TH operator**
  6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
  7. What is your opinion on stocking farms with species unavailable on your land at this time?
    - a. Would you be willing to do this and why?
      - **Already ordered 40 SP 4 Plains ZB**
      - **Would like 3 more female OS**

8. Have you had experience marketing a farm or other business? Please describe.
  - a. What has been successful?
  - b. What has been problematic?
  - **Have a website that most people use, have brochures for friends and to give out in towns**
    - **Word of mouth is used**
    - **Pass out brochures at trade fairs**
    - **One information center in Gobabis that has brochures**
      - **Invited man from information center**
9. What ideas do you have for marketing, if any?
  - a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?
  - **For TH plan to invite people again, possible to have some type of event**
10. What is your attitude/opinion towards Agribank?
  - **Preferred to finance his own operations**
  - **Not particularly interested**
11. What are your feelings on business investors?
  - **Yes interested in the possibility**
12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?
  - **Has connection to farm with 60 eland, no problem with working with neighboring farms**
    - **Has 5 farms that they are in contact with to offer additional hunting options**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?

2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.



## Appendix E.12: Interview Transcript for Potential Farm 13

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Tell us about yourself.
  - a. Include any information on background and education.
  - b. Please describe previous employment that you have had.
  - c. Have you every managed a farm like this before? If so, for how long and under what circumstances?
  - d. Do you have a family and do you live on the farm together?
  - e. Where did you live before coming to this farm?
  - **Used to work for the Ministry of Education, but retired now. Grew up on this farm as a child, parents used to work on farm**
2. When and how did you obtain the farmland?
  - a. Please describe the financial process of obtaining the farmland.
  - b. Were there any costs or restrictions to adhere to when you bought the land?
  - c. Why did you want to purchase this land?
  - d. What are you currently using the land for?
  - **Obtained the farm at the end of 2011; it is a resettlement farm that used to be part of one larger farm. Got the piece of the farm with the homestead on it. The previous owner was also a trophy hunting farmer. Farm is 2,300 hectares.**
3. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - **Have oryx, mountain zebras, giraffes, warthogs, wolves, jackals, leopards, cheetah and few kudu.**

4. What infrastructure exists on your farm?
  - a. Please include details on fences, buildings, vehicles, wells, waterholes, and other structures.
  - b. Have you made improvements to the infrastructure or do you plan to in the future? If yes, what will you do?
    - **Do not have game-proof fencing on farm.**
  
5. Are there any other types of tourist activities that you might want to include on your farm besides trophy hunting?
  - a. Please explain these activities and why you believe they are feasible and attractive for you.
  - b. What barriers have you faced, or do you think you would face in establishing these activities?
    - **Yes, could offer other activities. Plan to open space for camping where tourists or hunters can stay far away from the house**
    - **Could also add horseback riding and donkey cart rides**
  
6. Would you be willing to add suggested activities on your farm if it meant being more successful in getting hunters and other visitors to come and stay?
  - **Yes**
  
7. What is your opinion on stocking farms with species unavailable on your land at this time?
  - a. Would you be willing to do this and why?
    - **Want to stock animals such as hartebeest, blue wildebeest, eland and impala.**
      - **Would do this through MET's Wildlife Breeding Loan Scheme.**
  
8. Have you had experience marketing a farm or other business? Please describe.
  - a. What has been successful?
  - b. What has been problematic?
    - **Do not have experience and would need NTB's assistance**
      - **Perhaps my children could help**

- **Will appoint someone as a professional hunter for my farm, but do not know anyone.**
  - **Grandson will write the exam to become a professional hunter; he will become the PH for the farm**
9. What ideas do you have for marketing, if any?
- a. Would you be open to getting feedback from clients?
    - a. If so, would you use clients for references?
  - b. Have you considered using donation hunts?
  - c. Are you capable/willing to travel internationally to promote your trophy hunting business?
    - **None.**
10. What is your attitude/opinion towards Agribank?
11. What are your feelings on business investors?
- **Farm is a resettlement farm- would have to check government policies about investors—if it is ok, would have to create a contract with the investor and maybe consider it but cannot answer this definitely**
12. Are you willing to work with neighbors or commercial conservancies in the event that a hunter asks for a specific animal that is not available on your farm?
- **On good terms with the two neighboring farms that were part of the original farm before it was split up**
    - **The animals move from farm to farm and if game fence is added could approach other farmers for game if it isn't on farm**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix F.1: Interview Transcript for Established Trophy Hunting Operator 1

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. How large is your farm?
  - a. Do you have a game proof fence?
  - b. Do you raise cattle on your farm? Please describe.
    - **Owner grew up on a farm and naturally was trained in Namibia to become a PH.**
      - i. **Other PHs are used when more hunters were visiting (free lance PH)**
    - **Owner recommends reducing cattle production and moving to game use.**
      - ii. **There is a big enough market available in the outside world it is simply that his small farm is only able to make a “small scratch in the surface.”**
    - **Primarily uses Damara and Nama employees that are trained.**
      - iii. **Normally hire a year-round worker and then train them.**
      - iv. **Typically do not use trackers due to the nature of the land.**
    - **The farm is fenced so the cows stay.**
      - v. **Fence is both cattle and game proof.**
      - vi. **Without a fence it is possible to lose more rare game because it could travel to another farm and become that farmer’s possession.**
      - vii. **Fences allow for proper management by preventing cattle from killing the bush.**
      - viii. **Cattle are rotated to different areas of land to allow the growth of good grass.**
        1. **If this was not done then the carrying capacity would be reduced.**
        2. **Some people have two farms on which they switch cattle between.**
    - **Farm is 3,400 acres.**
2. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - c. Which species are most hunted?

3. During what time of the year do you have the most trophy hunting business?
  - a. How many different hunters do you see on average every year during this time?
  - b. Do you limit the number of clients to your farm? If yes, how many clients per year?
  - c. How many clients can you host at once? What is the maximum amount of clients per year?
    - **By law cannot take more than two hunters per guide.**
      - i. **One hunter per guide is preferred.**
      - ii. **It is beneficial and preferred when the hunter is more individually looked after.**
4. What services do you provide your hunters?
  - a. Amenities such as a bar, restaurant, pool, etc?
  - b. Food/maids/laundry/transportation/etc.?
  - c. Do you allow group booking?
  - d. Are there any additional activities offered? Horseback riding, photo safaris, etc.?
  - **Services/qualities provided include the nature, climate, and wide open spaces.**
    - **Concentrated on nature such as horse and trail riding, game drives.**
    - **Hunters can go to town for anything else.**
5. If additional activities are offered which are most popular and why?
  - a. Who primarily uses them? Non-hunting companions?
  - b. What activities are least popular and why?
  - c. What are the approximate costs of these activities?
6. How did you begin to market your farm? How did you get your name out there?
  - **Kivo is a smaller outfitter therefore the best way to market themselves is by word of mouth**
    - **Do not use an agent because they take a large portion of the money earned**
    - **Do not attend conventions because they are too expensive to attend**
  - **In earlier year within the TH industry they concentrated on the German market but it is already very saturated and now these farmers hunt in Namibia and only shoot maybe one smaller animal**
  - **It would be ideal to develop new markets ex: US**
    - **Older Western European countries are saturated and have a stigma and state of mind that hunting is cruel.**
    - **Eastern European countries (ex: Russia) are better because hunters are more proud.**
  - **Yes, would be interested in offering a donation hunt.**

- **Even would work well because of a drought it is necessary to reduce the number of animals in order for the other ones to survive (culling/game management). Therefore animals could be offered at reduced prices.**
7. Do you have a website?
    - a. If so, what is its purpose? For name and contact? Or for setting up hunts?
      - **The website is used as a general tool and not focused on trophy hunting.**
        - i. **People interested in photo safaris do not like hunting and would be turned away if they saw it on the website.**
        - ii. **However, these people do visit and learn more about trophy hunting and agree that it is alright and not a bad practice.**
  8. What other types of marketing do you use, if any?
  9. Are there any other marketing strategies that you would be interested in trying?
    - **Owner's opinion that Americans should be made more aware of the possibilities in Namibia.**
  10. Do you provide interested hunters with references of previous hunters?
    - **Yes, would be willing to give references but would need to ask the previous hunters about their experiences and get their permission.**
  11. Do you get feedback from you clients?
    - a. If so, how?
    - b. If not, would you be interested in doing so?
  12. Are you willing to cooperate with neighboring farms to make more species available for trophy hunting?
    - **Yes, would be willing to coordinate with other farmers but everyone is a "king" on their own ground. This means that the practical side of arranging these agreements and relationships could be difficult.**
  13. Do you have any other information that may be helpful to us?

### **Closing:**

4. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?

5. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
6. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix F.2: Interview Transcript for Established Trophy Hunting Operator 2

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. How large is your farm?
  - a. Do you have a game proof fence?
  - b. Do you raise cattle on your farm? Please describe.
    - **Cattle-proof fence, not game proofed**
    - **Farming is difficult, cattle not worth enough**
    - **Will use same staff as from cattle for trophy hunting-will train the staff themselves, too expensive otherwise**
2. What wildlife do you have on your farm?
  - a. Are any of these animals stocked? Which animals?
  - b. Approximately how many animals do you have of each species?
  - c. Which species are most hunted?
3. During what time of the year do you have the most trophy hunting business?
  - d. How many different hunters do you see on average every year during this time?
  - e. Do you limit the number of clients to your farm? If yes, how many clients per year?
  - f. How many clients can you host at once? What is the maximum amount of clients per year?
    - **Starting to hunt now for the first time; had originally just rented out land to other operators**
    - **Shooting for 8-10 hunters, might expand later if cattle are struggling**
4. What services do you provide your hunters?
  - e. Amenities such as a bar, restaurant, pool, etc?



- f. Food/maids/laundry/transportation/etc.?
- g. Do you allow group booking?
- h. Are there any additional activities offered? Horseback riding, photo safaris, etc.?

- **Nothing planned besides hunting yet, expand past hunting later**

5. If additional activities are offered which are most popular and why?

- a. Who primarily uses them? Non-hunting companions?
- b. What activities are least popular and why?
- c. What are the approximate costs of these activities?

6. How did you begin to market your farm? How did you get your name out there?

- **Hunting fares are too expensive, will just start with word of mouth and internet**
- **Have a lot of hunter friends in GER, need promotions to advertize internationally**
- **Neighbors have had Russian clients; will ask hunters from neighboring farms to come visit**

7. Do you have a website?

- a. If so, what is its purpose? For name and contact? Or for setting up hunts?

- **Not yet, intend to use online marketing**

8. What other types of marketing do you use, if any?

9. Are there any other marketing strategies that you would be interested in trying?

10. Do you provide interested hunters with references of previous hunters?

11. Do you get feedback from you clients?

- a. If so, how?
- b. If not, would you be interested in doing so?

12. Are you willing to cooperate with neighboring farms to make more species available for trophy hunting?

- **Yes, willing to coordinate with neighbors-already doing so**

13. Do you have any other information that may be helpful to us?

**Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix G: Survey Responses from Established Operators

Table G-2: Survey Responses from Established Operators

Response number	1	2	3	4	5	6
Region	Khomas	Khomas	Khomas	Khomas	Otjozondjupa	Omaheke
Do you raise cattle on your farm?	Yes	No	Yes	Yes	No	Yes
Do you limit the number of hunters who visit your farm each year?	No	Yes	Yes	Yes	Yes	No
If you limit the amount of hunters to your farm, what is the maximum amount you take each year? If you don't limit the amount of hunters, what is the average number of hunters who visit your farm each year (over the last 5 years)?	15-35	Maximum is 30 hunters - let's say around 150 animals	20	I take no more than 40 hunters per year.	N/A	15 - 20 Trophy Hunters per year and 20 - 25 Meat Hunters per year
What species do you offer on your farm?	Baboon, Blesbok, Caracal, Cheetah, Dassie, Duiker, Eland, Giraffe, Hartebeest, Red,	Baboon, Blesbok, Caracal, Cheetah, Duiker, Eland, Hartebeest, Red, Jackal, Klipspring	Baboon, Caracal, Cheetah, Duiker, Hartebeest, Red, Jackal, Klipspringer, Kudu, Leopard,	Baboon, Blesbok, Caracal, Cheetah, Dassie, Dik, Duiker, Eland, Giraffe, Hartebeest	Blesbok, Caracal, Duiker, Eland, Giraffe, Hartebeest, Red, Jackal, Kudu, Oryx, Steenbok, Warthog,	Baboon, Blesbok, Caracal, Cheetah, Duiker, Eland, Giraffe, Hartebeest, Red, Impala,

