Aspects of Visitor Management at heritage sites: A case study of the Independence Memorial Museum of Namibia

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Abstract

This study investigated how visitor statistics can inform visitor management activities to ensure satisfaction of visitors at the Independence Memorial Museum of Namibia. The main objective of this study was to determine if visitor management activities are carried out at the Independence Memorial Museum of Namibia and how. This was done by studying visitor statistics data collected at the Independence Memorial Museum of Namibia and finding out how the data is used in decision making process or to inform aspects of visitor management.

The study made use of the case study approach. Moreover, data was collected through interviews and the data collected was analyzed through descriptive analysis with specific themes which were drawn from the objectives of the study.

The findings of the study clearly revealed that there is no visitor management plan in place that helps museums personnel manage its visitors better. The National Museum of Namibia does not make use of visitor statistics to inform visitor management strategies.

Thus, the study recommended that the National Museum of Namibia should use visitor statistics data to create a visitor management plan. As well as implementing an information policy to serve as a regulator to provide access to visitor statistics data to researchers, museum practitioners or museum staff as this could ignite new research ideas in the heritage sector.

Dedication

I would like to dedicate this study to my mother. Thank you for believing in me and for supporting me throughout the project. Your words of encouragement and love are what kept me going till the very end, I love you.

Acknowledgements

First, I would like to thank my heavenly Father, God who continually strengthened me throughout the study.

I would like to sincerely thank my supervisor Mr. Goodman Gwasira, for his support and the assistance he gave me in this study.

My deepest gratitude the National Museum of Namibia and all the respondents who made it possible for me to complete this study.

Lastly, I would like to thank my friends for the support.

Declaration

I Maria Randy Mwatondange, declare hereby that this study is a true reflection of my own research, and that this work, or part thereof, has not been submitted for a degree in any other institution of higher education.

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CHAPTER ONE:

1.1 Introduction

This research paper is interested in the investigation of a central aspect for the management of heritage tourism. Like the management of any business organization, the success of this kind of tourism is dependent on the different individuals and communities involved in the enterprise agreeing on the broad values and conservation principles that need to be met (Deacon, 2006). One of the most important tools allowing for an assessment of these values and principles is that, visitors management does not only help heritage conservation officers to come up with different ideas to ensure the protection of heritage sites, but also to guarantee the wellness and continued satisfaction of visitors to these sites.

According to Shackley (1998), visitor management is that activity which is interested in the productive correlation between visitors and heritage sites. Presenting heritage managers with a platform for enhancing the quality of visitors' experiences, moreover its effectiveness is directly associated with the development of a visitor management plan which can inform the development of a policy. Such a policy should comprise of a number of aspects, such as: visitor statistics; entry charges; local tourism business development; potential damage to the heritage resources; congestion; reduction of visitors at peak times; specific types of visitors such as school parties; coach tours or visiting experts; as well as adequate visitors facilities and relevant information of the site.

The current museum policy of the National Museum of Namibia was developed and adopted in 1989. It is therefore outdated. However, the National Museum of Namibia plans to review the policy and adopt a new one that is consistent with the 21st century museum practice. It is therefore a timely opportunity for this research as it can contribute to the discussion regarding

the new policy. The 1989 policy is literary a compilation of collections management guidelines and does not provide for visitor management or visitor statistics. The reason for this could be that the "policy" was developed for collections which were not visited by the public. The focus of this research is on public spaces of the National Museum of Namibia specifically display centres. These centres such as the Owela Museum and the Independence Memorial Museum receive many visitors per month and hence a visitor management plan that is informed by visitor statistics will enhance the quality of visitor experience. At that same time such a plan will ensure that the National Museum of Namibia achieves its mandate of collecting preserving, understanding and explaining the National heritage to the present and future generations of Namibia and the world at large. Moreover, there is a realization of the importance of formulating visitor management policies in Namibia. The National Heritage Council of Namibia has made efforts to implement a Heroes Acre Management Policy which is still a draft, however there is no policy in place which directly addresses aspects of visitor management. With these important issues in mind, this study will look at how heritage practitioners at the Independence Memorial Museum of Namibia utilize visitor statistics to inform aspects of visitor management. Moreover, the study will look into how prepared the staff are in order to deal with issues that have to do with the overall management of visitors.

Inaugurated on 21 March 2014, the Independence Memorial Museum of Namibia is dedicated to the anti-colonial and independence struggle of Namibia. Its main aim is to tell record and preserve Namibia's history (Mupetami, 2014). The site is situated between the Alte Feste and the Christus Kriche on Robert Mugabe Avenue. As a tangible expression of Namibia's policy of national reconciliation, locals and foreigners alike frequently visit the museum, being thus an interesting site to develop this research. However, the site of the Independence Memorial

Museum has been contested. Vogt (2008) argues that it is an emotional space for some indigenous communities of Namibia such as the Ovaherero. The site was used as a concentration camp during the 1904 -1908 war of National Resistance. The current site of the museum has many layers of history and such histories attract various types of visitors. Therefore, there is a need of understanding the characteristics of the visitors in order to enhance their experience and manage the exhibitions.

1.2 Problem Statement

Visitor management is a technique that is important in the management heritage tourism and satisfaction. According to Shackley (1998) visitor management is that activity which is interested in the productive correlation between visitors and heritage sites. Consequently, heritage management organizations are faced with the challenge of implementing effective visitor management strategies. The topic of visitor management had not been investigated at the Independence Memorial Museum of Namibia thus this study was aimed at closing this gap.

1.3 Objectives of the study

The main objective of this study was to determine if visitor's management activities were being carried out at the Independence Memorial Museum of Namibia and how. In order to achieve this, the sub objectives were to:

1. Find out how the staff at the Independence Memorial Museum of Namibia prepare for the management of visitors at to the site

2. Understand the importance of visitor statistics in heritage management.

3. Examine data collection methods and uses of the data at the Independence Memorial Museum of Namibia.

4. Assess the use of statistics in decision-making.

5. Give recommendations on how the Independence Memorial Museum of Namibia can improve its visitor's management strategies.

4. Research Methodology

Methodology according to Kothari (2004) is a way to systematically solve the research problem. The research methodology process outlines the steps which a researcher will take during their study and the logic behind the methods that he/she chose. One can use two main approaches for research. These approaches are qualitative research and quantitative research. The study was a case study, which made use of a mixed approach research method and in order to achieve the research objectives the researcher made use of the following tools; semi-structured interviews and visitor survey questionnaires to successfully gather detailed explanations on aspects of visitor management at the Independence Memorial Museum of Namibia and address issues linked to visitor satisfaction. These interviews were conducted with the National Museum personnel, visitors to the site, security personnel as well as private tour operators at the site. Creswell (2007) states that the implementation of different data collection methods allows the comparison of the information gathered and to cross-check results, which in this case suited the context of Independence Memorial Museum of Namibia.

The essential tools used to gather information for the research objectives was the face-to face interviews using open-ended questions to gather broad information from the participants on the subject under study. Qualitative method involved data collection technique such as interviews.

Semi structured interviews were conducted to have a direct conduct and enable participants to express their views and opinions on the visitor management issues. Appointments were made in advance with the staff that arranged a suitable time for the interviews and an interview guide was used to guide the interview procedure. Quantitative method involved administration of semi structured questionnaires. Semi-structured questionnaires containing both open-ended and close-ended questions were handed out to the informants to complete on a voluntary basis. Furthermore, the data collected from the qualitative method was analyzed through content analysis which was done by making use of open coding to name and create themes identified from responses to understand differences and similarities in views from the respondents. Quantitative data from surveys were analyzed using Microsoft Excel as it offers a broad range of built-in statistical functions. This study used purposive sampling as a sampling method, which according to Kumar and Phrommathed (2005) involves the selection of sampling units based on the researchers own judgment of who is likely to provide the required information to achieve the objectives of the study.