	Impala, Jackal, Kudu, Leopard, Oryx, Ostrich, Springbok, Steenbok, Waterbuck, Wildebeest, Black, Wildebeest, Blue, Warthog, Zebra, Burchell, Zebra, Hartman	er, Kudu, Leopard, Oryx, Ostrich, Springbok, Steenbok, Wildebeest, Black, Wildebeest, Blue, Warthog, Zebra, Burchell, Zebra, Hartman, porcupine, hyena,	Oryx, Springbok, Steenbok, Wildebeest, Black, Wildebeest, Blue, Warthog, Zebra, Hartman	t, Red, Impala, Jackal, Kudu, Leopard, Oryx, Ostrich, Springbok, Steenbok, Waterbuck, Wildebeest, Blue, Warthog, Zebra, Burchell, Zebra, Hartman	Zebra, Burchell	Jackal, Kudu, Leopard, Oryx, Ostrich, Springbok, Steenbok, Wildebeest, Black, Wildebeest, Blue, Warthog, Zebra, Burchell
<b>Do you offer air conditioning?</b>	I offer this	I do not offer this	I do not offer this	I do not offer this	I offer this and it is popular with guests	I do not offer this
<b>Do you offer bar (serving alcoholic &amp; non-alcoholic beverages)?</b>	I offer this	I offer this and it is popular with guests	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer bird watching?</b>	I offer this	I do not offer this	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer bow hunting?</b>	I offer this	I do not offer this	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer disabled friendly?</b>	I do not offer this	I offer this and it is popular with	I do not offer this	I offer this and it is popular with	I offer this and it is popular with guests	I do not offer this

		guests		guests		
<b>Do you offer drop off/pickup services?</b>	I offer this	I offer this and it is popular with guests	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer fitness &amp; wellness area?</b>	I offer this	I do not offer this	I do not offer this	I do not offer this	I do not offer this	I do not offer this
<b>Do you offer game drive?</b>	I offer this	I offer this and it is popular with guests	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer hiking trails (marked)?</b>	I offer this	I do not offer this	I do not offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer horseback riding?</b>	I do not offer this	I offer this	I do not offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer internet connectivity?</b>	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this and it is popular with guests	I do not offer this	I offer this
<b>Do you offer laundry services?</b>	I offer this	I offer this and it is popular with guests	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer photo safari?</b>	I offer this	I offer this and it is popular with guests	I offer this	I offer this and it is popular with guests	I offer this and it is popular with guests	I offer this
<b>Do you offer a pool?</b>	I offer this	I offer this	I offer this	I offer this and it is popular	I offer this and it is popular	I do not offer this

				with guests	with guests	
<b>Do you offer self-guided tours?</b>	I offer this	I offer this	I do not offer this	I do not offer this	I do not offer this	I do not offer this
<b>Do you offer suites?</b>	I offer this	I offer this	I do not offer this	I do not offer this	I offer this and it is popular with guests	I do not offer this
<b>Do you offer tented accommodations (as a lodging option)?</b>	I offer this	I do not offer this	I do not offer this	I do not offer this	I offer this and it is popular with guests	I do not offer this
<b>If you offer services not mentioned above, please list them:</b>	Wi-Fi connection, TV, Video Games, computer facilities.	Perfect food and wines!	N/A	N/A	N/A	N/A
<b>Which of the services that you offer are most profitable (besides hunting)?</b>	Most of the clients love to have internet connection and Wi-Fi.	N/A	Bow hunting	Photo safaris	N/A	N/A
<b>Does your farm cater to non-hunting companions to your lodge?</b>	Yes	No	Yes	Yes	Yes	Yes
<b>On a scale of 1-5, how often do hunters bring non-hunting companions (1=rarely, 5=very frequently)?</b>	5	2	3	5	2	4

<b>On a scale of 1-3, please rank the luxury of your accommodations (1=tented accommodations, 3=luxurious lodge:</b>	3	3	2	2	1	2
<b>Please briefly describe the luxury of your accommodations</b>	Luxury En-Suite Chalet with air conditioner. Veranda, Private pool. A Variety of body cream, sun lotion, allergies cream, and toilette shoes,	As possible single rooms for hunters. Great service, food and wines. Talk to hunters as a hunter. Very important!	en-suite, double and single beds available	It is a luxury tented camp/lodge. all the furniture is made from wood from the surrounded area. A hunter still would like feel that he is the bush.	N/A	3 ensuite rooms
<b>What experience have you had marketing your farm using an agent?</b>	This is not feasible	I have not thought about this option	I use this	This strategy is very effective	This is not feasible	I use this
<b>What experience have you had marketing your farm using donation hunts?</b>	I use this	I use this	I use this	I use this	I use this	This is not feasible
<b>What experience</b>	I use this	This is not feasible	I use this	I use this	I use this	This is not feasible

have you had marketing your farm using international conventions?						
What experience have you had marketing your farm using magazine advertisements ?	I use this	This is not feasible	I use this	This is not feasible	N/A	This is not feasible
What experience have you had marketing your farm using online postings (forum/blog)?	This strategy is very effective	This is not feasible	N/A	This is not feasible	I use this	I use this
What experience have you had marketing your farm using promotional literature (pamphlets, flyers, etc.)?	This strategy is very effective	This is not feasible	I use this	This is not feasible	I use this	This is not feasible
What experience have you had marketing your farm using references on request?	This strategy is very effective	I use this	I use this	I use this	I use this	I use this
What experience have you had marketing your farm using a website?	This strategy is very effective	This strategy is very effective	I use this	I use this	I use this	I use this



What experience have you had marketing your farm using word of mouth?	This strategy is very effective	This strategy is very effective	This strategy is very effective	This strategy is very effective	I use this	This strategy is very effective
Please briefly describe why these strategies are effective for your business:	Because advertising is the soul of commercial.	I do have also business in Austria, so I can meet a lot of people there. And I have a lot of friends who are hunters and know hunters.	You need the combination of all these strategies to reach as many potential clients as possible	N/A	Word of mouth	A happy hunter spread the word and attracts more clients.
If there is a marketing strategy not listed above, please describe:	N/A	N/A	N/A	N/A	N/A	N/A
Please list the countries in which you market your business:	USA, Spain, Italy, Bulgaria, Russia.	Austria, Germany, Hungary	U.S.A., Europe, Scandinavia, Russia, Canada.	N/A	Via web page all over the world	Denmark, China, South Africa
Please list the countries or regions your clients originate from:	USA, Italy.	Austria, Germany, Hungary	U.S.A., Europe, Scandinavia, Russia, Canada.	N/A	Germany, Austria, Switzerland, Denmark, Sweden, Russia, USA, Spain, Poland	Denmark, China, South Africa
Do you believe that the trophy	Yes	Yes	Yes	Yes	Yes	Yes

hunting industry in Namibia needs to expand into new markets?						
Do you feel your farm is adequately marketed?	Yes	Yes	No	Yes	No	No
Are you willing to collaborate with neighboring farms to offer a hunter more game species?	No	Yes	Yes	Yes	Yes	Yes

## Appendix H.1: Interview Transcript for Agricultural Bank of Namibia (AgriBank)

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. Please explain to the best of your knowledge the Affirmative Action Loan Scheme (AALS) that was implemented by AgriBank in 1991.
  - a. Please clarify how the AgriBank became involved with AALS.
  - b. What parties were involved?
  - c. What did the participants gain from AALS?
  - d. What criteria did the participants have to meet?
  - e. What are the financial details of the loans including interest rates, duration of loan, penalties, etc.?
  - f. What is the current status of AALS?
    - i. How much of the land has been redistributed?
    - ii. What is projected for the future land redistribution?
  - g. Has this loan been effective?
    - i. How many farmers have taken part in AALS?
    - ii. Are participants able to pay back the loans?
  - h. Note: Ask for any statistics that may be available and/or a hard copy of the loan scheme.
    - **AALS is hard to do now because land is expensive**
    - **10-20 years' 5\$ ha no 1500-2000 ha and the demand for farmland is very high mean land prices go up, the banks cannot front such huge amount is money as its too risky resettlement farmers do not own the land, their name is on it but it still has its can be used as collateral**
2. Does the Agribank offer other loans to the individuals involved in AALS?
  - a. Are loans available for building infrastructure, fences, accommodations, etc.?
  - b. What are the criteria to apply for and be granted a loan?

- c. What are the financial details of the loans including interest rates, duration of loan, penalties, etc.?
- **If they would like to do a game farm they can get a loan for game**
    - **Yes lend money for game and game-proof fence and vehicle**
    - **Loans also available for solar power**
    - **Slaughtering facilities is under infrastructure-loan available**
  - **Commercial, communal, resettlement farms**
  - **All loans are on collateral except resettlement, farm, house, investment saving cans all serve as collateral otherwise they lose \$ when people default**

### **Closing:**

7. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
8. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
9. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.

## Appendix H.2: Interview Transcript for Development Bank of Namibia (DNB)

### Introductions:

Group members give a brief introduction in which they give their names and explain that they are students from the United States.

### Explanation of project background, goals, and objectives:

We are looking to improve the development of trophy hunting among new farmers and are working with the NTB. We are identifying successful marketing strategies within the industry that would benefit emerging farms.

### Interview Questions:

1. What are the details of the financial support?
  - a. What are the interest rates, durations of support, penalties, security, etc.?
  - **DBN does not finance anything that is not socially acceptable i.e. gambling**
  - **Possible to use the farm as collateral**
    - **Vehicles are financed without collateral**
    - **Other options besides farm as collateral including property, investment funds**
  - **DBN recognizes that income for TH is seasonal and could structure payments to be 1 annual payment but it would have higher interest**
  - **Prime interest rate is 9.25% and not higher than 10.25%**
  
2. What is the process to apply for support through the SDF?
  - a. What applications are necessary for completion?
  - b. What is the criterion that an individual must meet to obtain support?
  - **Need a business plan for the farmers**
    - **How do they operate?**
    - **Is NTB helping with this?**
    - **Financial projections and frequency/time of year income is received will lead to quarterly (best interest rate), bi-annually, annually payments**
    - **% of collateral depends on risk and usage of funds**
    - **Believes 30% would do, no more than 50%**
  - **DBN would need to see how much money the farmers are making or how much they expect to make**
  - **If the businesses/farmers have some type of contract then they can set up financing without giving collateral – Contract Based Financed Facility**
  - **Once DNB receives all the documents a client relations officer gives receipt of submitting application**
    - **Can take up to 8 weeks later for an answer for a normal SME**
    - **Contract Based answers can take about 2-3 weeks**

- **It is possible to have one loan under different terms**
    - **Money can be used normally for one part and other money can be used with a grace period**
  - **If there is a bond on one farm from AgriBank then takes time to get a second bond on the farm from DBN**
  - **NTB will need to convince DBN that they will be repaid**
    - **DBN may be able to give a 6 month grace period**
    - **No more than 12 months because businesses should be able to pay by then**
  - **10 years is the maximum repayment period for SMEs**
  - **DBN can give more than \$N5 million for corporate, current range they can lend is based on research and past**
  - **Financing from DBN will be different based on each farmer**
    - **Treated individually**
3. In your opinion would the potential trophy hunting operators of AALS qualify as SMEs?
- **Yes, can establish TH on resettlement farms, DBN would need to see what the money will be used for**
    - **Need to see if they can do a lease-hold for 99 years**
4. Would you be willing to work with the NTB to create a specific financing scheme for potential trophy hunting operators?
- **Dealings with DBN will be assisted if they receive in writing from agents or tour companies letters of intent saying they will work with the farmers**
  - **Must be registered with Ministry of Trade and Industry, business plans, social security paperwork (if already have business)**

### **Closing:**

1. Determine if they are comfortable having the information they provided used in our report. Do they want to remain anonymous?
2. Thank them for their time and explain the value of the information they have given us. Express sincere gratitude.
3. Note: We will allow the interviewee to provide information outside of the protocol if it is useful. However, if the information is not pertinent, we will refocus the discussion.



**TROPHY HUNTING: GENERAL INFORMATION  
FOR POTENTIAL OPERATORS**

*GEORGE ABBIATI*

*JOHN CROTEAU*

*LINDSAY MITCHEL*

*MELISSA SAMAROO*



**WPI**



*Namibia Tourism Board*

## The Purpose

### Statement

We are four students from Worcester Polytechnic Institute working on a project with the Namibia Tourism Board as partial fulfillment for our degree requirement. The goal of our project was to help the previously disadvantaged enter the trophy hunting industry. This handout is one of our deliverables created for our project. We based the following recommendations on internet research; a survey sent to trophy hunting operators in Namibia; interviews with financial institutions, hunters, trophy hunting operators, and marketing specialists; physical observations at successful and potential trophy hunting farms in Namibia; and the advice of our liaison, a former professional hunter and previous MET employee.





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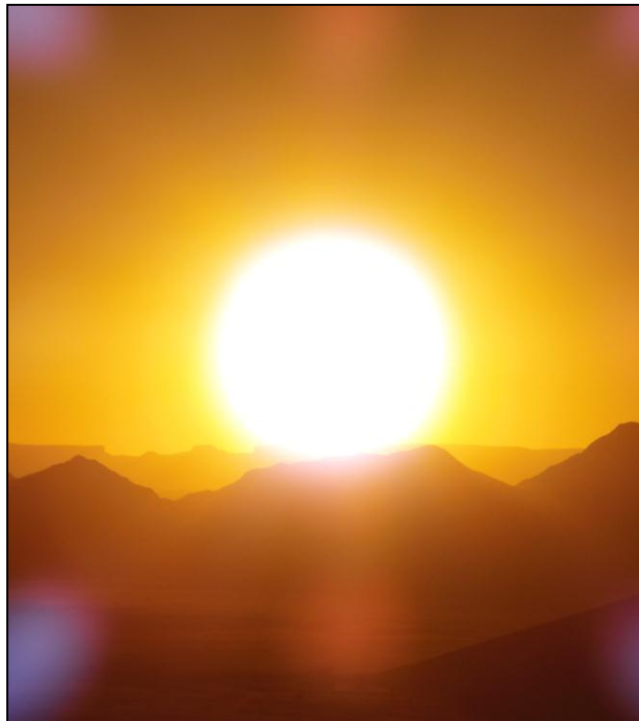
## Business strategies

### Creating a niche in the market

There are currently 555 operators in the trophy hunting industry in Namibia. It is important to take steps to distinguish your farm. One way to do this is to share your unique culture.