1.4 Significance of the study

The study on the topic of issues regarding visitor management is under researched and this paper will uncover aspects of visitor management, which will contribute to the slowly growing body of knowledge on the topic that heritage managers should look at when dealing with visitors at their sites. Though the study is specific to the Independence Memorial Museum of Namibia it is intended to contribute towards the general management of visitors at different heritage sites in Namibia thus the National Museum of Namibia could greatly benefit from it. In addition, this study is focused on human behavior and how one can deal with different kinds of visitors to ensure maximum experience at a heritage site; therefore, it is important as it gives an overview of visitor expectations and needs. The information that was obtained in this study can serve as a

guide for the formulation and development of visitor management policies within the heritage sector as well as inform sustainable tourism at heritage sites and identify gaps in visitor management that should be addressed for the purpose of offering optimum visitors experience.

1.5 Limitations of the study

A research of this kind produced limitations such as; lack of local literature and employment of particular research methods that raised questions of reliability and validity of sampling methods. To address these, I simply made use of literature relevant to the study which may be published elsewhere and applied it in a Namibian context and since the study is dealing with an organization as well as a certain number of people and I could not go beyond that scope as they are directly connected to the site. Unfortunately, not all limitations identified could be addressed, these include: issues of sampling methods that could not be addressed as there was a hand full of participants I could approach regarding the study. Also, this was a case study, and no generalization could be made to other sites or over a long period. However, the study was relevant to expand the knowledge of visitor management issues.

CHAPTER TWO:

Research Methodology

3.1 Introduction

Kothari (2004) defines methodology to systematically solve the research problem. The research methodology process outlines the steps which a researcher has taken take during their study and the logic behind the methods that he/she chose. There are two main approaches that one can use for research. These approaches are qualitative research and quantitative research.

The quantitative research method looks more at the number of people reached to gather data from. Furthermore, Rajasekar, Philominathan and Chinnathambi (2013) describe the characteristics of quantitative research methods as; numerical, non-descriptive, interactive, conclusive, and the results are presented in tables and graphs. More so, quantitative research focuses on aspects of social behavior which can be quantified. Some benefits of quantitative research in clued; the ability to generalize findings to a whole or larger population compared to qualitative research which is less likely to be able to do so. Also, data analysis is less time consuming when using the quantitative research method. However, despite the advantages the quantitative research method is limited in that it fails to provide detailed explanations based on participants' feelings, opinions and experiences within a particular setting (Rahman, 2016).

Qualitative research methods are primary and are used to gather information which sheds more light and that expands the topic of research more through the knowledge and opinions of the target population. For the qualitative research method Rajasekar, S. et al (2013) describes it to be non- numerical, descriptive, and is explanatory. The benefits of using qualitative methods in clued the fact that qualitative research approach produces detailed description of participants' feelings, opinions and experiences while also being able to understand the human experience in specific settings thus a focus is put on a specific audience or target group. However, based on some of these benefits, disadvantages are created. In this case qualitative research tends to focus more on meanings and experiences which mean other issues within the context are left out. Also, the credibility of the results is often questioned as the sample sizes tent to be rather small and data analysis is time consuming (Rahman, 2016).

This research project largely employed the qualitative methodology because it focused on the behavior and attitude of visitors, however to a lesser extent data was collected using the quantitative methodology. This means the research at hand employs a triangulation of mixed methods to gather plural views and a range of perspectives that includes lived experiences and have a large volume of respondents.

3.2 Research Design

A research design connects the research objectives and the method to be employed to collect data for the proposed study. The design will show the structure which will be used to conduct the research, identify the problem, report and publish the results (Punch, 2014). The proposed study was a case study. A case study according to Sarantakos (2013) is an empirical inquiry that investigates a contemporary phenomenon within its real life context. In the context of this

research the Independence Memorial Museum of Namibia is a public National site which is contested and under researched, particularly in the case of visitor relations thus this study will give a specific picture and not a generalized impression that is gained through patterns and numbers. A case study can be based on a small number of cases or just one that will be studied in detail, using whatever methods and data seem appropriate (Punch, 2014). Therefore, this case study looked at detailed explanations on aspects of visitor's management at the Independence Memorial Museum of Namibia. In this project I adopt the descriptive research design because the ultimate objective of the research is to describe the status of visitor facilities and management at the Independence Memorial Museum of Namibia.

3.3 Data Collection Methods

This study encouraged intense interaction between me and the Independence National Museum of Namibia personnel, visitors to the site, security personnel as well as private tour operators which were accomplished through interviews and a survey. An Interview according to Sarantakos (2013) is a verbal questioning and is the most common method of data collection in qualitative research. Furthermore, "it is a good way of accessing people's perceptions, meanings, and definitions of situations and constructions of reality" (Punch, 2014, p. 144).

The type of interview employed in this study was a semi-structured interview as part of the qualitative research method. This type of interview employs structured questions with relative freedom to formulate the questions and to determine their order and presentation. Such interviews are verbally presented to the respondents and the answers are recorded in the questionnaire by the interviewer. Quantitative method involved administration of semi structured questionnaires. Semi-structured questionnaires containing both open-ended and close-ended questions were handed out to the informants to complete on a voluntary basis. Through the

interviews I was able to collect the in-depth perspectives of the National Museum of Namibia personnel regarding the visitor management strategies employed at the Independence Memorial Museum of Namibia. In addition to this I also interviewed visitors to the site, security personnel as well as private tour operators.

3.4 Population and Sample

The population of this study was the National Museum of Namibia personnel, specifically the Chief Curator, five museum technicians at the Independence Memorial Museum of Namibia and one observation done with an attendant.

Sampling can be defined as "the process employed to extract samples for the study" (Sarantakos, 2013, p. 167), the process involves the researcher considering the type and number of people who will be included in the study.

The sampling technique for this study was non-probability sampling using the purposive method. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable to answer research questions, the researcher chooses the sample based on who they think would be appropriate for the study (Kothari,2004). Furthermore, Kumar and Phrommathed (2005) explain that purposive sampling involves the selection of sampling units based on the researchers own judgment of who is likely to provide the required information to achieve the objectives of the study.

Therefore, the population was selected through one sampling technique: the non-probability sampling using the purposive method. Reasons being the respondents from the National Museum

of Namibia are rather few and I could not interview individuals who do not engage in the day to day activities at the Independence Memorial Museum of Namibia, because this case study is based on this site which in turn suited the study best.

3.6 Research Instruments

Research instruments are referred to as tools which are used to gather or collect data for the study being done. I employed the best tools which will be effective in gathering and collecting data. Also, the instruments chosen were guided by the selected research design and data collection method; all this determined which data collection instruments to be used to collect data. Research instruments are important, because they are used to record the information needed for the study

Research instruments used for this study were interview guides, closed ended questionnaires as part of qualitative data collection methods and administration of semi structured questionnaires as part of quantitative data collection methods. The interviews were a semi-structured method which allowed the interviewer to formulate further questions which might be significant to the study that were not necessarily included in the list of questions and questionnaires handed out to the informants to complete on a voluntary basis were semi-structured questionnaires containing both open-ended and close-ended questions. During the data collection process different interview guides were used to conduct the interviews. Semi- structured interview guides were used for the National Museum of Namibia personnel, security personnel and private tour operators while closed ended questionnaires were used for visitors.

3.7 Procedure

One can define procedures as the order or manner intended to follow when gathering data. For the data collection process, appointments were made in advance with the selected population to

arrange suitable time for carrying out interviews, where a tape recorder and interview guide were used to record details during the interview process. Permission was requested from the interviewee to record.