### Maintain contact with hunters after they leave

Often potential clients will request references when deciding whether to hunt on your farm. Maintaining a good relationship with clients can make this process easier. Furthermore, clients who visit your farm are sometimes willing to give feedback on their experiences. This information is a valuable tool and can help you better cater to future clients. By requesting feedback from a hunter shortly after he leaves your farm, you can both maintain contact and obtain suggestions. We have created a feedback form that may assist this process and have included it at the end of this pamphlet.



# Marketing Strategies

## Literature

Written literature is very valuable when marketing your business. It gives your establishment credibility and allows a customer to have something easy to reference. Below are two types of literature that you can use to help market your trophy hunting farm.

## Brochures

Brochures are easy to produce and customize and should include high quality pictures of your establishment, contact information, game and lodging prices, and any packages or unique traits you offer. Whether they are mailed to a potential client or passed out at hunting fairs, brochures are a great way to market your business.

## Magazine Articles

Magazine articles are another potential marketing tool. Several hunting organizations have publications that are prominent internationally or specific to different parts of the world, for example: Safari Club International's (SCI) magazine SAFARI has achieved global recognition while Piersch magazine is primarily distributed across Europe. Placing an advertisement for your farm or a hunt is a great way to reach international and relevant markets; however, placing an advertisement is more expensive than self-created literature. When starting out, smaller magazines such as NAPHA's HUNTINAMIBIA could provide an advertising starting point.

In addition, magazines can often feature articles that spotlight a hunter's unique hunting experience at an operator's hunting concession. A testimonial of this type would reveal your farm to the hunting community. SAFARI accepts submissions free (from members) on their website. However, the magazine must select the article for publication.

## Agents

Agents represent trophy hunting farms in abroad markets. Typically, an agent will act as a contact point and reference for hunters in an area or country. When a hunter is interested in traveling to hunt, they will ask for recommendations from their agent who then book a hunt based on the hunters preferences. While it is a great way to get your farm better represented in the international market, the agent gains commission from each hunt he sells.

## **Travel**

Traveling to represent your trophy hunting farm is the only way to establish the all-important face-to-face personal connection with potential clients overseas. Even though it is expensive, it is one method that effectively attracts clients.

## ***Hunting Conventions***

Hunting conventions are large fairs hosted around the world by hunting organizations such as Safari Club International. Operators who attend conventions must purchase a booth and book the necessary transportation and lodging. We estimate that expense of reserving a hunting booth is about N\$25,000, and this does not include expenses for air fare or accommodations that an operator will need to pay when traveling.

Conventions are a vital part of the trophy hunting industry. Trophy hunting is largely based on personal interaction and hunters like to meet operators before choosing to hunt on a farm. These hunting fairs give you the opportunity to meet a potential client in person, shake their hand, and sell your farm. You can also pass out brochures and sell donation hunts at these events. As agents also attend conventions, if you are interested in hiring representation hunting fairs are a way to meet and establish business connections.

Additionally, when entering the industry, it may be beneficial to attend these hunting fairs under the representation of a larger group, such as the NTB. If the NTB attends the fair and you market your farm under their banner, it lends credibility to your establishment and may put hunters at ease.

## **Online**

Online marketing is a cheap and easy way to get your business out into the market. 78% of all consumers research online before buying a product. Below are several ways on how to use the internet as a marketing tool.

## ***Website***

A website is essential for a trophy hunting farm. It is a great place to put up information about the accommodations and additional activities, pictures of your game and trophies taken at your farm, and contact information. Websites should look professional and include pricing details, additional activities, contact information, and pictures. The website also gives you an opportunity to give your establishment an identity through tasteful graphics and logos. Two resources that offer services for creating your own

### *Interactive Media*

Interactive media is a way to engage the viewer of a website while advertising your farm. More advanced than just a simple website, interactive media can take the viewer on a virtual walkthrough of your accommodations. Additionally, interactive media can serve as another mode through which potential clients and operators can communicate.

The NTB has developed an interactive map where consumers can search for trophy hunting farms in Namibia by region. As an operator, you can post your establishment on the map and include basic information and a link to your main website. This resource is a creative marketing tool. The interactive map can be found at <http://www.namibiatourism.com.na/Map/>

### *Social Media*

Social media is becoming a popular discussion and gathering place, making it a useful promotional tool. Social media has advantages over traditional websites; it is less static and easier to update. Social media allows an individual to broadcast information and initiate a discussion on the topic. There are many different forms of social media that can be used including Facebook and forums.

Facebook is a popular form of social media where you can create a page marketing your farm. This is much like creating a website and should include pictures and some basic information about your farm and reference potential clients to your main website. Posting pictures of game seen on your farm or letting the social media community know about exciting events such as the addition of new services can help attract clients. Additionally, social media can help potential clients link with past hunters. Links to follow your farm on social media should be added to your main website.

Online forums are another useful tool that involves social connections between users. You can make accounts on various websites and participate in conversations with operators and hunters. By posting in conversation threads, you can build connections with hunters and gain their interest while subtly promoting your business. One active hunting forum to consider is [Africahunting.com](http://Africahunting.com).

# Financing Strategies

## Loans

Loans provide the initial finances for many businesses. It may be necessary for you to build new infrastructure or add wildlife, which can require large quantities of money. Below are different strategies for financing that you may choose to use. We have provided the basic information on the services that are available and some of the advantages and disadvantages of each.

### *Agricultural Bank of Namibia (AgriBank)*

The AgriBank is a popular bank among Namibian farmers and was established by the Namibian government to help finance the agricultural sector. They have a wide variety of loans applicable for a range of improvements from upgrading infrastructure to buying new equipment. These loans also apply to improvements such as purchasing new game and installing fencing on trophy hunting farms. Loans of different amounts are available dependent on the intended purpose and are categorized as short term (1-2 years), medium term (5-10 years), or long term (10-25 years). The loans are offered at affordable interest rates with a minimum rate of 4.00% to a maximum rate of 9.25%. The rates differ depending on the clients land ownership (commercial versus communal versus resettlement) and the intended use of the loan. The bank requires some form of collateral such as the farm itself, investments, or savings. Resettled farmers may not use their land as collateral and must offer a different form of security. Regardless of land type, payments typically begin as soon as the money is lent.

The NTB realizes earning income from trophy hunting is often slow at first because time is needed to increase game amounts, create a client base, and build a reputation. The NTB is investigating alternative financing schemes with the AgriBank to resolve this issue. The NTB and the AgriBank could potentially offer previously disadvantaged farmers who desire to become operators a three-year grace period from loans relating to trophy hunting improvements. In this potential scheme, the NTB would pay interest and the AgriBank would waive payments during the grace period.

### ***Development Bank of Namibia (DBN)***

The DBN is another banking institution established by the Namibian government and has a Special Development Fund (SDF) established for the support of small and medium enterprises (SMEs). The DBN offers loans to SMEs for initial and expansion costs ranging from N\$150,000 to N\$3million with a maximum repayment period of 10 years. Loans are offered at a prime rate of 9.25% and no more than 10.25%. Typically, you must offer collateral to cover 30-50% of a loan. Collateral can be in a variety of forms, such as property and investments. Advantages of DBN are that no collateral is necessary on a loan to purchase a vehicle and the bank offers the opportunity for Contract Based Financing. Through Contract Based Financing, an individual in a contract with another business can receive loans without providing collateral and through a faster process. The NTB is considering a loan scheme with the DBN to support the farmers of the trophy hunting pilot program.

### ***Ministry of Environment and Tourism (MET)***

The MET has a Wildlife Breeding Stock Loan Scheme (WBSLS) where farmers of a previously disadvantaged background can obtain a variety of wildlife on their farm, for a number of years, free of charge. You cannot hunt relocated animals during the first five years of the loan period. WBSLS allows for a breeding herd of animals to grow on the farm. A farmer must apply for the loan scheme and allow the MET to perform a game count.

A farm must be over 1000 ha and have game-proof fencing around the entire farm. If a non jumping game-proof fence, also known as a jackal proof fence, is around the property, the MET will only provide non-jumping game. If a jumping proof game fence is around the farm then both jumping and non-jumping game can be provided.

The land must also be considered a suitable habitat for any species that is to be delivered. There is a variety of game available; however, it is dependent upon the species the MET has available in national parks. Exotic species are not part of this loan scheme. The game available is as follows:

Non-jumping game: Zebra (both mountain and plains), Oryx, Springbok, and Ostrich

Jumping game: Eland

## Game

Wildlife is one of the most critical components of a trophy hunting farm. It is essential that there is enough quality game to provide hunters with a selection of trophy animals. Because of this, it is recommended that arrangements are made with nearby farms to extend the area in which a hunter can hunt. Written permission of the neighboring landowner detailing the arrangements must be submitted to the MET. Working with neighboring farms is an easy way to expand the variety of species offered. When hunting on a neighboring farm, a financial arrangement must be made about the split in profit from the trophy. This means decreased profit, however, a client's satisfaction is paramount.

The chart below shows the most common fees charged for five most hunted species:

Game Type	Average Price Range (N\$)
Springbok	3000
Oryx	6000
Kudu	7500
Hartebeest	5000
Warthog	3000

In order to track wounded animals it is useful to have a trained hunting dog. Fully trained hunting dogs are available at a variety of places in Namibia. If you yourself are interested in becoming a hunting guide, a school is located just outside of Windhoek, called Eagle Rock Hunting Academy.





## Size

In order to register with the MET, trophy hunting farms must be at least 1000 ha. However, we have found that having a farm considerably less than 2000 ha can be a drawback for two reasons. Firstly, some hunters are concerned with fair chase ethics and prefer to hunt in large areas. Secondly, too small of a farm can result in small game populations and difficulty in providing quality trophies. We recommend that the entirety of a farm is used for trophy hunting in order to avoid these issues. We have determined that many hunters do not mind hunting alongside cattle and that the two practices can coincide without negatively affecting each other. Therefore, a farm can be used for multiple purposes such as livestock production and trophy hunting simultaneously.



### **Treating guests**

Having a good relationship with guests is important to succeeding in the trophy hunting industry. Building a good relationship and ensuring the client has a successful hunting experience starts before the guest arrives on your farm. Prior to arrival, you should inquire as to the hunter's dietary and drink preferences. We have created a sample form that can be sent to a hunter before their stay to obtain this information and we have included it at the end of this pamphlet.

From the moment a guest arrives, you should welcome them and treat them with hospitality. Quality hospitality often involves small gestures like providing snacks and drinks during a hunt and can make a hunter's stay much more enjoyable. In addition, hunters may prefer to spend time with the farm owner for companionship before and after a hunt. We recommend that you are receptive to this and make an effort to ensure that a hunter and guests are not neglected.

### **Accommodations**

Hunting is a demanding adrenaline sport. At the end of a long day of hunting, quality accommodations help a hunter relax. "5-star" accommodations are not necessary on a hunting farm, but rooms should be clean and in good repair. Additionally, quality bathrooms and comfortable mattresses are all beneficial features to consider. Hunters will often appreciate a lounge with a television and/or small library with magazines. Some hunters will want to experience the rougher side of Namibia. Providing tented accommodations in the bush will attract some hunters.

### **Hunting facilities**

Attention to the hunting facilities can help ensure proper care is taken with trophies and the safety of guests. Hunting vehicles should be equipped with a winch and ramp to make bringing a trophy into the vehicle easier. In areas where cell phone reception is poor, vehicles should have a two-way radio to communicate with the main facilities in case of an emergency. While NTB only requires basic slaughtering facilities, you may consider upgrading these facilities. Fully enclosed facilities can keep flies away and make the slaughtering process more sanitary. Having tile walls can make cleanup easier and promote sanitation. At the minimum, a slaughtering facility should have an impervious floor and a drainage system.

### **Additional services to offer**

Successful trophy hunting farms often offer services besides trophy hunting. These services can entertain non-hunting companions who sometimes travel with hunters and provide something for hunters to do while not in the bush. We found that the services most commonly offered by established outfitters that were popular with guests were a bar, drop off/pickup service from the airport, game drive, internet connectivity, photo safaris, and a pool. Providing these services can make your farm more attractive to potential clients and make a guest's stay more enjoyable.



# Registration

You must register with MET to become a trophy hunting operator. After applying to MET, they will visit your establishment and perform a game count in order to issue a certificate indicating the species you are permitted to hunt on your land.

MET Permits (including application to hunt trophies): [www.met.gov.na/Pages/Permits.aspx](http://www.met.gov.na/Pages/Permits.aspx)

A trophy hunting operator must be registered with the NTB. Once NTB receives an application, they will send an inspector to the farm applying. The inspector will evaluate all of the accommodations and facilities to determine if they meet the minimum requirements as mandated by the NTB. In order to receive full certification, an establishment must meet all requirements.

Trophy Hunting Operator with Accommodations Application Form: [www.namibiatourism.com.na/uploadedFiles/NamibiaTourism/Consumer/About\\_NTB/Industry\\_Services/Trophy%20Hunting%20Operator%20with.pdf](http://www.namibiatourism.com.na/uploadedFiles/NamibiaTourism/Consumer/About_NTB/Industry_Services/Trophy%20Hunting%20Operator%20with.pdf)

NTB Trophy Hunting Operator Regulations: [www.namibiatourism.com.na/uploadedFiles/NamibiaTourism/Consumer/About\\_NTB/Industry\\_Services/NTB%20Regulations.pdf](http://www.namibiatourism.com.na/uploadedFiles/NamibiaTourism/Consumer/About_NTB/Industry_Services/NTB%20Regulations.pdf).