3.8 Data Analysis

The data collected from the qualitative method using interviews was analyzed through content analysis, which was done by making use of open coding to name and create themes identified from responses to understand differences and similarities in views from the respondents.

3.9 Research Ethics

According to Fowler (2014) with all research that involves interaction between humans, the researcher is expected to always to maintain ethics. This means that the researcher should ensure that no harm will come upon the participants in any form and that all things to be carried out should be truthful always. First and foremost, I sought for informed consent and provided the participants with explanations regarding the purpose of the study and presented them with a consent form which they had to sign. The Participants were also reassured privacy and confidentiality with the information that was collected. The confidentiality of research study participants was censured by replacing their names with numbers on the questionnaires instead of identity. Also, the consent forms numbers are stored separately from the questionnaires and data and there was provision made to share the findings with the participants if they so request.

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

To understand the reasons and aims for the establishment of the Independence Memorial Museum in Namibia, one would need to understand the role that display centers or museums play in communities. The first section of this chapter therefore looks at memory and politics as well as the history of the establishment of the National Museum of Namibia.

Memory and Politics

There is a link and a distinct difference between memory and history. History births memory through events that took place and remembered by nations, communities and individuals.

According to Köβler (2007) memory is a social fact that is related to a group of people, which is continuous and does not change, however, its life span is equal to that of the people who keep it. Whereas, history is concerned with a sequence of events and with transformation, thus the idea is that historical contents are translated into a state which they can be joined with memory.

Moreover, Köβler (2003) further explains that memory can become social only through display and enactment. This means that experiences and memories of those affected by the violence of wars are articulated in different forms of social memory, where they are expressed through public events and symbols. Köβler (2007), further states that;

> "Memory needs to be made tangible and visible, by being reproduced in a continuous fashion. Such reproduction happens in several ways, making use of and combining in various ways time and space, as well as text, images and tangible objects" (p.365).

Köβler (2003) pointed out that such efforts can be in different forms such as national and local museums, public holidays, local events and local history initiatives.

Köβler (2007) refers to public memory as a set of canonized materials. This is the selection of specific contents such as events, people and organizations which are identified as official canons and are the main points of focus from past events. This process according to him, sheds light on who the historical enemies are and thus the process is not solely about remembering, but, also

about valuation. This means that official national memory which refers to community, organizations, religious groups or class that may vary from each other and national memory is maintained collectively.

The process of canonization brings up certain issues of politics, in the involvement and selection process. This means identifying those who oversee the selection process of the different content, and whether there is any biasness involved. One would also ask if those assigning the blame and those being blamed are both evaluated or whether the blame is shifted only to one who was in the apparent wrong. For instance, in Namibia and Zimbabwe "governments and ruling parties have considered it wiser or more expedient to pursue a policy of national reconciliation that does not stir up past conflicts" (Köβler, 2003, p.103).

In Namibia the first step to reconciliation was her leading party SWAPO admitting guilt. However, in the process people should not remain silent about abuses committed by both sides during the war (Höhn, 2010). Therefore, it is very clear that memory is influenced by the need to counter colonial struggle as a form of commemoration. Memory and history in Namibia over the years has been made social through the establishment of national and local museums across the country. According to Kusimba (1996), the duty of a museum is to educate, entertain, forge and affirm a national identity, unity and pride by stressing the common cultural denominators of an ethnically diverse citizenry. Moreover, according to the ICOM Statutes, adopted by the 22nd General Assembly in Vienna, Austria, on 24 August 2007:

> *"A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment."*

However, over the years the definition of museums has evolved as debates have emerged and are ongoing to redefine the concept of a museum. The debates that have sparked are center around the exclusivity of cultural democracy, human dignity and social justice in the definition of a

museum. Moreover, the new suggested definition stated below was also deemed too political and vague to define museums.

> *"Museums are democratising, inclusive and polyphonic spaces for critical dialogue about the pasts and the futures. Acknowledging and addressing the conflicts and challenges of the present, they hold artefacts and specimens in trust for society, safeguard diverse memories for future generations and guarantee equal rights and equal access to heritage for all people" (ICOM, 2019).*

ICOM (2019), further explains that "*museums are not for profit. They are participatory and transparent, and work in active partnership with and for diverse communities to collect, preserve, research, interpret, exhibit, and enhance understandings of the world, aiming to contribute to human dignity and social justice, global equality and planetary wellbeing*".

Museum institutions therefore have the task to display history and memory through exhibitions, mounting thematic shows, maintaining mobile exhibitions, and keeping storerooms open and easily accessible to scholars and interested members of the public.

The establishment of museums in Southern Africa date as far back as 1825. These museums followed European trend of collecting and displaying natural history specimen and ethnographic material (Biddlecombe, 1995). In Namibia the history of the National museum is documented in four periods. Otto-Reiner (2006), indicated that before the 1st World War the museum was known as "Landesmuseum" from about 1900 until the outbreak of World War 1 in 1914. However, from 1926 until 1957 it was known as "South West Africa Museum" under the care of the South West Africa Scientific Society on behalf of the South West Africa Administration. In 1957, the "Landesmuseum" was renamed the "State Museum" and placed under the direct control of the Administration for South West Africa department of Education in Pretoria and Windhoek. Finally, in 1995 it was renamed "National Museum of Namibia".

Since 1995, the newly renamed "National Museum of Namibia" adopted the museum policy of 1989 which was initially designed for informing the "State Museum" on her collection activities as well as responsibilities and key things to follow when dealing with the museum collection by the Museums employees. Thus the 1989 policy aims at the following:

To preserve, understand and explain the national heritage of Namibia. The museum is to achieve this by taking up functions which include; collecting specimens and information relevant to the heritage of Namibia, curating collections owned and controlled by the "State Museum" by means of accessioning, preserving, storing, documenting and conserving of objects. Furthermore, the policy aims at encouraging research in the fields that are relevant to the "State Museum". Also, the "State Museum" is to promote her resources through public displays, controlled access to the collection, educational programmes as well as loans to the scientific community. Finally, the "State Museum" has the responsibility to disseminate information/knowledge in benefit of Namibians and international communities (Totemeyer, 1999, p1, para 1 Appendix).

The policy however does not inform how visitors should be managed when at a display center under the National Museum of Namibia. Furthermore, little is known on whether there is commitment in the pipeline to update the 1989 policy to fit the post-colonial context of Namibia.

3.2 Visitors Statistics and Aspects of Visitors Management

The idea of visitor management is not only to manage visitors for the benefit of the sites, and vice versa, it is also to find ways to manage the quality of the visitor experience (Shackley, 1998). In addition, it is a method used to influence visitor activities so that their positive impacts can be maximized, and negative impacts minimized (El-Barmelgy, 2013). Furthermore, the successful management of heritage sites is associated with developing acceptable broad values and principles, which will guide both visitor experience and management activities.

3.2.1 Visitor Management Legal Framework in African Countries

Shackley (1998) suggests that all heritage sites are required to have adequate legal protection and/or traditional protection and management mechanisms to ensure the conservation of the property or landscape. In this case each heritage site should have a management plan which details its policy towards visitors, ranging from entry charges to offering relevant historical or other kind of information in formats that can be understood in different languages. However, this

is mostly never done particularly in developing countries or where tourism and visitor management policies are poorly developed.

To concede to the above statement, a study done by Evaristus and Shah (2016) titled 'Development of cultural heritage tourism in Kenya: A strategy for diversification of tourism products' asserts that Kenya has an "obvious lack of management plans" which is part of their weaknesses in cultural heritage (p.17). Moreover, site managers interviewed for the study identified "poor implementation of policies and lack of trained personnel to help in the management of the sites" (p.18).

In addition, Bushozi (2014) also affirms that in Tanzania the Directorate of Antiquities has been granted the power to regulate and power given to the minister responsible to declare any area, structure, monument or conservation area as a heritage site according to the Antiquities Act of 1979. Bushozi further stated that, the act does not cover the protection and conservation of heritage in relation to people, environment or nature as sited from Mabulla (2003) and Kamamba (2005). This is a clear indication that there is a lack of visitor management plans and conservation plans in Tanzania.

In Namibia the "State Museum" was a fully State- controlled institution. After that the Director of Education of the South West Africa Administration had final control of the state museum in1967 the museum was to be run under the 1969 Act on Cultural Institutions, however this never materialized. Instead the National Monuments Act of 1969 was implemented in South West Africa. In April 1969 the museum was placed under the control of the Department of Cultural Affairs in Pretoria after a recommendation was made by Museums Commission to do so (Otto-Reiner, 2007). Since the State museum did not have legal autonomy as it was under direct South West Africa government control, it could not resist the transfer (Totemeyer, 1999). In the case of the Independence Memorial Museum of Namibia very little is known in the case of what law constituted the setting up of the museum. Moreover, legal framework that covers issues of visitor statistics and visitor management is none existent in the current museum policy that guides activities of all museums under the care of the National Museum of Namibia.

Though it is evident that there is a lack of legal framework that informs visitor issues at the National Museum of Namibia, there is a realization of the importance of setting up policies that inform the management of visitors at heritage sites.

3.3 Current Visitor Management Issues

When concerned about visitor impacts at heritage sites, one arguably gravitates towards the concern of ensuring the long-term quality of the product which in this case is the Independence Memorial Museum of Namibia. This section will look at a general overview of what visitor impacts may do to a site and briefly explain a few impacts which are arising fast in current issues and literature around the globe.

A study done by Garrod, B. , Fyall, A & Leask, A., (2006) in Scotland, points out a number of threats which shed light on visitor impacts such as overcrowding and physical impacts caused by wear and tear namely; handling, temperature and graffiti at Scottish heritage attractions. For this paper the study will briefly look at some of the impacts mentioned above which have been observed at the Independence Memorial Museum of Namibia.

Currently, some of the issues which are being uncovered include; handling, which visitor may do by touching or even leaning on walls or standing sculptures. This serves as a problem due to that it happens over the course of many years when visitations are low and when very high. In addition, trampling of footpaths and gardens is a major concern and becomes more serious when compounded by large visitor numbers., The issue of graffiti and the damage or vandalism to visitor facilities adds gravely concerned of visitors' impacts at heritages sites and attractions. Moreover, the above-mentioned issues all highlight problems of congestion/overcrowding and are deemed to grow worse over time if not tackled or managed at the early stages.

The large number of tourists is in fact a source of threat, exerting changes to the tourism destination, to a point where it starts losing its attractiveness, thus having a negative effect on the number of visitors. El-Barmelgy (2013), affirms that there is a need for an approach that can combine the safeguarding of the heritage, the control of tourist flows, and the management of the social transformations expected to affect the host communities in these historical heritage sites.

A central concern for such an approach is how site records can be a precious tool in helping create guidelines for sustainable management of heritage sites.

The major problem however remains that, accurate information on visitor statistics at heritage sites is not always available "Site records may either not be kept at all or may be published in combination with other site or may (in most cases) be simply unreliable" (Shackley,1998b: 202). In the case of the independence Memorial Museum, the visitor statistics collected in a visitor book with eight capturing fields. These include; the date of visitation, name of the visitor, country where visitor is from, number of men, women and children under the age of 16, the total number of people and the time they visited the museum (IMM Visitor Book, 2019).

Understanding the fields captured by the Independence Memorial Museum is important as it can serve to inform museum practitioners at the National Museum of Namibia in setting up a visitor management policy which would further inform the Independence Memorial Museum staff on how to manage visitors to the museum.

Congestion
Deacon (2006) argues that just like the management of any business organization, the successful management of heritage tourism is dependent on the different individuals and communities involved in the enterprise agreeing on the broad values and on the conservation principles that need to be met. Besides, values held by the local people could affect the number of tourists they would allow to enter or visit a site; therefore, there may be a limit to the number of people permitted to visit at a time so everyone can have an equal chance to appreciate the site. This can be critically linked to the current issue of congestion and how it can affect visitors' experience if not managed properly.

In the same breath, Du Cros (2016), covers a very important classification of congestion which should be addressed when referring to the Independence Memorial Museum of Namibia. Du Cros refers to 'fluctuating congestion', which occurs mostly during National/public holidays or annual events. This is particularly relevant to the Independence Memorial Museum of Namibia as the site has been dedicated to the commemoration of the Namibian Liberation struggle both during the German regime and the Apartheid of South Africa. This means the site is visited on

national public holidays and throughout the year. As a result, it could raise serious issues of congestion like cultural biases in terms of personal space when a site is overcrowded, and it creates discomfort or constraints in movement. In addition, the repeated occurrence of fluctuating congestion could greatly contribute to it taking away from the intended experience for the visitor.

Low numbers of visitations

The proclamation of a site as a National heritage site does not guarantee large number of visitations or even popularity. Therefore, it is the duty of site managers to come up with ways to ensure their sites do not remain under exploited (Io, 2011). Compared to other heritage sites the Independence Memorial Museums experiences a good flow of visitations. Thus, it is advisable for the National museum of Namibia to make use of marketing strategies to ensure continuous healthy flow of visitors to the site all year round.

Such as strategies could include be making use of public programming activities to promote the use of museums. Public programming is a function performed by museums and archives to create awareness of within society as well as to promote their use and educate their sponsors and users on how to use them' (Gregor, 2001).

The function of public programming is made up of four components which assist museum practitioners and archivists in their ventures to create awareness for museums and archives. It supports the activities of the institution by creating an image of, promoting awareness and appreciation of archives, ensuring the education of users and the public about the value and potential use of museums and archives (Ericson, 1991).

Moreover, museum practitioners should create an image for their institution that portrays what the institution is all about. It is important that this image is shown to visitors and potential visitors and not told them (Ericson, 1991). Furthermore, museum practitioners should go further and promote awareness of museums. This means they should share knowledge of the functions they carry out, the mission of the institution and information on the material they hold. The goal of awareness is to increase the participation of individuals and organizations.

General Aspects of visitor management

There are quite a few aspects concerned with visitor's management at heritage sites. Therefore, this study will only cover four (4) key aspects which show to be relevant to the case study of the Independence Memorial Museum of Namibia based on the objectives that have been reached and provide a variety of solutions to the current issues being faced in visitor management mentioned above.

1. Preparedness

This refers to the psychological carrying capacity in terms of the maximum number of tourists accepted to have a high-quality experience. In other cases, it may also refer to the minimum number of people visitors would expect at a heritage site to have a positive experience (Schouten, 2005).

Furthermore, this is more related to the minimum number of customers which a certain facility needs to have to ensure people do not feel uncomfortable. However, it is difficult to calculate as it deals with different types of tourists and aspects of their personality.

In addition, Site managers are not able to control the visitors to their sites in terms of relating to or interaction with other visitors. However, to ensure that all visitors are partially controlled when visiting heritage sites, the sites can have detailed rules and regulations as to what visitors can and cannot do. This must cover issues such as no vandalism and touching of artifacts during the visit. Moreover, communication to visitors in terms of clear and detailed signs should be visible for them to see including all restrictions, as well as clear walking passages.