Additionally, it is possible for an inspector to grant an establishment conditional registration. Under this registration, hunting on the farm may begin, but the operator must make an effort to address missing requirements within six months of the inspection. Inspectors can only grant conditional registration if minor requirements are not met.

## Notes on NTB Requirements

We have found that some additional information on the requirements is helpful for farmers to know. The fire extinguisher on the premises must be serviced at least once per year. If a wardrobe does not have a lock, an alternative to this requirement is to provide a small personal belonging safe in the room. In some cases, if a room has a lockable door and a key for the guest this will suffice. Finally, an operator must have a gun safe available to accommodate the hunting firearms.

Another requirement is that guidelines and instructions must be provided to guests informing them of risks characteristic to hunting and the environment. We recommend that these guidelines include information on the following areas:

- Gun Safety
- Wildlife Safety
- Fire Escape Routes
- Emergency Phone Numbers

# Feedback Form

Name:

Date of Visit:

In order for us to improve our service and create a better atmosphere for future guests, please take a few minutes to rank your experience as outlined below. Thank you for your time.

1. Service of travel to and from the airport

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

2. Hospitality and Service

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

3. Sleeping accommodations

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

4. Lounge accommodations

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

5. Dining accommodations

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

6. Food quality and taste

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

7. Outdoor lounge area

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

8. Trophy hunting vehicle

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

9. Quality of trophy animals

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

10. Hunting experience

Poor 1-----2-----3-----4-----5 Excellent

Comments: \_\_\_\_\_  
\_\_\_\_\_

11. Would you be willing to be used as a reference for future interested clients? If yes, please provide your information below.

Contact information: \_\_\_\_\_

Thank you very much for taking the time to give us feedback! We are always trying to improve and your feedback is essential to our growth and development. Please feel free to contact us if you have any questions.

# Hunter Preferences Pre-arrival Form

In order to provide the most comfortable and enjoyable stay on our farm please complete and return the following form at your earliest convenience.

1. Please list any dietary restrictions you may have (gluten-free, etc.)

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2. Please list your preferred beverages.

Non-alcoholic (water, milk, juice, coffee, tea, etc.)

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Alcoholic (vodka, whiskey, brandy, gin, beer, wine, etc.)

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3. Please list your preferred breakfast foods (cereal, oats, grits, eggs, meat, etc.)

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4. Please list your preferred lunch foods (sandwiches, salads, meats, etc.)

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5. Please list your preferred dinner foods (meats, vegetables, grains, etc.)

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6. Please list your preferred snack foods (fruits, chips, nuts, etc.)

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7. Please list any allergies that you may have (nut, animals, etc.)

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8. Please list any medical conditions that we should be aware of (diabetes, asthma, etc.)

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9. Please list you preferred leisure activities (reading, playing cards, etc.)

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10. Please feel free to provide any other additional information regarding your personal preferences that could help us improve your experience.

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This form can be returned either by mail or electronically.

Thank you for your time and we look forward to your visit!

## **Appendix J.1: Personal Feedback- Potential Trophy Hunting Farm 1**

### **Minimum Requirements:**

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### **Extra Features:**

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

### **Check-List**

#### **Bedrooms**

The bedrooms were decorated very well, and matched the atmosphere and feel of the farm. Walking into them and seeing the beds made with towels folded and tied with a ribbon was a nice touch.

#### ***Minimum Requirements:***

- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

#### ***Extra Features:***

- We suggest fixing the broken mirror in one of the bedrooms.

#### **Bathrooms and Toilets**

The bathroom was satisfactory and the showerhead provided a quality shower.

#### ***Minimum Requirements:***

- Baths, showers, and basins must be provided with a toilet bowl with a lid.
- Baths, showers, and basins must be provided with a sanitary bin with a lid.

#### ***Extra Features:***

- We recommend installing screens on all of the windows to ventilate rooms and keep out insects.

### **Dining Room/Lounge**

The outdoor seating area was very comfortable, and offered a few different places for guests to sit and eat meals. The lounge was also comfortable and spacious. The television with cable was a luxury and relaxing for guests.

#### ***Minimum Requirements:***

- All met

#### ***Extra Features:***

- We suggest adding more lighting to the outdoor patio area for recreation during the night.

### **Kitchens, wash-ups, and food storage areas**

The kitchen area was very attractive and designed well. The little bar area for seating opened up the kitchen area and continued the light and airy flow of the house.

#### ***Minimum Requirements:***

- All walls must be tiled to a height of at least 135cm from the floor and coated with washable paint above the tiles, or if not practical, be coated completely with washable paint.

#### ***Extra Features:***

None

### **Laundry Facilities**

#### ***Minimum Requirements:***

- All met

#### ***Extra Features:***

None

### **Tented or other temporary accommodation**

#### ***Minimum Requirements:***

None

#### ***Extra Features:***

None

### **Facilities and Service in relation to Accommodation**

The service provided was very good; anytime we needed something someone was available to ask and was willing to help.

### ***Minimum Requirements:***

- A first-aid kit must be available and in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of Chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.

### ***Extra Features:***

- Having a complete first aid kit in the event of any accidents is essential for operation.

## **Requirements in respect of Hunting Activities**

### ***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with appropriate seating facilities for hunters.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with holding facilities for a gun or rifle.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order or repair and effective action.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

### ***Extra Features:***

None

## Other Areas

### Land:

- The mountainous land was very beautiful and we believe would be ideal for photo safaris and game drives. The riverbed could serve well for camping or outdoor recreation for hunters and guests.

### Infrastructure:

- The solar powered game-proof fence was very high quality and commendable.
- The swimming pool was a very attractive luxury and we believe will be greatly appreciated by hunters and guests.
- We were impressed by the quality, organization, cleanliness of all buildings and facilities.

### Wildlife:

- The free roaming giraffes are advantageous because they are unique and attractive to guests.

### Service:

- The meals were very well prepared and there was a delicious selection of dishes.
- The availability of refreshments throughout the day was very hospitable.
- The atmosphere of your farm was very relaxing and welcoming. We felt at home and it was easy to enjoy our stay.

### Business Operations:

- Marketing: Your website is a great start at online marketing strategies. We recommend making a similar site or tailoring this site to your trophy hunting operations. In order to make the site more user-friendly we suggest  
Also, we believe that your intentions of offering additional services (i.e. tame animals and quad biking) will make your establishment more competitive and serve as attractive and marketable features.
- Business strategy: We respect your attitude to be open to anything that will be advantageous for your establishment. We recognize that you and your family have worked very hard to build your accommodations; this dedication and passion will be very useful in the industry. We believe that your attitude and these traits will reflect well with hunters and guests.

### Closing:

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## Appendix J.2: Personal Feedback- Potential Trophy Hunting Farm 2

### Check-List

No infrastructure was evaluated using the NTB regulations. However, any future infrastructure and facilities must meet all the requirements as written below in order to obtain registration as a trophy hunting operator.

### Bedrooms

#### *Minimum Requirements:*

- Each bedroom must be provided with adequate beds for the number of persons occupying the bedroom, complying with the following:
  - Minimum size -single bed 180cm x 90cm  
-double bed 180cm x 135cm
  - Mattresses must be inner-spring or foam rubber or equivalent substance with a minimum thickness of 12 cm. Alternative suitable beds may be provided for children.
- A wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- If not fully carpeted, one floor mat, tanned skin or similar floor covering for each bed of at least 1 m<sup>2</sup>, or one piece of similar floor covering at least 2.4 m<sup>2</sup> to serve all beds.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

### Bathrooms and Toilets

#### *Minimum Requirements:*

- Bathrooms and toilet facilities must be provided for guests separate from those for the operators household and staff.
- Floors must be of impervious material or concrete.
- Baths, showers and wash basins must be provided with hot and cold running water.
- Each bathroom must be provided with:
  - a toilet bowl with a lid.
  - a toilet paper dispenser.
  - toilet paper.
  - a sanitary bin with a lid.
- Bathrooms and toilets must have water-borne sewerage draining.

## **Dining Room/Lounge**

### ***Minimum Requirements:***

- Dining room and lounge facilities for guests may be provided either in the facilities of the operator's household or separately and must provide adequate seating for guests.
- Meals or suitable cooking facilities for preparation of food by guests must be provided.

## **Kitchens, wash-ups, and food storage areas**

### ***Minimum Requirements:***

- Facilities may be either those of the operator's household or may be provided separately for guests.
- Floors must be of an impervious material or concrete.
- Each work surface must be of stainless steel, marble, granite or other impervious material.
- All walls must be tiled to a height of at least 135cm from the floor and coated with washable paint above the tiles, or if not practicable, be coated completely with washable paint.
- Adequate refrigerators or other cold storage facilities must be provided.
- At least one sink with hot and cold running water must be provided for the washing of dishes.
- Adequate and hygienic food storage areas must be provided.
- There must be no direct access to a toilet from the kitchen.
- Kitchens, wash-ups and food storage areas must be kept clean and free of insects and rodents.

## **Laundry Facilities:**

### ***Minimum Requirements:***

- Facilities for the washing, cleaning and ironing of guest's clothes and other belongings must be available on or off the premises.

## **Tented or other temporary accommodation:**

### ***Minimum Requirements:***

- Each tent or other temporary accommodation unit must be provided with
  - a bed and mattress or sleeping bag for each guest.
  - a lockable storage box or safe.
  - adequate lighting.
  - suitable facilities for cooking and washing of dishes.



- ablution and toilet facilities which must be kept in a clean and hygienic condition at all times.

## **Facilities and Service in relation to accommodation**

### ***Minimum Requirements:***

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- Bedrooms, dining rooms, lounges and kitchens must be properly ventilated.
- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- The inside and outside of all permanent buildings and the premises of the establishment must be kept clean and in good order of repair.
- A first-aid kit must be available in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with the provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guests must be provided access to telephone or other communication facilities.
- Guests must have 24-hour access to accommodation facilities. If a staff member is not available at all times, guests must be provided with keys to the premises and their rooms.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or in a formal presentation.

## **Requirements in respect of hunting activities**

### ***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with
  - appropriate seating facilities for hunters.
  - holding facilities for a gun or rifle.

- a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order of repair and effective action.
- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

## Other Areas

### Land

- The 200 ha area separated by the main road is ideal for accommodations as it is separate from the main farm and is too small for trophy hunting.

### Infrastructure

- Your homestead on the 200 ha portion of land is a decent size for a guest house and has a lot of potential. It offers private accommodations for hunters and their guests. Also, the metal water basin at the homestead could be converted to a pool as a luxury for hunters. However, this homestead is in need of significant renovations and improvements. Refer to regulations above for the minimum requirements that these accommodations must meet.
- We recommend that the interior and exterior of all infrastructures, including the main homestead, are maintained for a more attractive appearance to hunters.

### Wildlife

- The farm has an adequate quantity of wildlife for trophy hunting. However we advise that you utilize the MET Wildlife Breeding Stock Loan Scheme (WBSLS) to obtain more non-jumping game to increase quantity and variety and ensure successful hunting. Non-jumping game to focus on includes Springbok, Hartebeest, Oryx, Zebra, and Ostriches.

### Service

- We advise that all workers are appropriately dressed and suitable to represent your establishment.

## Business Operations

- **Marketing:** You can work with Camelthorn Safari's to offer unique "beginner" packages to regular tourists who want to try trophy hunting. This can be done while simultaneously targeting more traditional, international markets through other means. It may be possible to market your trophy hunting operations through international contacts of Camelthorn.
- **Business strategy:** A partnership with Camelthorn would offer your clients a variety of tourist activities that are readily accessible. You could create discount packages that include hunting as well as pre-arranged trips to make your business unique and more attractive. Camelthorn could also provide any transportation that your guests need. Additionally, your idea of providing cultural performances and interaction could serve as an additional source of entertainment for hunters.  
We believe that your intentions to slowly add trophy hunting while maintaining cattle production is a practical and smart plan of action.

## Closing:

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## Appendix J.3: Personal Feedback- Potential Trophy Hunting Farm 3

### Check-List

No infrastructure was evaluated using the NTB regulations. However, any future infrastructure and facilities must meet all the requirements as written below in order to obtain registration as a trophy hunting operator.

### Bedrooms

#### *Minimum Requirements:*

- Each bedroom must be provided with adequate beds for the number of persons occupying the bedroom, complying with the following:
  - Minimum size -single bed 180cm x 90cm  
-double bed 180cm x 135cm
  - Mattresses must be inner-spring or foam rubber or equivalent substance with a minimum thickness of 12 cm. Alternative suitable beds may be provided for children.
- A wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- If not fully carpeted, one floor mat, tanned skin or similar floor covering for each bed of at least 1 m<sup>2</sup>, or one piece of similar floor covering at least 2.4 m<sup>2</sup> to serve all beds.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

### Bathrooms and Toilets

#### *Minimum Requirements:*

- Bathrooms and toilet facilities must be provided for guests separate from those for the operators household and staff.
- Floors must be of impervious material or concrete.
- Baths, showers and wash basins must be provided with hot and cold running water.
- Each bathroom must be provided with:
  - a toilet bowl with a lid.
  - a toilet paper dispenser.
  - toilet paper.
  - a sanitary bin with a lid.
- Bathrooms and toilets must have water-borne sewerage draining.

## **Dining Room/Lounge**

### ***Minimum Requirements:***

- Dining room and lounge facilities for guests may be provided either in the facilities of the operator's household or separately and must provide adequate seating for guests.
- Meals or suitable cooking facilities for preparation of food by guests must be provided.