Schouten (1995) explains that there is still a gap between the way heritage professionals see their core product and their visitors and the way their visitors evaluate the services provided. He further explains that the quality of management in most cases does not meet the needs of visitor in terms of the product delivered to them. This means that heritage managers need to do studies which will be used to understand who their visitors are, where they come from and most

importantly what their expectations where versa via what they experienced. In this case it is important for the National Museum of Namibia to know and critically revise the real function of the site and how they can best serve their visitors better. This would also help as classifying visitors would ensure maximum service satisfaction through understanding their needs. The results of the study can then be used to ensure that heritage site such as the Independence Memorial Museum of Namibia can and is prepared to meet the needs of its visitors at different scales. Furthermore, Shouten (2005) suggests that the effectiveness of a heritage site should be based on the presentation of facilities to the visitors as well as accessibility to and around the site. These are set to be critically quality features management should turn into critical success features.

2. Safety and Security

Queensland Government (n.d.) explains that heritage sites must be secured to make them safe for visitors, which means that they need to comply with current standards for safety and security measures without losing the qualities that give the sites their heritage significance.

Furthermore, there have been some details pointed out when considering safety and security at any heritage site. This includes ensuring that the work does not "damage or obscure any significant fabric or block significant views to and from the place" (Queensland Government, n.d.). Also, safety and security installations must suit the size, colors, character and design of the place.

When looking at the safety and security of the Independence Memorial Museum and other monumental heritage sites the focus could push more towards issues of accidental vandalism, deliberate vandalism and theft which cover theft of personal property of visitors, theft of business property on site, theft of no-heritage properties around the site and theft of architectural features. All these listed have proven to be more relevant to the site that this research project focused on. Therefore, to tackle the above-mentioned threats, we would have to look at these in

detail and render the possible solutions in terms of the best security measures to put in place to ensure and or improve security.

Firstly, accidental could be a result of children playing while visiting the site or even damaging property due to no direction signs or restriction signs around the area, whereas deliberate vandalism may involve graffiti or unauthorized word engravings or scrapping on walls, stones or even tiles. In this case, restriction signs should be displayed in and around the site for visitors to see so accidental or deliberate damage can be minimized and avoided overall. In addition, it is important to ensure that public footpaths and access routes are obvious, so people stick to them.

In the case of theft, it is possible for theft to be targeted at the heritage itself, business or personal possessions on site. Therefore, there should be some security presence in the form of guards who can act swiftly should anything occur on the premises as well as extra measures such as gates and fences. In addition, "for public heritage, such as a war memorial, consider the landscape surrounding it and whether it can be made to appear different to suggest it is has protection" (British Security Industry Association, 2014, p21).

3. Site Presentation/ Interpretation

For thorough understanding of a site by visitors, heritage managers should be able to provide information through site presentation or site interpretation. According to ICOMOS (2008) "interpretation refers to the full range of potential activities intended to intensify public awareness and develop understanding of cultural heritage site" (p.4). Moreover, interpretation is primarily a communication process that helps people make sense of, and understand more about, your site, collection or event (Association for Heritage Interpretation, 2018). In addition, Caddigan (2014) states that "The interpretation of a site is a major influencing factor for visitors and is therefore one of the most important features of a heritage site" (p.19).

There are a few ways that information about heritage sites can be communicated, "these can include print and electronic publications, public lectures, on-site and directly related off-site installations, educational programmes, community activities, and ongoing research, training, and

evaluation of the interpretation process itself" (ICOMOS, 2008, p.4). However, before this information is presented to visitors or potential visitors, heritage managers should conduct research to provide facts that are directly linked or are based to their site which visitors can relate to. If this is not done visitors may not respond unless what you have to tell, or to show, touches his/her personal experience, thoughts, hopes, and way of life or social position (Tilden, 1957).

Moreover, to ensure that the presentation and interpretation of a heritage site is effective, heritage managers should clearly indicate why it is important. Tilden (1957) asserts that "Interpretation should capitalize mere curiosity for the enrichment of the human mind and spirit" (p.29) which in this case is for heritage managers to bear in mind that the purpose of interpretation is to provoke visitors to engage with the heritage site. In addition, this could lead to the heritage manager classifying the visitors in terms of who they are by looking at age groups, nationalities or organizations and what they might want from the site as well as their expectations of the site in connection with what they already know about the site.

Once that has been established heritage managers can than decide the interpretation techniques as well as presentation modes for the site (Caddigan, 2014). The way this could be done is through identifying what the site has to offer in terms of features, history, flora and fauna among many, which could potentially point out what visitors might want to see, touch, hear and how they could learn something new from the site.

4. Visitors facilities

For a heritage site to have excellent services it is important that the heritage manager utilize a marketing strategy to guarantee the supply of high-quality visitor experience (Spenceley-Pickering et al., 2015). According to Kotler (2003), marketing is creating, promoting and delivering goods and services to consumers and businesses. marketing is a tool kit; a set of practical techniques and proven processes which can be applied to all aspects of the service planning, service delivery and service evaluation (Gupta, 2003), and is regarded to be one of the most powerful tools for effective visitor management (Spenceley- Pickering et al., 2015).

Marketing can thus be useful for the classification of visitors in terms of who they are, what they want and what to offer them and why. Thus, the site should have facilities to suit the needs of all the different groups that could potentially visit the site. Some of the essential visitor facilities include; guides, toilets, directional services and signage, paths, parking area, access into the site, secure entry to the site, resting areas and a refreshment area.

Chapter 4:

Data Presentation, analysis and Discussions

4.1 Introduction

The findings of this study were attained because of the research procedures described in Chapter Two, which, outlined that interview guides as part of qualitative data collection methods in the form of a semi-structured method were used. This chapter covers the analysis and presentation of the data that was collected through the qualitative method. According to Creswell (2013) data analysis is preparing and organizing the data for analysis, then reducing the data into themes through a process of coding, and finally represented the data in figures, tables or a discussion.

This study followed the interpretive approach of analyzing data through content analysis, to extract the best documented information for the proposed study. The type of interview conducted in this study was a semi-structured interview. The questions asked during the interviews were guided by the research objectives which were as follows:

1. Find out how the staff at the Independence Memorial Museum of Namibia prepare for the management of visitors to the site.

How does the staff at the Independence Memorial Museum of Namibia prepare for the management of visitors to the site?

2. Understand the importance of visitor statistics in heritage management.

3. Examine data collection methods and uses of the data at the Independence Memorial Museum of Namibia.

4. Assess the use of statistics in decision making.

5. Give recommendations on how the Independence Memorial Museum of Namibia can improve its visitor's management strategies.

Data is presented under the following subheadings informed by themes drawn from the research objectives and those which emerged from the data during data analysis for the staff members and observation done at the Independence Memorial Museum of Namibia.

Themes under staff interviews
- Existence of Visitor Management policy

- Existence of policy that informs decision to collect visitor statistics

- Existence of information policy that regulates access to visitor statistics

- Understanding importance of visitor statistics and what they are used for

- How visitor statistics are collected and by whom

- Frequency of collecting visitor statistics

- Standard fields of visitor information collected

- Attendants informed of importance of visitor data collection

- Resistance from visitors to sign visor book

- How visitor statistics analyzed

- How visitor statistics are used in decision making processes

- Accessibility of visitor statistics to the public

Themes under observation
- Existing visitor facilities

4.2 Demographic information of the respondents

Seven respondents from the staff of the National Museum of Namibia were available during the time data was collected. From these seven, six were interviewed and one was observed. The Museum's respondents were then coded as Chief Curator (A), Museum Technicians (MT1-5), and one Attendant; as seen on Table 1 below:

Table 1: Demographic information of the respondents

Personnel interviewed	Total number of personnel interviewed	Gender	Code	Years of employment
Chief Curator	1	Female	A	About 10 years
Museum Technicians	5	Male	MT 1	5 years
Museum Technician		Female	MT 2	5 years
Museum Technician		Female	MT 3	5 years
Museum Technician		Female	MT 4	5 years
Museum Technician		Female	MT 5	5 years

Attendant observed	Total number of attendants observed	Gender	Code	Length of time attending to visitors
Attendant	1	Male	Attendant	35 years

4.3 Existence of Visitor Management plan

The researcher wanted to establish if the National Museum of Namibia had any visitor management policy and asked: "Does the Independence Memorial Museum have a visitor management plan? If not, why?"