## **Kitchens, wash-ups, and food storage areas**

### ***Minimum Requirements:***

- Facilities may be either those of the operator's household or may be provided separately for guests.
- Floors must be of an impervious material or concrete.
- Each work surface must be of stainless steel, marble, granite or other impervious material.
- All walls must be tiled to a height of at least 135cm from the floor and coated with washable paint above the tiles, or if not practicable, be coated completely with washable paint.
- Adequate refrigerators or other cold storage facilities must be provided.
- At least one sink with hot and cold running water must be provided for the washing of dishes.
- Adequate and hygienic food storage areas must be provided.
- There must be no direct access to a toilet from the kitchen.
- Kitchens, wash-ups and food storage areas must be kept clean and free of insects and rodents.

## **Laundry Facilities:**

### ***Minimum Requirements:***

- Facilities for the washing, cleaning and ironing of guest's clothes and other belongings must be available on or off the premises.

## **Tented or other temporary accommodation:**

### ***Minimum Requirements:***

- Each tent or other temporary accommodation unit must be provided with
  - a bed and mattress or sleeping bag for each guest.
  - a lockable storage box or safe.
  - adequate lighting.
  - suitable facilities for cooking and washing of dishes.

- Ablution and toilet facilities which must be kept in a clean and hygienic condition at all times.

## **Facilities and Service in relation to accommodation**

### ***Minimum Requirements:***

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- Bedrooms, dining rooms, lounges and kitchens must be properly ventilated.
- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- The inside and outside of all permanent buildings and the premises of the establishment must be kept clean and in good order of repair.
- A first-aid kit must be available in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with the provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guests must be provided access to telephone or other communication facilities.
- Guests must have 24-hour access to accommodation facilities. If a staff member is not available at all times, guests must be provided with keys to the premises and their rooms.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or in a formal presentation.

## **Requirements in respect of hunting activities**

### ***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with
  - appropriate seating facilities for hunters.
  - holding facilities for a gun or rifle.

- a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order of repair and effective action.
- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

## Other Areas

### Land

- We recommend using as much land as possible for trophy hunting in order to provide hunters the experience of a "fair chase" hunt. Game and cattle can co-exist therefore land can be used simultaneously for both practices.
- The variety of vegetation was appealing and the terrain of the land was suitable for trophy hunting.
- The natural and manmade watering holes are useful for sustaining a wildlife population and could serve well as potential locations for photo safaris and game drives.

### Infrastructure

- Improving the quality of the road leading to your farm will make navigating to the establishment more efficient.
- We recommend renovating and maintaining all infrastructure, sheds, fencing, and vehicles that are visible to ensure that the farm is organized and appealing to guests.

### Wildlife

- The Eland and Leopard on your farm may be beneficial as they are species that add diversity to the game that your farm offers. However, it may be of value to increase species such as Kudu and add others such as Oryx and Springbok. These are species that are most commonly hunted by hunters visiting Namibia for the first time.

## Service

### Business Operations

- **Marketing:** We advise that you determine the desired image of your establishment. It is possible to market your farm as a trophy hunting establishment with extra services or as a game ranch that features trophy hunting. Building a lodge with a Namibian/African style as intended would be a unique feature that would be easily marketable.
- **Business strategies:** It is possible that you could utilize your hotel business to offer package deals to hunters in which they could have a short stay at these establishments in addition to their time spent hunting. This could be attractive to a hunting traveling with family or other companions.

### Closing:

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!



## **Appendix J.4: Personal Feedback- Potential Trophy Hunting Farm 4**

### **Minimum Requirements:**

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### **Extra Features:**

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

We understand that you would like to build separate accommodations for guests; however, we wanted to provide feedback on your current facilities that could serve as accommodations in the interim.

### **Check-List**

#### **Bedrooms**

The two rooms for hunters and guests are of a comfortable size and the third smaller room is perfect for a freelance professional hunter.

#### **Minimum Requirements:**

- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

#### **Extra Features:**

- Upgrading the carpets, furniture, light fixtures, and bedding is recommended.
- Installing outlets is necessary for the convenience of guests.

#### **Bathrooms and Toilets**

Having separate toilet, shower, and bathroom facilities is advantageous for accommodating more than one person.

#### **Minimum Requirements:**

- Each bathroom must be provided with a sanitary bin with a lid.
- Floors must be of impervious material or concrete.

***Extra Features:***

- We recommend various renovations on the facilities including adding tiling, ventilation in the shower, a mirror above the washbasin, and repairing cracks in the walls.

**Dining Room/Lounge**

The furniture in the dining room and lounge was comfortable and homey. It provided for a relaxing area.

***Minimum Requirements:***

- All met

***Extra Features:***

- It is advisable to remove any unused furniture or items to open up the rooms more.

**Kitchens, wash-ups, and food storage areas**

The kitchen was very spacious and easily accommodated multiple people to either stop and talk or cook.

***Minimum Requirements:***

- All met

***Extra Features:***

- The kitchen would benefit from repainting and something to reduce flies.

**Laundry Facilities**

***Minimum Requirements:***

- Facilities for the washing, cleaning and ironing of guests' clothes and other belongings must be available on or off the premises.

***Extra Features:***

None

**Tented or other temporary accommodation**

***Minimum Requirements:***

None

***Extra Features:***

None

## Facilities and Service in relation to Accommodation

### *Minimum Requirements:*

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- A first-aid kit must be available and in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.

### *Extra Features:*

- Having a complete first aid kit in the event of any accidents is essential for operation.

## Requirements in respect of Hunting Activities

### *Minimum Requirements:*

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides or Professional Hunters registered under Nature Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting, is equipped with appropriate seating facilities for hunters.
- Every trophy hunting operator must ensure that every vehicle used for hunting, is equipped with holding facilities for a gun or a rifle.
- Every trophy hunting operator must ensure that every vehicle used for hunting, is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9 (2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order of repair and effective action.

- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

#### *Extra Features:*

- Covered slaughtering facilities, while not a necessity, are often very nice and lead to a better final product.
- We understand that you have the intentions of becoming your own hunting professional, which we commend and believe would add a personal touch to your establishment; in the interim you can make use of freelance professional hunters.

#### **Other Areas**

##### **Land**

- The large open fields and shrubbery made for a diverse landscape which would be very suitable for hunting.
- Whichever camps are chosen for hunting should be adjacent to each other in order to provide as much land as possible for a fair-chase hunt; even camps with cattle can still be used for trophy hunting. Game will still be present with cattle, therefore, to get the most out of your land, hunters should have access to as much of your farm as possible.
- It is advisable to clear the farm of old, unusable machinery and vehicles in order to keep the farm clean and natural.

##### **Infrastructure**

- Your plans to build game-proof fencing for jumping game would allow you to offer a wider variety of animals and be more competitive.
- Your buildings and homestead were very close to being ready for trophy hunting guests; however some cosmetic renovations (i.e. replacing carpet, outdoor seating area, fixing cracks in walls) should be done.
- Your current setup for power is functional, however, investing in solar energy or NamPower lines could provide a more discreet and consistent source of power.
- The large cool-room with a bar area and your plans for a pool sound like great additions to your farm.

##### **Wildlife**

- It is advisable to obtain as much new game as possible beginning with the Wildlife Breeding Stock Loan Scheme (WBSLS) and request non-jumping game such as Oryx,

Springbuck, Zebra, Hartebeest and Ostrich. Pursuing your plans of expanding to Kudu, Eland and Sable will eventually add value to your farm once your jumping game proof fence is complete.

### **Service**

- Your family was very accommodating and easy to spend time with. Maintaining this level of hospitality will serve well when interacting with hunters. Your attitude to grow and offer the best service possible was refreshing and this ambition will reflect positively with hunters.

### **Business Operations**

- Marketing: Using word-of-mouth through Priscilla's property business could lead to beginning clients.
- Business strategy: Your long-term goal of separate lodges and a conference center built in traditional African style will help you develop a brand and identity for your establishment. Unique ideas such as your petting zoo could also add to your development.

### **Closing:**

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## Appendix J.5: Personal Feedback- Potential Trophy Hunting Farm 5

### Minimum Requirements:

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### Extra Features:

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

### Check-List

#### Bedrooms

Your bedrooms, while basic, were comfortable and not cramped. The double beds were a nice luxury and provided a comfortable night's rest.

#### Minimum Requirements:

- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

#### Extra Features:

- Installing outlets in all of the rooms is necessary for the convenience of guests.
- Repainting the bedrooms is recommended to cover a lot of wear and tear and easily upgrade the rooms.
- Ensuring consistency between beds in each room improves appearance; for example, if one bed has a bed skirt then both should have them.

#### Bathrooms and Toilets

The size of the main bathroom was very spacious and having an additional shower outside was helpful.

#### Minimum Requirements:

- Each bathroom must be provided with a sanitary bin with a lid.

### ***Extra Features:***

- Your main bathroom could use some renovations-there were holes in the side of the tub as well uneven tile along the ground. The sink, toilet, and tub had stains that would either need to be cleaned or replaced.
- Ensure adequate plumbing for higher pressure baths and consistently functioning toilets.
- Improving the mirror behind the sink for ease of use would be convenient for guests.

### **Dining Room/Lounge**

The lounge with the television was a nice place to relax indoors while the outdoor stone seating area was a great place to spend time at night.

### ***Minimum Requirements:***

- Dining room and lounge facilities for guests may be provided either in the facilities of the operators household or separately and must provide adequate seating for guests.

### ***Extra Features:***

- It is recommended to create a more established dining area with table and chairs to allow for more comfortable meal times.

### **Kitchens, wash-ups, and food storage areas**

### ***Minimum Requirements:***

- All Met

### ***Extra Features:***

None

### **Laundry Facilities:**

### ***Minimum Requirements:***

- Facilities for the washing, cleaning and ironing of guest's clothes and other belongings must be available on or off the premises.

### ***Extra Features:***

None

### **Tented or other temporary accommodation**

### ***Minimum Requirements:***

None

### ***Extra Features:***

None

## **Facilities and Service in relation to Accommodation**

### ***Minimum Requirements:***

- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- A first-aid kit must be available and in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.

### ***Extra Features:***

- Having a complete first aid kit in the event of any accidents is essential for operation.
- Formal training of staff members regarding service and appearance could improve the quality of a hunter's experience.

## **Requirements in respect of Hunting Activities**

The seating on the hunting vehicle was comfortable and the vehicle only needs minor improvements. Your rifle testing range was clearly marked and useful.

### ***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with holding facilities for a gun or rifle.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order of repair and effective action.



- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.

#### ***Extra Features:***

- It is recommended to equip the trophy hunting vehicle with a high-lift jack for use in a variety of situations.

#### **Other Areas**

##### **Land**

- Be careful on how the size and shape of your farm is represented; typically it is best if fences are less visible to the hunter in order to emphasize a fair-chase hunt.

##### **Infrastructure**

- The buildings on your premises, primarily the homestead, are not in need of renovation but could benefit from small upgrades to make them more appealing. For example, improve the appearance of both interior and exterior walls as well as carpet and tiling.
- The solar and wind power provided a reliable source of energy which made our stay more convenient and efficient.

##### **Wildlife**

- The current variety for wildlife is satisfactory; however, the addition of more species such as impala, giraffe or sable would help attract more clients.
- Currently the quantities of Oryx, Ostrich, Springbok and Blesbok are sufficient for hunting. It is advisable to increase the quantity of Kudu for more sustainable hunting.

##### **Service**

- Your knowledge of hunting and tracking animals was evident and very impressive; however, it is necessary to receive certification as a hunting professional or make use of freelance hunting professionals.
- Our interactions with you created a genuine and friendly experience and we enjoyed getting to know you and your brother. Continuing to develop personal connections with guests will deepen their experience and reflect positively with hunters.
- Your passion and devotion to the farm and wildlife was remarkable and created a heartwarming atmosphere.

##### **Business Operations**

- Marketing: Online marketing is effective and reaches a large audience. Therefore, we suggest using your resources and background to take advantage of online tools. Also

using word of mouth through possible venues such as Biltong Hunting clients could help establish an initial client base. Your ideas of utilizing YouTube and serving as a product testing location seemed viable and unique.

- Business strategy: Your plans to involve the community seemed noble and attractive for more conscientious hunters. Your ideas to build viewing facilities near your watering hole as well as utilizing the rock paintings again add to the uniqueness of your farm. By expanding on your hopes to restore the land to your father's childhood and by emphasizing your distinct farm name a "hopeful" identity could be created for your farm.

**Closing:**

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## **Appendix J.6: Personal Feedback- Potential Trophy Hunting Farms 6 & 7**

### **Minimum Requirements:**

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### **Extra Features:**

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

Please note that the minimum requirements and extra features discussed below apply to Farm Haarem. Farm Soronto was not evaluated using the NTB regulations.

### **Check-List**

#### **Bedrooms**

The natural light provided by the windows was appreciated and the rooms were spacious. Easily accessible outlets made charging electronics efficient.

#### **Minimum Requirements:**

- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

#### **Extra Features:**

- To improve sleeping arrangements for guests it is advisable to provide adequate blankets and bed-side tables and lamps.
- It is recommended to re-paint walls, fix cracks, replace carpeting, and add lighting fixtures in order to improve the overall appearance of rooms.

#### **Bathrooms and Toilets**

The cabinets in the bathroom were convenient and would be ideal for hunters to use during their stay.

#### **Minimum Requirements:**

- Baths, showers, and washbasins must be provided with hot and cold running water.
- Each bathroom must be provided with a sanitary bin with a lid.

### ***Extra Features:***

- To improve the comfort of your accommodations it is necessary to provide hot water and increase water pressure.
- Your bathroom would benefit greatly from renovations. Cleaning or replacing the sink and bathtub is advised to eliminate stains.
- Additional renovations that we recommend include re-surfacing the walls and fixing cracks in the ceiling.
- Additional items that we suggest for comfort are floor mats and the installation of a fixed shower head.

### **Dining Room/Lounge**

We very much enjoyed your lounge and feel that it would be a great area in which hunters can relax.

### ***Minimum Requirements:***

- Dining room and lounge facilities for guests may be provided either in the facilities of the operator's household or separately and must provide adequate seating for guests.

### ***Extra Features:***

- There was adequate space for a dining room. By creating a more established dining area with a table and chairs meal times would be more comfortable and hunters would be given the option to eat indoors.
- Developing a style in the dining room similar to the lounge area would create a consistent level of comfort throughout your accommodations.

### **Kitchens, wash-ups, and food storage areas**

The large pantry size was convenient and useful.

### ***Minimum Requirements:***

- All walls must be tiled to a height of at least 135cm from the floor and coated with washable paint above the tiles, or if not practical, be coated completely with washable paint.

### ***Extra Features:***

- It is necessary to re-paint and re-tile that walls and floor of the kitchen in order to improve the sanitary conditions.
- We suggest renovating the sink and food storage areas to improve their general quality.

## Laundry Facilities

### *Minimum Requirements:*

- Facilities for the washing, cleaning and ironing of guest's clothes and other belongings must be available on or off the premises.

### *Extra Features:*

None

## Tented or other temporary accommodation

### *Minimum Requirements:*

None

### *Extra Features:*

None

## Facilities and Service in relation to Accommodation

We really enjoyed spending time with you and having the opportunity to stay on your farm. The meals were delicious!

### *Minimum Requirements:*

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- The inside and outside of all permanent buildings and the premises of the establishment must be kept clean and in good order of repair.
- A first-aid kit must be available and in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guests must be provided access to a telephone or other communication facilities.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.

### *Extra Features:*

- It is necessary to ensure that the fire extinguisher is serviced once per year.

- Having a complete first aid kit in the event of any accidents is essential for operation.
- Formal training for staff members regarding service and appearance could improve the quality of a hunter's experience.

## Requirements in respect of Hunting Activities

### *Minimum Requirements:*

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with appropriate seating facilities for hunters.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with holding facilities for a gun or rifle.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order of repair and effective action.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

### *Extra Features:*

- We recommend renovating and modernizing your slaughtering facilities to ensure that they are sanitary and efficient areas; however the impervious floor, drainage system, and the covered building are valuable infrastructure.

## Other Areas

### Land

- The density of vegetation and the topography of your land on both farms were adequate for hunting.

### Infrastructure

- In general the infrastructure on both farms would benefit from renovations in order to improve appearance and the quality of accommodations.

- We suggest locating animal pens away from lodging so that hunters can rest without being disturbed.
- Building new infrastructure or upgrading the existing buildings for workers is recommended to improve the overall conditions on the farm.
- It is recommended to install either a landline or cellphone signal booster for the convenience of guests.

### **Wildlife**

- The presence of Kudu and Oryx is valuable; however, it is advisable to increase the variety of game on your farms utilizing the Wildlife Breeding Stock Loan Scheme (WBSLS). In addition, to variety increasing the quantities of species is recommended to ensure a successful hunt.

### **Service**

- We enjoyed trying the local cuisine and watching the cultural singing and dancing performance. These were very unique aspects of our trip and we believe offering these to hunters and other guests will deepen their experiences on your farms.

### **Business Operations**

- Marketing: The idea of creating a cultural village is unique and is not usually associated with trophy hunting. However, we believe that it is a feature of your farm that could easily be marketed to attract hunters and other guests for a distinctive experience.
- Business strategy: Your plans to focus on ecotourism during the off-season of trophy hunting are practical and would allow you to receive a steady and diversified income. We encourage you to explore additional services, but as you mentioned it is advisable to take careful consideration when marketing to and hosting both ecotourists and hunters.

### **Closing:**

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## **Appendix J.7: Personal Feedback- Potential Trophy Hunting Farm 8**

### **Minimum Requirements:**

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### **Extra Features:**

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

### **Check-List**

#### **Bedrooms**

Your bedrooms were very spacious and homey; the bedding was beautiful and everything was very clean. The beds were comfortable and the large amount of windows made it easy to view the beautiful scenery.

#### ***Minimum Requirements:***

- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

#### ***Extra Features:***

- Installing outlets in all of the rooms is necessary for the convenience of guests.
- We suggest a type of pest control; there were small insects that made sleeping difficult.

#### **Bathrooms and Toilets**

The size and cleanliness of your bathrooms and toilets can only receive the highest possible praise.

#### ***Minimum Requirements:***

- Each bathroom must be provided with a sanitary bin with a lid.

#### ***Extra Features:***

- None



### **Dining Room/Lounge**

The feel of the dining room and lounge was cozy and welcoming. Specifically, the lounge showcased the different animals present on the farm which is appealing and ideal for trophy hunting accommodations.

#### ***Minimum Requirements:***

- All met

#### ***Extra Features:***

None

### **Kitchens, wash-ups, and food storage areas**

#### ***Minimum Requirements:***

- All met

#### ***Extra Features:***

None

### **Laundry Facilities**

#### ***Minimum Requirements:***

- All met

#### ***Extra Features:***

None

### **Tented or other temporary accommodation**

#### ***Minimum Requirements:***

None

#### ***Extra Features:***

None

### **Facilities and Service in relation to Accommodation**

Huge emphasis was placed on the cleanliness of the facilities and accommodations, which is a characteristic of a quality establishment.

#### ***Minimum Requirements:***

- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- A first-aid kit must be available and in a readily accessible position.

- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

***Extra Features:***

- Having a complete first aid kit in the event of any accidents is essential for operation.

**Requirements in respect of Hunting Activities**

Your knowledge of the farm's terrain and your ability to maneuver on the land gave us complete confidence in your ability to find game. Also the breaks with refreshments made the ride more pleasant.

***Minimum Requirements:***

- Every trophy hunting operator must ensure that every vehicle used for hunting, is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

***Extra Features:***

- We suggest updating the hunting vehicle to better facilitate older clients.

## Other Areas

### Land

- The mountainous terrain lends to difficult but unique hunting. While getting close to the game is difficult, your in-depth knowledge of the terrain makes up for the shortcomings that the terrain creates.

### Infrastructure

- Your farm roads are tough but adequate. Older clients may fatigue faster than expected due to the harsh rides through the mountains.
- Constant electricity can only be a benefit, but the combination of candles and generator power lend to a unique and homey experience. A few batteries charged by your diesel generator could also provide enough electricity to power a few lights throughout the night with little cost.

### Wildlife

- Without fencing the number of game is constantly fluctuating and can be very difficult to predict. As you mentioned, at times you have herds of hundreds of Zebra but they can disappear just as quickly as they arrive. If this is an issue it may be beneficial to construct game-proof fencing and or even set-up agreements with neighboring farms to provide adequate quantities of game for hunting.

### Service

- Your home was warm and welcoming; the hospitality was excellent. As more hunters visit you may look to hire more staff to interact and help out with guests. However, we recommend ensuring that the personal touch your family gives Farm Koam is not lost.

### Business Operations

- Marketing: Utilizing your contacts in Europe through online marketing and word of mouth may be a beneficial method for establishing an initial client base.
- Business strategy: You have great ideas about offering package deals to hunters. Providing the option to quickly see the major attractions within Namibia is a huge attraction for clients who have the means to afford it.

### Closing:

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## **Appendix J.8: Personal Feedback- Potential Trophy Hunting Farm 9**

### **Minimum Requirements:**

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### **Extra Features:**

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

### **Check-List**

#### **Bedrooms**

The two bedrooms you plan to use for hunters have a lot of potential and nice features. We particularly liked how spacious but cozy the rooms were. Also, two guest bedrooms is an adequate number of rooms for a trophy hunting farm.

#### ***Minimum Requirements:***

- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

#### ***Extra Features:***

- To improve the general appearance of the rooms we recommend re-painting and repairing holes in the ceiling.
- We suggest upgrading to new mattresses and, if possible, relocating the animals outside of the rooms. This will increase the quality of a hunter's sleep and reduce any disruptive noises.

#### **Bathrooms and Toilets**

Having a fully functional bathroom attached to each room is a luxury. The tiling in these facilities was an attractive feature.

#### ***Minimum Requirements:***

- Baths, showers, and washbasins must be provided with hot and cold running water.
- Each bathroom must be provided with a sanitary bin with a lid.

### ***Extra Features:***

- We recommend renovating the tiling in the bathroom and re-painting the facilities, especially near the shower.
- To improve the comfort of your accommodations it is necessary to provide reliable hot water.

### **Dining Room/Lounge**

The dining room and lounge area with a television were comfortable and very welcoming. Also, your outdoor bar area is a great place for hunters to socialize and relax.

### ***Minimum Requirements:***

- All met

### ***Extra Features:***

- Continue with the new additions!

### **Kitchens, wash-ups, and food storage areas**

### ***Minimum Requirements:***

- All met

### ***Extra Features:***

- None

### **Laundry Facilities**

### ***Minimum Requirements:***

- All met

### ***Extra Features:***

- None

### **Tented or other temporary accommodation**

### ***Minimum Requirements:***

None

### ***Extra Features:***

None

### **Facilities and Service in relation to Accommodation**

We felt very welcome from the moment we arrived. Also, hunters will enjoy having beverages in the hunting vehicle.

### ***Minimum Requirements:***

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.

### ***Extra Features:***

- Formal training of staff members regarding service and appearance could improve the quality of a hunter's experience.

## **Requirements in respect of Hunting Activities**

### ***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with appropriate seating facilities for hunters
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with holding facilities for a gun or rifle.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order or repair and effective action
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

### **Extra Features:**

- It is recommended to equip the trophy hunting vehicle with a high-lift jack for use in a variety of situations.
- Due to poor cell phone service, installing a two-way radio in the hunting vehicle is an advantageous safety precaution.
- We recommend renovating and modernizing your slaughtering facilities to ensure that they are sanitary and efficient areas.
- We liked that you had blinds. This is a nice tool to spot animals and also is a good feature for hunters with disabilities.

### **Other Areas**

#### **Land**

- We really liked all the foliage on your land. However, you may consider clearing some of the brush in a few areas of your farm where you intend to hunt. This would create a more suitable area for Springbok and other small antelope.

#### **Infrastructure:**

- You needed a few additions but the infrastructure was nice and did not need many changes.
- We recommend moving the chickens and roosters further away from the accommodations to ensure a restful night's sleep for the hunter.

#### **Wildlife:**

- We suggest increasing the variety of species you offer on your farm. Having Kudu, Oryx, Warthog, Baboon, and Leopard is a good start, but you should definitely consider adding Springbok and Hartebeest.

#### **Service:**

- We felt very welcome on your farm, which is a very important part of hospitality and service within the industry.

#### **Business Operations:**

- We recommend looking into hiring a farm manager. This may be beneficial since you have a job in Windhoek and cannot dedicate all of your time to the farm.

#### **Closing:**

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## Appendix J.9: Personal Feedback- Potential Trophy Hunting Farm 10

### Check-List

No infrastructure was evaluated using the NTB regulations. However, any future infrastructure and facilities must meet all the requirements as written below in order to obtain registration as a trophy hunting operator.

### Bedrooms

#### *Minimum Requirements:*

- Each bedroom must be provided with adequate beds for the number of persons occupying the bedroom, complying with the following:
  - Minimum size
    - single bed 180cm x 90cm
    - double bed 180cm x 135cm
  - Mattresses must be inner-spring or foam rubber or equivalent substance with a minimum thickness of 12 cm. Alternative suitable beds may be provided for children.
- A wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- If not fully carpeted, one floor mat, tanned skin or similar floor covering for each bed of at least 1 m<sup>2</sup>, or one piece of similar floor covering at least 2.4 m<sup>2</sup> to serve all beds.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

### Bathrooms and Toilets

#### *Minimum Requirements:*

- Bathrooms and toilet facilities must be provided for guests separate from those for the operators household and staff.
- Floors must be of impervious material or concrete.
- Baths, showers and wash basins must be provided with hot and cold running water.
- Each bathroom must be provided with:
  - a toilet bowl with a lid.
  - a toilet paper dispenser.
  - toilet paper.
  - a sanitary bin with a lid.
- Bathrooms and toilets must have water-borne sewerage draining.



## **Dining Room/Lounge**

### ***Minimum Requirements:***

- Dining room and lounge facilities for guests may be provided either in the facilities of the operator's household or separately and must provide adequate seating for guests.
- Meals or suitable cooking facilities for preparation of food by guests must be provided.

## **Kitchens, wash-ups, and food storage areas**

### ***Minimum Requirements:***

- Facilities may be either those of the operator's household or may be provided separately for guests.
- Floors must be of an impervious material or concrete.
- Each work surface must be of stainless steel, marble, granite or other impervious material.
- All walls must be tiled to a height of at least 135cm from the floor and coated with washable paint above the tiles, or if not practicable, be coated completely with washable paint.
- Adequate refrigerators or other cold storage facilities must be provided.
- At least one sink with hot and cold running water must be provided for the washing of dishes.
- Adequate and hygienic food storage areas must be provided.
- There must be no direct access to a toilet from the kitchen.
- Kitchens, wash-ups and food storage areas must be kept clean and free of insects and rodents.

## **Laundry Facilities:**

### ***Minimum Requirements:***

- Facilities for the washing, cleaning and ironing of guest's clothes and other belongings must be available on or off the premises.