Respondent A: *"The Independence Memorial Museum does not have a visitor management plan".* However, the respondent added that *"Visitors to the Independence Memorial Museum are managed through the normal National Museum of Namibia, the Ministry and the Government of Namibia rules and regulations".* The researcher probed what these rules and regulations that were referred to were. Respondent A answered: *"we use the African Charter on the Values and Principles of Public Service and the Administration section published in the Public Servant Pocket Guide to manage our visitors."*

This study discovered, there may be no knowledge among the National Museum of Namibia staff as to what a Visitor Management Plan is, what it covers and why it is important. The findings were in line with observations made by Shackley (1998) who states that management plans in developing countries are poorly developed. Moreover, the National Museum of Namibia

uses the Public Servant Pocket Guide as a tool to manage visitors at the Independence Memorial Museum of Namibia, which is problematic. The Public Servant Pocket Guide is not sufficient to inform actions that are necessary for the management of visitors. It only outlines how public servants should conduct themselves when providing a service to any individual of the public. Hence this means the Public Servant Pocket Guide does not emphasize on the importance of data capturing based on visitor management. The national Museum of Namibia should then see to it that a clause is added to the charter to clearly state the importance of visitor management at Heritage sites.

4.3.1 Existence of policy that informs decision to collect visitor statistics
This question was asked to establish if there is a policy that informs the collecting of visitor statistics at the Independence Memorial Museum of Namibia. To find this out, the researcher asked, "In regard to visitor statistics collected at the Independence Memorial Museum, are there any policies in place that inform the decision to collect visitor statistics?"

Respondent A: *No specific policies are in place that inform the decision to collect visitor statistics.*

The study discovered that due to that there is no policy that informs collecting visitor statistics. There is no knowledge on why having such a policy is important. Thus, it would be useful for the National Museum of Namibia to develop a policy that will outline why it is important to collect the data; what data fields to be collected; how it will be analyzed and what the data will be used for.

4.3.2 Existence of information policy that regulates access to visitor statistics
The question asked under this theme served to find if the National Museum of Namibia has an information policy that allows for access to visitor statistics. The researcher asked "Is there an information policy in place that regulates access to statistic information?

Respondent A*: There is no specific information policy in place that regulates access to statistics.*

The researcher discovered that there is a pattern in the lack of developed policies at the National Museum of Namibia. An Information Policy would be a great tool for the institution as it will allow for access to information such as visitor statistics to the institutions staff and researchers who may show interest. Macdonald (2005) agrees that visitor statistics data may be able to tell us a little about visitors' views of their experience or the exhibition. Therefore, using the visitor books of the Independence Memorial Museum of Namibia could help shed light on who the museums audiences are and what their potential needs may be.

4.3.3 Understanding importance of visitor statistics and what they are used for

This question was asked to establish whether the National Museum of Namibia staff understand the importance of collecting visitor statistics. To find this out, the researcher asked "Are visitor statistics important? If yes, in what way?"

Respondent A*: The visitor statistics are important for decision making, planning, marketing, customer service delivery, and budgeting purpose.*

MT 1 and MT 5: *Indicated that visitor statistics are important and used to tally the number of visitors who visit the museum monthly, which is also indicated in management quarterly reports.* This was confirmed by MT 3 *who indicated that "we want to see the total number of visitors we receive per month".*

MT 2*: visitor statistics allow the museum to analyze the visitor's patterns and enable them to make informed decisions to better suit the visitors.*

MT 4: *visitor statistics are important to know which audience shows more interest in museums.*

The study discovered that there is awareness among the National Museum of Namibia staff of the importance of collecting visitor statistics. The importance should however be told to the staff formally, so each staff member knows their role and how to execute it.

4.3.4. How visitor statistics are collected and by whom

This question served to identify who collects visitor statistics and how the statistics are collected. To find this out the researcher asked, "Who collects visitor statistics and how?"

Respondent A*: The watchman and tour guides collect the statistics and submit to the Chief Curator for further handling.*

MT 1, MT 2, MT 3 and MT 5 *confirmed that visitor statistics are collected by watchmen and security guards that are based at reception and tallied by one of the Museum Technicians every month who then submits the figures to management.*

MT 4*: The data is collected then counted from the visitor book on a monthly basis and figures handed to management.*

4.3.5. Frequency of collecting visitor statistics

This question was asked to establish the consistency of collecting visitor statistics at the Independence Memorial Museum of Namibia. The researcher asked "Are visitors information collected on a regular basis?

MT 1, MT 2, MT 3, MT 4 and MT 5*:* Indicated that visitor statistics are collected on a regular basis.

MT 5: further explained that *"for people visiting in small groups; only one person from the group fills in their name and the number of people they are travelling with'*.

By observation of the researcher visitor statistics are collected when there is a watchman at the reception desk. However, it is not clear whether visitors record their information when the reception desk is left unattended. This therefore questions what MT 1, MT 2, MT 3, MT 4 and MT 5 mean by regular basis. Which in this case according to them is as often as there is a watchman to attend to visitors.

4.3.6. Standard fields of visitor information collected

The researcher asked "Regarding visitor statistics collected at the Independence Memorial Museum, what are the different fields collected?

Respondent A*: Date of visit, Names of the Visitor, Country, Gender, Age category, number of visits (as children, students/learners, adult).*

MT 1, MT 2, MT 3, MT 4 and MT 5: *All indicated that the data fields collected are: Date, name, country of origin, number of men, number of women, number of kids, total number of people, and the time.*

This was confirmed by the researcher during observation that the visitor statistics collected covers fields. These include; the date of visitation, name of the visitor, country where visitor is from, number of men, women and children under the age of 16, the total number of people and the time they visited the museum (see sample in appendix F). In addition, it was observed that there is a separate visitor book which is kept to record groups that have booked for tour guiding in the different museum galleries. The fields captured are; the date, time of the group would arrive, name of student/group or institution, number of people or students, number of teachers and contact numbers.

4.3.7 Attendants informed of importance of visitor data collection

This question was asked to establish whether the Independence Memorial Museum Technicians and Attendants are informed of the importance of collecting visitor statistics. The researcher asked; Are you informed of the importance of collecting visitor data?

Respondent A indicated:

MT 3, MT 4 and MT 5*: All said they were informed of the importance of collecting visitor data while,* MT 1 and MT *2: Said they were not informed of the importance of collecting visitor data.* The researcher further probed how the informants were informed and they clarified that they were not formally informed per say but drew the importance of collecting visitor data from a staff meeting. However, this poses to be problem as individual conclusions are drawn about why it is important to collect visitor data at the Independence Memorial Museum of Namibia. More so, the respondents who indicated that they were not informed of the importance of collecting visitor data did probe why they were not informed.

4.3.8 Resistance from visitors to sign visitor book

This question served to identify any challenges faced by the staff members form visitors. The researcher asked; Do you face resistance from visitors who do not want to give their information? If yes, how do you deal with it?

 MT 1, MT 2, MT 3, and MT 5*: All indicated that they have not encountered a visitor who did not want to provide their information.*

MT 4*: "I hardly encounter signing resistance, and if I do than I will encourage and explain to them the importance of them signing."*

The researcher established that there is so far no resistance faced from visitor when it comes to providing their information. However, in a case of when a visitor may resist it may be difficult to

get them to comply as there is no formal information that states that it is mandatory to sign the visitor book at the Independence Memorial Museum of Namibia.