## **Tented or other temporary accommodation:**

### ***Minimum Requirements:***

- Each tent or other temporary accommodation unit must be provided with
  - a bed and mattress or sleeping bag for each guest.
  - a lockable storage box or safe.
  - adequate lighting.
  - suitable facilities for cooking and washing of dishes.

- ablution and toilet facilities which must be kept in a clean and hygienic condition at all times.

## **Facilities and Service in relation to accommodation**

### ***Minimum Requirements:***

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- Bedrooms, dining rooms, lounges and kitchens must be properly ventilated.
- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- The inside and outside of all permanent buildings and the premises of the establishment must be kept clean and in good order of repair.
- A first-aid kit must be available in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with the provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guests must be provided access to telephone or other communication facilities.
- Guests must have 24-hour access to accommodation facilities. If a staff member is not available at all times, guests must be provided with keys to the premises and their rooms.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or in a formal presentation.

## **Requirements in respect of hunting activities**

### ***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with
  - appropriate seating facilities for hunters.
  - holding facilities for a gun or rifle.

- a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order of repair and effective action.
- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

## Other Areas

### Land

- It is advisable to use as much land as possible for trophy hunting in order to provide hunters the experience of a "fair chase" hunt. Game and cattle can co-exist therefore land can be used simultaneously for both practices. While 2000 ha is adequate for trophy hunting, utilizing the entire farm alongside cattle production is recommended.

### Infrastructure

- We believe using the 800 ha area across the tar road for future accommodations would be a good use for this smaller section of land. Also, the added benefit of being close to NAM Power will help you build better accommodations.

### Wildlife

- According to your estimates you have a satisfactory variety of game currently on your farm. We advise increasing the quantity of each species in order to provide more successful hunts.

### Service

### Business Operations

- Marketing: We recommend taking advantage of any contacts that Katrina may have with individuals in international markets. Through word-of-mouth and brochures, she could help attract clients. Furthermore, her international experience and knowledge will help when attending overseas conventions.

- Business strategy: By continuing your business operations with Mitco you can continue to diversify your income. Ipaha travels could offer your clients a variety of tourist activities that are readily accessible. You could create discount packages that include hunting as well as pre-arranged trips to make your business unique and more attractive.

**Closing:**

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## Appendix J.10: Personal Feedback- Potential Trophy Hunting Farm 11

### Check-List

No infrastructure was evaluated using the NTB regulations. However, any future infrastructure and facilities must meet all the requirements as written below in order to obtain registration as a trophy hunting operator.

### Bedrooms

#### *Minimum Requirements:*

- Each bedroom must be provided with adequate beds for the number of persons occupying the bedroom, complying with the following:
  - Minimum size -single bed 180cm x 90cm  
-double bed 180cm x 135cm
  - Mattresses must be inner-spring or foam rubber or equivalent substance with a minimum thickness of 12 cm. Alternative suitable beds may be provided for children.
- A wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- If not fully carpeted, one floor mat, tanned skin or similar floor covering for each bed of at least 1 m<sup>2</sup>, or one piece of similar floor covering at least 2.4 m<sup>2</sup> to serve all beds.
- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

### Bathrooms and Toilets

#### *Minimum Requirements:*

- Bathrooms and toilet facilities must be provided for guests separate from those for the operators household and staff.
- Floors must be of impervious material or concrete.
- Baths, showers and wash basins must be provided with hot and cold running water.
- Each bathroom must be provided with:
  - a toilet bowl with a lid.
  - a toilet paper dispenser.
  - toilet paper.
  - a sanitary bin with a lid.
- Bathrooms and toilets must have water-borne sewerage draining.

## **Dining Room/Lounge**

### ***Minimum Requirements:***

- Dining room and lounge facilities for guests may be provided either in the facilities of the operator's household or separately and must provide adequate seating for guests.
- Meals or suitable cooking facilities for preparation of food by guests must be provided.

## **Kitchens, wash-ups, and food storage areas**

### ***Minimum Requirements:***

- Facilities may be either those of the operator's household or may be provided separately for guests.
- Floors must be of an impervious material or concrete.
- Each work surface must be of stainless steel, marble, granite or other impervious material.
- All walls must be tiled to a height of at least 135cm from the floor and coated with washable paint above the tiles, or if not practicable, be coated completely with washable paint.
- Adequate refrigerators or other cold storage facilities must be provided.
- At least one sink with hot and cold running water must be provided for the washing of dishes.
- Adequate and hygienic food storage areas must be provided.
- There must be no direct access to a toilet from the kitchen.
- Kitchens, wash-ups and food storage areas must be kept clean and free of insects and rodents.

## **Laundry Facilities:**

### ***Minimum Requirements:***

- Facilities for the washing, cleaning and ironing of guest's clothes and other belongings must be available on or off the premises.

## **Tented or other temporary accommodation:**

### ***Minimum Requirements:***

- Each tent or other temporary accommodation unit must be provided with
  - a bed and mattress or sleeping bag for each guest.
  - a lockable storage box or safe.
  - adequate lighting.
  - suitable facilities for cooking and washing of dishes.

- ablution and toilet facilities which must be kept in a clean and hygienic condition at all times.

## **Facilities and Service in relation to accommodation**

### ***Minimum Requirements:***

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- Bedrooms, dining rooms, lounges and kitchens must be properly ventilated.
- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- The inside and outside of all permanent buildings and the premises of the establishment must be kept clean and in good order of repair.
- A first-aid kit must be available in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with the provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guests must be provided access to telephone or other communication facilities.
- Guests must have 24-hour access to accommodation facilities. If a staff member is not available at all times, guests must be provided with keys to the premises and their rooms.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or in a formal presentation.

## **Requirements in respect of hunting activities**

### ***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with
  - appropriate seating facilities for hunters.
  - holding facilities for a gun or rifle.

- a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Every trophy hunting operator must ensure that equipment and facilities provided for hunting activities are kept in a good order of repair and effective action.
- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

## Other Areas

### Land

- There were significant amounts of trash littered throughout your farm; we recommend that this waste is removed to create a more natural environment for hunters.
- The riverbed was a unique and nice area to visit on the farm; we believe it would be advantageous to preserve this area for scenic viewing.
- We recommend using as much land as possible for trophy hunting in order to provide hunters the experience of a "fair chase" hunt. Game and cattle can co-exist therefore land can be used simultaneously for both practices.

### Infrastructure

- Your main homestead is a pleasant building; however we suggest ensuring that the exterior appearance is maintained. This applies to any other building visible to a hunter.
- The two separate rooms for the guests require significant renovations and improvements, especially in the interior bedroom and bathroom. Refer to regulations above for the minimum requirements that these accommodations must meet.
- Improving the quality of the road leading to your farm will make navigating to the establishment more efficient and easier for guests.

### Wildlife

- The current amount of wildlife and variety of species is not adequate for entrance into the industry.

### Service

- Ensure that you make your guests feel welcome and valued on the farm.



## **Business Operations**

- Marketing: One feature of your farm that could lend well to marketing is the scenic landscape and particularly mountainous views. Also, it may be beneficial for you to utilize your personal connections within government to network with outside markets.

## **Closing:**

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## **Appendix J.11: Personal Feedback- Potential Trophy Hunting Farm 12**

### **Minimum Requirements:**

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### **Extra Features:**

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

### **Check-List**

#### **Bedrooms**

The effort placed into decorating and making the rooms comfortable was noticeable and appreciated. The tiled floor helped the room remain clean and improved the overall quality of the rooms.

#### ***Minimum Requirements:***

- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with at least one tumbler per guest.

#### ***Extra Features:***

- Adding shades to light fixtures would improve the overall appearance.
- Ensure that all areas of the walls and ceiling are crack-free.
- Make certain that all doors open and close smoothly.

#### **Bathrooms and Toilets**

The large size and tiling throughout the bathroom made for a nice facility.

#### ***Minimum Requirements:***

- Each bathroom must be provided with a toilet paper dispenser.

#### ***Extra Features:***

- In regards to the shower, renovations (primarily the cracked glass) and cleaning is needed. It could also benefit from a new showerhead.
- The toilet seat was flimsy and could use a sturdier replacement.
- The general cleanliness of the room could be improved.

## **Dining Room/Lounge**

The trophy in the dining room was impressive and fits nicely with the theme of trophy hunting.

### ***Minimums Requirements:***

- All met

### ***Extra Features:***

- Painting the walls and framing the photos would improve the appearance of the room.
- Rearranging the furniture could better use the size of the room and allow for easier movement.

## **Kitchens, wash-ups, and food storage areas**

The tiling around certain walls in the food storage/kitchen area created a clean and sanitary environment.

### ***Minimum Requirements:***

- Kitchens, wash-ups and food storage areas must be kept clean and free of insect and rodents.

### ***Extra Features:***

- The cabinetry and the counters could use renovation.
- The tiling of the walls could be extended to all of the walls in the kitchen area.
- To maintain sanitary conditions reducing the number of flies is necessary.

## **Laundry Facilities**

### ***Minimum Requirements:***

- All met

### ***Extra Features:***

None

## **Tented or other temporary accommodation**

### ***Minimum Requirements:***

None

### ***Extra Features:***

None

## **Facilities and Service in relation to Accommodation**

### ***Minimum Requirements:***

- Bedrooms in a fixed establishment must be cleaned daily.

- A fire extinguisher or other suitable fire-fighting appliance must be provided and readily available on the premises.
- A first-aid kit must be available and in a readily accessible position.
- Staff members engaged in serving guests must at all times be clean and suitably dressed.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.

***Extra Features:***

- Having a complete first aid kit in the event of any accidents is essential for operation.

**Requirements in respect of Hunting Activities**

***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with holding facilities for a gun or rifle.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- A suitable place for slaughtering animals and salting of trophies must be provided, as well as appropriate equipment and appliances for such operations. A gantry-type slaughtering facility must be provided.
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

***Extra Features:***

- None

## Other Areas

### Land

- Using all 3800 ha will give your hunters adequate room for a fair-chase hunt. You can still hunt in areas that have cattle; even with cattle nearby wildlife will still be present. There is no need to limit hunting to only one part of your farm.

### Infrastructure

- Ensure the maintenance of all interior walls including ceilings; eliminate cracks and try to hide wires wherever possible.
- The constant and reliable power due to the electric lines is beneficial.
- Having the camping area with braai pits and other features is attractive as it gives hunters different lodging options.

### Wildlife

- It is advisable to obtain more non-jumping game, such as Oryx, Springbok, Hartebeest, Ostrich and Zebra by making use of the WBSLS (Wildlife Breeding Stock Loan Scheme). You have a good start with your current wildlife and the animals already ordered.

### Service

- Your family was very hospitable in the service that was provided and everything that was needed was easily provided.

### Business Operations

- Marketing: You have a great head start on marketing from your experience with the rest camp; the identity and brand of “Sunny Side” is attractive and can easily be used for a trophy hunting operation. Some of the same strategies such as word-of-mouth, brochures and a website can easily be applied to the trophy hunting industry.
- Business strategy: Developing the cultural performances and interactions is a great idea to pursue to attract and entertain not only hunters but other clients as well. Also, having an additional five farms on which to offer hunting could help you diversify offered species and attract more hunters.

### Closing:

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## Appendix J.12: Personal Feedback- Potential Trophy Hunting Farm 13

### Minimum Requirements:

The NTB has regulations in place that lay out specific items that your trophy hunting establishment must have in order to be certified. Under each section, we list the items that were missing from your facility.

### Extra Features:

While the NTB has minimum requirements that must be met in order for certification, there are often additional improvements that can make a facility more appealing and improve a guest's experience. Below are some ideas that are applicable to your farm.

### Check-List

#### Bedrooms

The rooms were very spacious and there was a lot of natural light.

#### Minimum Requirements:

- Each bedroom must be provided with a mirror of at least 250 cm<sup>2</sup>.
- Each bedroom must be provided with a wardrobe or other storage facilities for clothes and other belongings, at least one unit of which must have a serviceable lock.
- Each bedroom must be provided with - if not fully carpeted, one floor mat, tanned skin or similar floor covering for each bed of at least 1m<sup>2</sup>, or one piece of similar floor covering at least 2.4m<sup>2</sup> to serve all beds.
- Each bedroom must be provided with a waste paper basket.
- Each bedroom must be provided with at least one tumbler per guest.

#### Extra Features:

- We suggest repairing the cracks in the ceilings and walls and replacing the broken mirror to improve the appearance of the room.
- Providing either a portable or a ceiling fan would improve a hunter's comfort when sleeping at night.
- One corner of the room had missing shelves, and this space would be perfect for a small bookcase or lounge area.

#### Bathrooms and Toilets

The bathrooms were very spacious. The shelving and extra mirror provided in the bathrooms were convenient.

#### Minimum Requirements:

- Each bathroom must be provided with a sanitary bin with a lid.

### ***Extra Features:***

- Installing new showerheads will upgrade the showering facilities.

### **Dining Room/Lounge**

The dining room was pleasant and the high ceiling made the room look larger. The lounge had adequate seating and has the potential to be a very comfortable area.

### ***Minimum Requirements:***

- All met

### ***Extra Features:***

- We recommend repainting the walls, providing more lighting in the dining room, and decorating the lounge area to make these areas more appealing and comfortable.
- We suggest using the screened porch area more for recreation by providing seating.
- In the lounge area, including cable television would be a luxurious feature for guests.

### **Kitchens, wash-ups, and food storage areas**

### ***Minimum Requirements:***

- All met

### ***Extra Features:***

None

### **Laundry Facilities**

You need to include these.

### **Tented or other temporary accommodation**

### ***Minimum Requirements:***

None

### ***Extra Features:***

None

### **Facilities and Service in relation to Accommodation**

### ***Minimum Requirements:***

- Clean bed linen and bath towels in sufficient quantities must be provided for each newly arrived guest and be changed at least once per week.
- Bedrooms in a fixed establishment must be cleaned daily.
- A fire extinguisher or other suitable appliance must be provided and readily available on the premises.

- A first-aid kit must be available and in a readily accessible position.
- An operator must ensure that staff members engaged in preparing/handling/serving/selling food or beverages must comply with provisions of chapter XIX of the General Health Regulations promulgated under Government Notice No. 121 of 14 Oct. 1969.
- Guidelines and instructions reasonably required for advising guests in relation to risks inherent to the hunting operations and the environment must be provided either in writing or a formal presentation.

***Extra Features:***

None

**Requirements in respect of Hunting Activities**

The hunting vehicle has a winch, which will make transporting trophies easier.

***Minimum Requirements:***

- Every trophy hunting operator must ensure that only Hunting Guides, Master Hunting Guides, or Professional Hunters registered under National Conservation Ordinance, 1975 are engaged in guiding trophy hunters while on a hunting excursion.
- Every trophy hunting operator must ensure that every vehicle used for hunting is equipped with a first aid kit in a readily accessible position.
- Every trophy hunting operator must ensure that on every vehicle used for hunting the Board's disc is displayed as required by regulation 9(2).
- Facilities for the testing of rifles must be provided by the operator and located in such a position as to prevent any risk of injury, harm or damage to any person, animal or property.

***Extra Features:***

You should consider adding cooling facilities to your slaughtering facilities.

**Other Areas**

**Land:**

- We really liked all of the foliage on your land. However, you may consider clearing some of the brush in a few areas of your farm. This would create a more suitable area for Springbok and other small antelope.
- 1300ha is a small plot of land to hunt on; the extra 1000ha of land can also be used for hunting. It is advisable to use as much land as possible for trophy hunting in order to provide hunters the experience of a "fair chase" hunt. Game and cattle can co-exist



therefore land can be used simultaneously for both practices. Additionally, we recommend working with neighboring farmers to expand the land available for hunting.

#### **Infrastructure:**

- We recommend making minor repairs on the bar where stones were missing as well as on the patio stones behind the house.
- Other cosmetic improvements that could be made to approve the exterior appearance include repainting the back of the house and removing garbage near the homestead.
- We suggest filling and maintaining the swimming pool for the luxury and relaxation of guests.

#### **Wildlife:**

- It is advisable to make use of the MET Wildlife Breeding Stock Loan Scheme (WBSLS) in order to increase the variety of game available for hunting.

#### **Service:**

- The home-cooked meals were delicious and we liked how they were served.

#### **Business Operations:**

- Marketing: It may be beneficial to use the services of someone who is familiar with the internet and social media. This could relieve some of your frustrations, consume less time, and be more effective.

#### **Closing:**

We wish you success in starting your farm and would like to thank you all for your hospitality; you made our time in Namibia truly incredible. We hope to visit again soon- perhaps with a hunting rifle!

## Appendix K: Workshop Topics

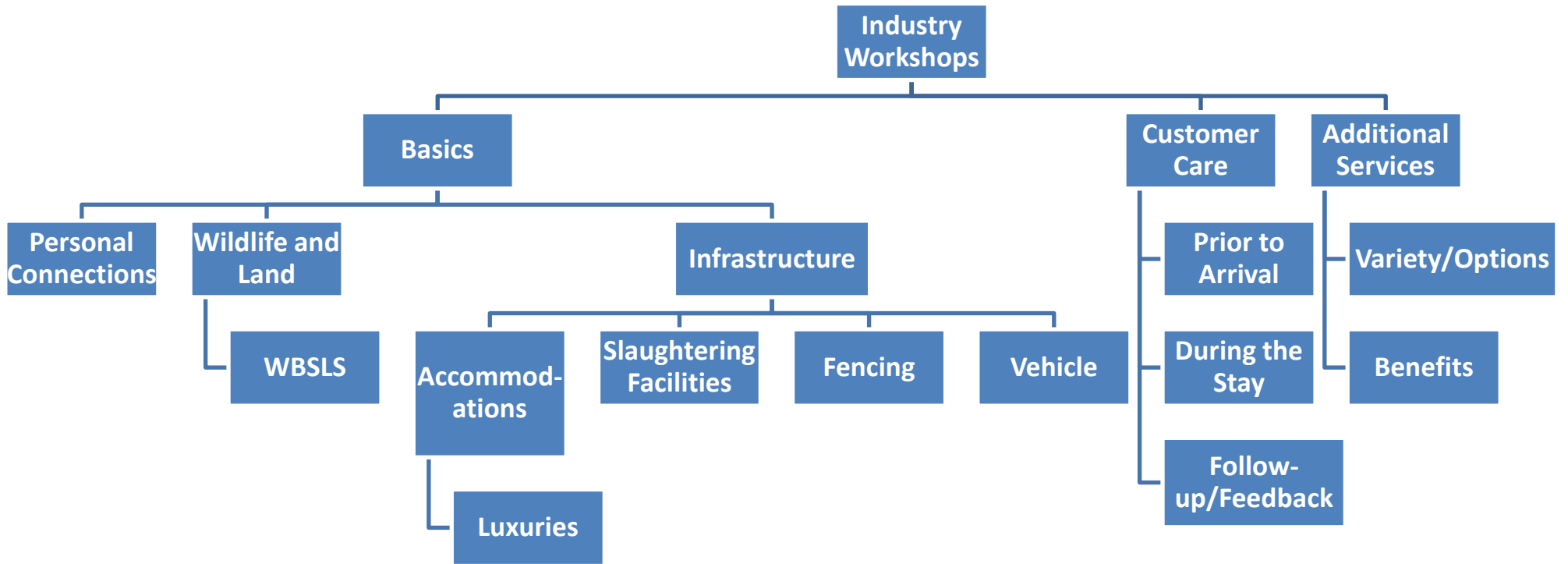


Figure K-11: Topics for Industry Workshops Recommended to the NTB

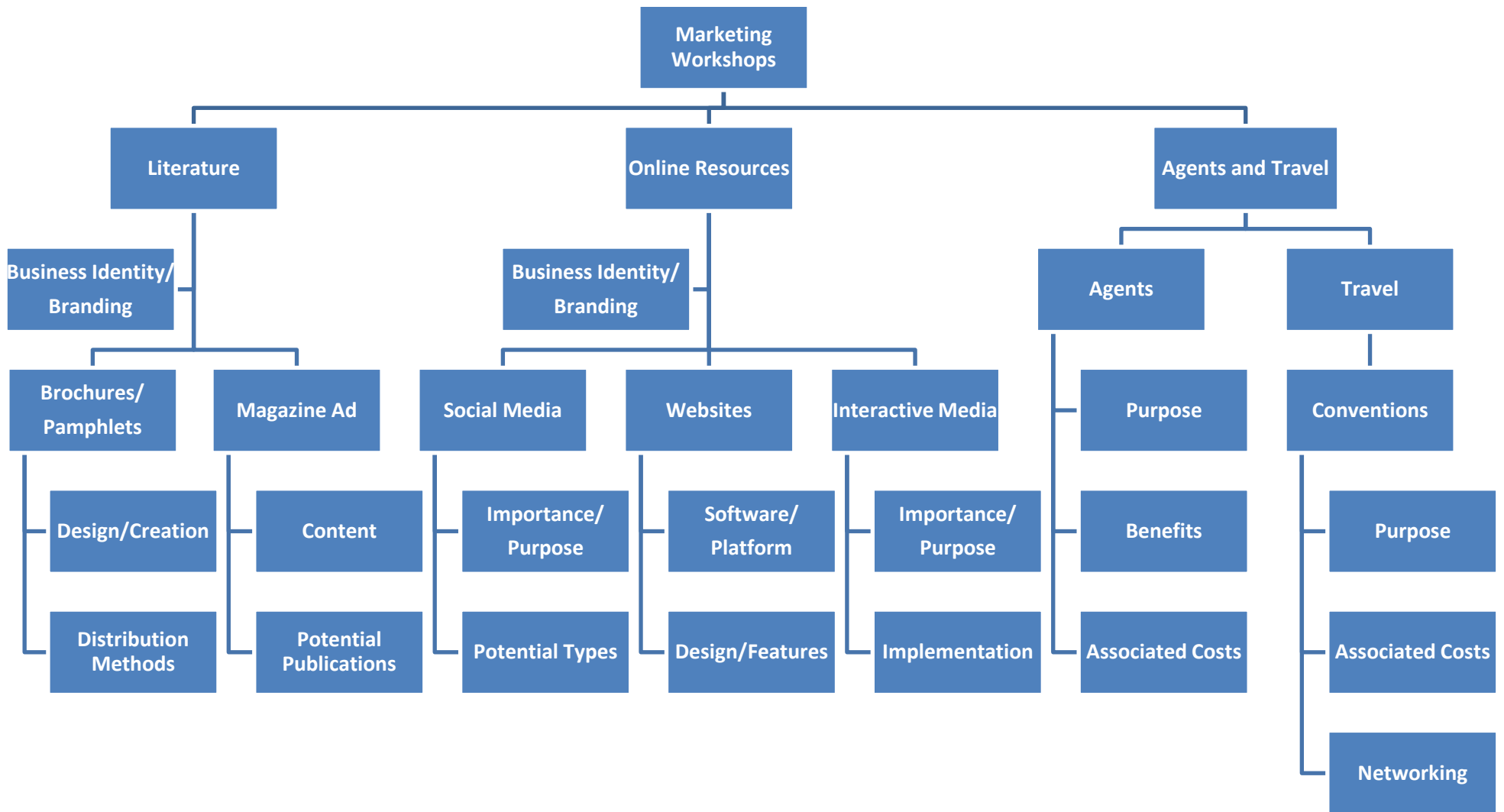


Figure K-12: Curriculum Topics for Marketing Workshops Recommended to the NTB

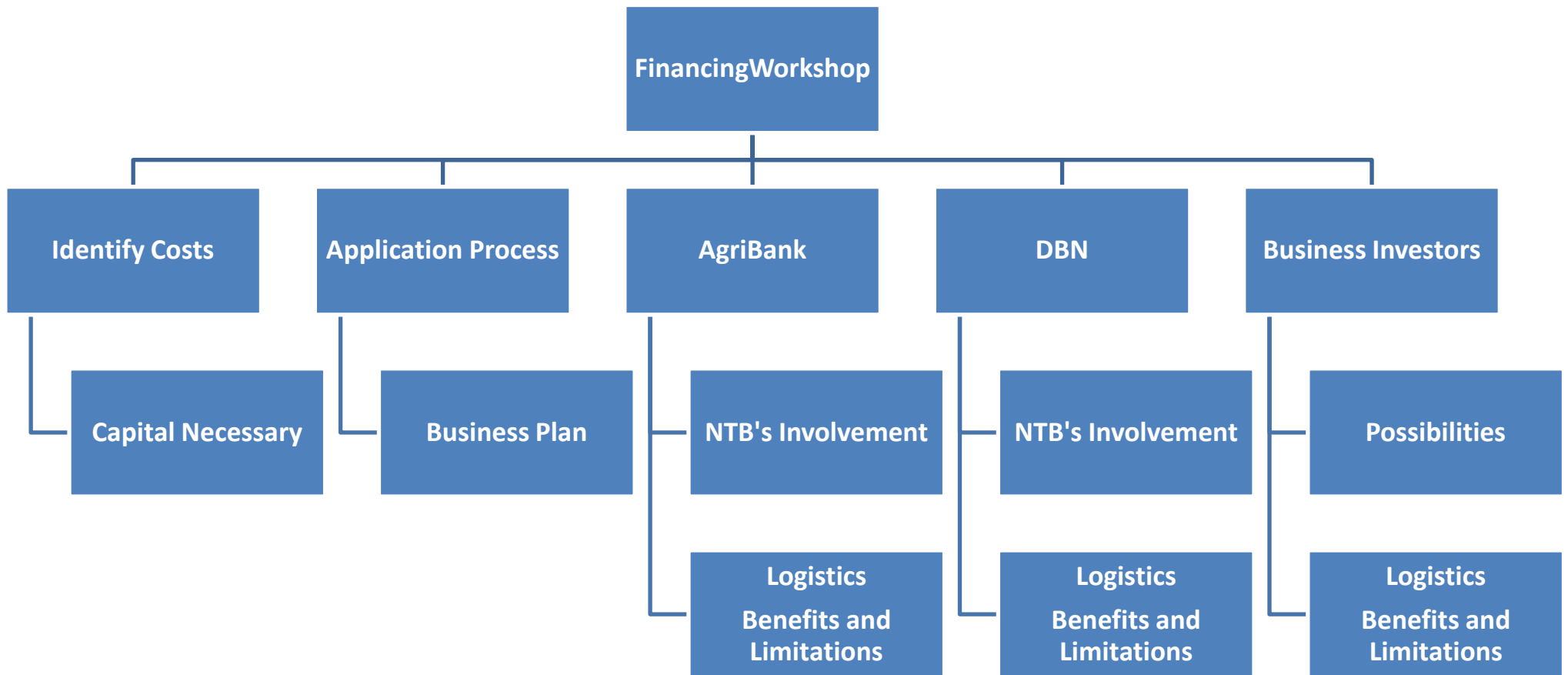


Figure K-13: Topics for the Financing Workshop Recommended to the NTB