4.4.9 How visitor statistics analyzed

This question was asked to find out how visitor statistics collected at the Independence Memorial Museum of Namibia are analyzed and presented. The researcher asked; Are the visitor statistics analyzed. If yes, how is this done?

MT 5 said: *"According to my knowledge, the visitor statistics have never been analyzed".*

This study concludes that the National Museum of Namibia has not established how visitor statistics from the Independence Memorial Museum of Namibia is to be analyzed and presented. This means that it is not sufficient to merely tally the number of visits to the museum, however, there should be a study of who the museum visitors to understand how best to serve different groups such as school children, the elderly and youth.

4.3.10 How visitor statistics are used in decision making processes

This question was asked to explain how visitor statistics influence decision making processes. The researcher asked; How are visitors statistics used in decision making processes?

Respondent A: *The statistics are used as an integral part of decision making to attract potential visitors in Museum offering, product and/or service and persuade the visitors to appreciation to cultural and or historical property. However, some fields in the museum visitor statistics for example, Gender is somehow problematic to obtain due to cultural diversity/gender choices. The museum visitor information tends to be easier to obtain information such as tertiary education, students, tourists and adults as useful to maintain different types of audience and to prepare for*

information sharing/displays or tour guiding based on separate groups in order to compare the
attitudes, interest, frequencies, peak period of visitors.

The researcher discovered, visitor statistics collected from the Independence Memorial Museum of Namibia is used to attract visitors to the museum. This probed a follow up question to find out what is put in place to attract visitors to the museum, to the dismay of the researcher it was stated that at the moment the website that is meant for marketing the Independence Memorial Museum of Namibia is not functional, this means there is a rather poor implementation of public programming activities of the museum. In doing so the National Museum of Namibia will be able to create awareness of the Independence Memorial Museum of Namibia while at the same time educating its visitors on its existence and encourage its use.

4.3.11 Accessibility of visitor statistics to the public
This question was asked to find out whether visitor statistics collected from the Independence Memorial Museum of Namibia are available to the public, researcher or other museum staff members. The researcher asked; Are the statistics accessible to the public? If yes in what formats?

Respondent A*: "The statistics are available to the public upon request from the management depending on the desired usage for the statistics without compromising the confidentiality of the visitors".*

This study discovered that the Independence Museum of Namibia visitor statistics are accessible to the public. However, the statistics are raw and have not been analyzed yet. For this reason, it could be an advantage to encourage a study on the visitor statistics of them museum so that that the raw data can be analyzed and presented in a format for further studies.

4.5 Existing visitor facilities

Under this theme, the researcher conducted an observation of the Independence Memorial Museum of Namibia building, aided by an Observation Checklist (see Appendix E) to identify the different facilities available for visitors. The observation was conducted on every floor of the Museum, starting from the outside of the building.

The researcher observed that there is parking space for visitor's vehicles in front of the museum. Also, there is a police officer stationed at the museum who regulates security.

Moreover, there is a wheel chair ramp. When entering the North-East entrance, there is a visitor book on the left-hand side and a watchman sitting on the right. This is also where you wait for the elevator that goes to the different galleries. The elevator accommodates strictly 6 people at a time and has two emergency numbers and an emergency bell should it stop working. There is also a list of the galleries and what content the galleries cover in the elevator.

On each of the gallery floors there are direction arrows, Water Closet (rest rooms), CCTV, fire detectors/ fire alarm, water sprinklers, fire extinguishers, gallery supervision by museum technicians, emergency exit stairs and air conditioning. In addition, it was observed that the museum has a restaurant on the fourth floor.

According to Queensland Government (n.d.), heritage sites must be secured to make them safe for a visitor, which is ensured at the Independence Memorial Museum of Namibia as police officers are stationed at the museum. In addition, there is CCTV around and in the museum building.

Moreover, Shouten (2005) suggests that the effectiveness of a heritage site should be based on the presentation of facilities to the visitors as well as accessibility to and around the site. in this case this is about the facilities available on site to cater for visitor needs.

4.3.12. Conclusion

The gist of this chapter was to interpret and describe the significance of the findings in light of the aspects of visitor management at the Independence Memorial Museum of Namibia, which then explained the findings on the problem at the Museum.

According to Shackley (1998) heritage sites are required to have adequate legal protection and/or traditional protection and management mechanisms to ensure the conservation of the property or landscape. In this case each heritage site should have a management plan which details its policy towards visitors, ranging from entry charges to offering relevant historical or other kind of information in formats that can be understood in different languages. However, this is mostly never done particularly in developing countries or where tourism and visitor management policies are poorly developed. This is relevant in the case of the National Museum of Namibia as the researcher discovered that there is no visitor management plan drawn up to inform the management of visitors at the Independence Memorial Museum of Namibia. Moreover, there is no policy that informs the importance of collecting visitor data, how visitor statistics should be analyzed and presented or how visitor statistics can possibly inform other policies like a visitor management plan for the Independence Memorial Museum of Namibia.

The National Museum of Namibia uses the *Being a Public Servant in Namibia Public Servant Pocket Guide guided by the public service charter section on African Charter on the Values and Principles of Public Service and the Administration* to manage visitors. Moreover, this study

discovered that once museum technicians come to understand the importance of taking visitor statistics they will then be aware and know how to maneuver towards drawing in an audience and employ a criterion of catering to these visitors. Macdonald (2005) agrees that visitor statistics data may be able to tell us a little about visitors' views of their experience or the exhibition. Therefore, focusing on museum visitor books as a research source can help identify the different audiences of the museum and possibly come up with strategies to engage these audiences better.

Ideally visitor books often include comments from the visitors. However, the researcher observed that the different information fields collected at the Independence Memorial Museum of Namibia exclude a comment section. Adding the comments section may however be useful for visitor research in understanding the visitor experience based on their comments. Therefore, there is a need for an information policy which will be a procedure governing for information creation, processing, flows, access, and use (Braman, 2011).

Once a focus has been put on visitor research, it will lead to a critical analysis of visitor statistics which will speak to the fact that visitor statistics collected from the Independence Memorial Museum of Namibia are not analyzed but rather presented as a summary in the National Museum of Namibia quarterly reports. However, the statistics can be very useful if analyzed by Heritage sites so that the National Museums may also know the visitor demographics, visitor traffic and how to maintain and manage visiting.

CHAPTER 5:

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter serves to discuss the findings, provide a summary of the findings, give conclusions and make recommendations. Furthermore, the conclusions will show how objectives have been met. Finally, recommendations with regards to visitor management strategies at the National Museum of Namibia will be made followed by a final summary.

5.2 Conclusion

This study investigated how visitor statistics can inform visitor management activities to ensure satisfaction of visitors at the Independence Memorial Museum of Namibia. The main objective of this study was to determine if visitor management activities are carried out at the Independence Memorial Museum of Namibia and how. This was done by finding out how visitor statistics data collected at the Independence Memorial Museum of Namibia and finding out how the data is used in decision making process or to inform aspects of visitor management. To find this out the study made use of the case study approach. Moreover, data was collected through interviews and the data collected was analyzed through descriptive analysis with specific themes which were drawn from the objectives of the study. The findings of the study clearly revealed that there is no visitor management plan in place that helps museum personnel manage its visitors. However, a management plan is important for the purpose of managing the quality of the visitor experience. Moreover, the successful management of heritage sites is associated with developing acceptable broad values and principles, which will guide both visitor experience and

management activities. Therefore, adopting a visitor management plan for the Independence Memorial Museum of Namibia will also contribute to closing the gap in the lack of adequate management mechanisms of museums in Namibia. Furthermore, providing access to visitor statistics to staff members or researchers can lead to further areas of research identified and possibly investigated. This research thus observed that there is a need for the National Museum of Namibia to spear head further research on how visitor experience can be maximized.

5.3 Recommendations

One of the study's objectives was "To give recommendations on how the Independence Memorial Museum of Namibia can improve its visitor's management strategies".

• The researcher observed and concludes that, there is a serious need for the National Museum of Namibia to create and implement a visitor management plan. This plan would cover access control of visitors in and around the museum building, a presentation strategy for the museums exhibitions, guidelines for development and maintenance of visitor infrastructure around and inside the museum building. Moreover; the plan would also provide any available information on past and present visitor numbers to the site. Moreover, it will also provide a summary of site visitor management issues with action agreements to be taken.

• The National Museum of Namibia should implement a visitor statistics policy that informs how visitor statistics should be collected, the different fields to be collect and why these fields have been chosen as a focus. Moreover, the policy can speak to how regularly visitor statistics should be collected, analyzed and presented this would be different from a visitor management plan in the sense that it will speak directly to visitor statistics and establish why it is important to collect visitor statistics. This would be helpful to the National Museum of Namibia as the researcher

observed that visitor statistics collected from the Independence Memorial Museum of Namibia are not formally analyzed and the importance of collecting statistics is encouraged.

• The researcher observed and concludes that there is a need to develop an information policy for the National Museum of Namibia to make information such as visitor statistics available to the museum staff or researchers.

- The study further suggests that the National Museum of Namibia formally inform Museums Technicians on the importance of collecting visitor statistics and do so constantly.

In addition, the researcher recommends that there be regular checks on the facilities in the Independence Memorial Museum of Namibia. This would be helpful to make sure appliances such as CCTV, fire alarms, and water sprinklers work. Moreover, the National Museum of Namibia needs to engage public programming activities in order to create awareness of the museum while educating the public about that the purpose is and what it is used for.

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APPENDIX A

REPUBLIC OF NAMIBIA

MINISTRY OF EDUCATION, ARTS AND CULTURE

Tel: 264 61 – 276841
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P.O. Box 1203
Windhoek

Mr Goodman Gwasira
Programme Coordinator
Post Graduate Diploma in Heritage Conservation and Management
University of Namibia

Dear Mr Gwasira

Request for permission to conduct research at the Independence Memorial Museum

The letter on the above-mentioned subject matter refers.

In this regard, permission is hereby grated for Ms Maria Randy Mwatondange to conduct research at the Independence Memorial Museum.

The National Museum of Namibia agreed with Ms Mwantondange's problem statement that heritage organizations are faced with the challenges of effective visitor management strategies. Therefore the research aimed at contributing to the slowly growing literature is recommended.

Ms Mwatondangw shall acknowledge the National Museum of Namibia in any outputs resulting from activities related to the research, and shall deposit copies of such results at the Museum.

Yours sincerely

Nzila Marina Mubusisi
Chief Curator: Social Sciences

APPENDIX B

Consent Form   Post Graduate Diploma In Heritage Conservation
                                                    and Management (UNAM)

Research Project Title: Aspects of Visitor's Management at heritage sites: A case study of the

Independence Memorial Museum of Namibia

Researcher: Maria Randy Mwatondange

I_____ hereby confirm that I have read the
information sheet concerning this research project. The researcher Maria Randy Mwatondange
has informed me of the objectives of the project and my expected participation therein. I am
participating voluntarily and am aware that I can withdraw from the interview at any time. I am
also aware that I can choose not to answer question that I am not conformable with. I understand
that my responses will be used confidentially and anonymously for the purposes of doctoral
studies and further research.

I give my consent to participate in the interview and that materials that I may share with the
researcher such as personal archives may be used in this research.

By signing this form, I confirm my consent.

Signature   _____

Date   _____

For any questions you may contact the researcher, Maria Randy Mwatondange+264 813226503
or maria.mwatondange@gmail.com \or project supervisor Goodman Gwasira +264 61206
3236 or ggwasira@unam.na

APPENDIX C
Interview Guides

Questions the Curator/ management

Question Route	Ques. No	Question
Opening	1	Kindly state your full name, work history and your current position at the National Museum of Namibia.
	1.2	Does the Independence memorial museum have a visitor management plan? If not, why?
Introductory	2	Regarding visitor statistics collected at the Independence Memorial Museum, are there any policies in place that inform the decision to collect visitor statistics?
Transition	3	Is there an information policy in place that regulates access to statistic information? If not, why?
Key questions	4	Are visitor statistics important? If yes, in what way?
	5	Who collects visitor statistics and how?
	6	Are attendants informed of the importance of collecting visitor data?
	7	What are the standard fields of information collected from visitors?
	8	How are the visitor statistics which are collected from the Independence Memorial Museum of Namibia used in decision making processes?
	9	Are the visitor statistics accessible to the public? If yes in what formats?

APPENDIX D
Interview Guide

Questions for Attendants

Question Route	Ques. No	Question
Opening	1	Kindly state your full name, work history and your current position at the National Museum of Namibia.
	1.2	
Introductory	2	Regarding visitor statistics collected at the Independence Memorial Museum, what are the different fields collected?
Transition	3	What is the importance of collecting this information?
Key questions	4	Is it compulsory to collect information from all visitors?
	5	Who collects visitor statistics and how?
	6	Are you informed of the importance of collecting such data?
	7	Do you face resistance from visitors who do not want to give their information? If yes, how do you deal with it?
	8	Are the visitor statistics analyzed? If yes, how is this done?

Appendix E
Observation Checklist

Visitor Facilities in the Independence memorial museum

S/N	Visitor Facility	Observed on the premises	Not observed on the premises
1	Security Officer	√	
2	Car parking	√	
3	Ramp for wheelchairs	√	
4	Signage/ Clear direction arrows	√	
5	Restrooms	√	
6	CCTV	√	
7	Smoke detectors/fire alarm	√	
8	Water sprinkles	√	
9	Fire extinguishers	√	
10	Emergency contacts in elevator	√	
11	Emergency contacts in galleries	√	
12	Gallery supervision	√	
13	Refreshment area/ Restaurant	√	
14	Emergency exits	√	
15	Emergency exit stairs	√	
16	Air conditioning	√	

APPENDIX F
Snap from Visitor Book

DATE	NAME	COUNTRY	NUMBER OF MEN	NUMBER OF WOMEN	NUMBER OF KIDS UNDER 16	TOTAL	TIME
11/9/20e	Santiagoo	Namibia	1		5	6	
11/11/2019	Reache	RSA	1	1	0	2	11:52
11/11/2019	Afridef	Angola	1		-	1	1152
14/11/19	Marga	NC		2		2	11:55
11/11/19	3aleud	GER	11			11	12.35
11/11/19	Jani	AUS		1	-	2	12:36
11/11/19	Cowther	Aus		1	-		- 11.
11/11/19	Frans WILD	GEO2	1	/	-	1	12⁴⁶
11/11/19	Kira Salchow Matthias Okmiela	GER	1	1	-	2	12⁴⁵
12/11/19	Dennis	Zem	3	-		3	12:45
11/19	Abraham	Nam	1	-		1	12:54
11/19	Nancy	Nam	1	1	-	2	13:00
11/11/19	KUSCHEL	GERMANY	1	1	-	2	13:20
11/11	D. Fredends	RSA	1	2		3	13:35
	Branca Almeida	Angola		2		2	13:45
	Akosva Botye	Ghana		1		1	13:50
	Kamama	Namibia	2	0	0	2	13:58
"	Lukas	Aloumba	₦1	₦1	1	3	2H09
	Olani Namdiyo	Namibia	1	0	0	1	14:57
	Sebastian king	Neim Ibian					
	DHR	Namibia		1	2	3	15³⁰
"	Ric Tujard	UK	1	0	0	1	
	SIMEON	Namian	1	2	0	3	
11/11/19	Miller	Luxenbourg	1	0	0	1	15:45

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