

LOCAL ECONOMIC DEVELOPMENT STRATEGY

2019 - 2023

FOR THE MUNICIPALITY OF SWAKOPMUND



Strategy

MUNICIPALITY OF SWAKOPMUND



Development Consultants for Southern Africa CC

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Introductory Remark

This strategy consists of two parts:

- (i) The Background Report covering:
 - review of the 2010 - 2015 LED Strategy
 - a comprehensive assessment of the local economy in Swakopmund as basis
 - the identification and prioritization of development opportunities
- (ii) Local Economic Development Strategy covering
 - foundation of the strategy,
 - Core strategic sectors, areas and measures
 - implementation planning
 - monitoring and evaluation

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Municipality of Swakopmund

Vision

Swakopmund is the preferred location for investors and tourists with a vibrant and sustainable economy contributing to improved quality of life with due consideration of the natural environment.

MAJOR STRENGTHS

- Transport & service infrastructure ◄ ► Resources (marine, agriculture, mining) ◄
 - Leading holiday destination (400 000 tourists) ◄
- Numerous accommodation facilities, activities, attractions, shops
 - Strong business sector (2200 registered) ◄
- Diversified service sector, shopping center
- Huge investments for Indoor Sports Complex, Waterfront
 - Environmental awareness of the Municipality ◄

REQUIREMENTS FOR LED

- Prioritisation of LED ◄
- Strengthening of HR for LED at the Municipality ◄
- Enhancement of cooperation ◄ ► Collection and sharing of information ◄
 - Provision of incentives for investors ◄
- Optimisation of marketing ◄ ► Active mobilization of Investors ◄

LED OPPORTUNITIES

► Small Scale Private Businesses ◄

- Customer care training
- Typical arts & crafts production
- Fish smoking
- Pig farming
- Tours in Swakopmund for tourists
- Joint tailoring
- Farming with high value products
- Poultry farming
- Day-tours from Swakopmund
- Small scale fishing
- Mushrooms/spors growing
- Manure production

► Medium & Larger Scale Private Businesses ◄

- Recycling products
- Tile production
- Abalone farming
- Specialty restaurants
- Production of Stationary
- Salt processing
- Tombstone production

► Support Measures ◄

- Post-graduate training institution
- Provision of land, sites, stalls
- Increased police presence
- Upgrading of the “Mole”
- “Tropical Beach”
- Linkages with mines
- Specialisation of SME’s
- Comprehensive SME training
- Flight from overseas to Walvis Bay
- Development beach areas
- Tourist information office
- Permanent Food Court
- Desalination Plant
- Tax sharing from local businesses
- Vocational training center
- Improved business registration
- Annual events
- Cultural center
- Primary & secondary education
- Wind (solar) based electricity



DEVELOPMENT PROSPECTS

Preferred Investment Location

- Local & foreign investors mobilised ◄
- Local SMEs strengthened ◄

Preferred Tourist Destination

- Increased length of stay ◄
- Reduced seasonality ◄

Centre for Education & Training

- Specialised VTC ◄
- Practical post-graduate training ◄

- Economic growth ◄
- Empowerment of local people ◄
- Employment creation ◄
- Poverty alleviation ◄



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SUMMARY OF THE 2019-2023 LED STRATEGY OF SWAKOPMUND

Priority Activities of the Municipality for Implementation of the LED Strategy

The strategy can only be fully implemented if first of all the pre-conditions are fulfilled and the bases for investment promotion are created.

Thereafter, focus must be placed on mobilisation of the business opportunities and supporting activities. The support opportunities will have enormous effects on optimisation of the strategy and maximisation of employment creation.

Priority Activities of the Municipality for Implementation of the LED Strategy

Activities	Responsibility
Pre-conditions for LED in Swakopmund	
• Define priority of LED for the Municipality	Management, Council
• Strengthen LED office (4 staff members; integration of marketing & youth officer)	Management, Council
• Enhance cooperation between stakeholders	All Departments
Bases for Investment Promotion	
• Provide sites & stalls for SMEs (accelerate formalisation; provide special map for investors)	ESD
• Define & provide special incentives (non-monetary, e.g. One-Stop Center, preferential local procurement)	CDSD
• Improve business registration	CDSD (HD)
• Strengthen marketing of the Municipality (media, lobbying, trade fairs/exhibitions)	CSD or transfer to CDSD
Activities Supporting LED in Swakopmund	
• Promote support opportunities	CDSD
• Lobby for direct flights from overseas to Walvis Bay (jointly with the Municipality of Walvis Bay)	Councillors, CEO
• Lobby for increased police presence	Councillors, CEO
• Lobby for tax sharing of established businesses (jointly with other town councils)	Councillors
Mobilisation of Small Scale Private Business Opportunities	
• Inform emerging local entrepreneurs & local farmers about identified opportunities	CDSD
• Assist interested emerging local entrepreneurs in business implementation	CDSD
• Promote specialisation of SMEs	CDSD
Mobilisation of Medium & Larger Scale Business Opportunities	
• Prepare target group specific promotional material (including competitive advantages of Swakopmund)	CDSD
• Identify local & foreign investors	CDSD
• Establish contacts to local & foreign investors	CDSD

BC =Business Community
CSD =Corporate Services Department
HD =Health Department

CDSD =Community Development Services Department
ESD =Engineering Services Department

Ranking of LED Opportunities in Swakopmund

The ranking has been done by different stakeholders after presentation and discussion of the strategy. It distinguishes between the different types of opportunities. Capacity building measures are of highest priority and in addition only provision of land, sites and SME stalls as well as development of the beach areas are ranked within the first six priorities.

Ranking of Support Opportunities (PPP or Public)

Rank	Opportunities	Remarks
1	Post graduate training institutions	To prepare graduates for business life
2	Comprehensive entrepreneurial training for SMEs & self-employment	Instead of short term training
3	Vocational training center	With new special trades
4	Provision of land, sites, SME stalls	Pre-condition for investments
	Development beach areas	Based on existing plans
6	Annual events	At fixed dates; also to promote SMEs & tourism
7	Upgrading of the “Mole”	As harbour for pleasure boats
8	Tourist information office	To extend length of stay
9	Primary & secondary education	To provide trained employees
10	Linkages to mines	To promote existing businesses
11	Desalination plant	To guarantee water demand
12	Cultural center	To promote SMEs & tourism
13	“Tropical Beach”	World-wide unique tourist attraction to extend length of stay
	Permanent Food Court	To promote SMEs & tourism
15	Wind (solar) based electricity	To guarantee electricity demand

Ranking of Medium & Larger Scale Private Business Opportunities

Rank	Opportunities	Remarks
1	Recycling products	Based on existing sorting plant
2	Abalone farming	High risk & high profit (exports)
3	Salt processing	Value added products from existing plant
4	Tile production	Substitution of imports
5	Speciality restaurants	For tourists & residents
6	Tombstone production	Resources from Erongo
7	Production of stationary	High quality also for export to RSA

Ranking of Small Scale Private Business Opportunities

Rank	Opportunities	Remarks
1	Customer care training	For most businesses required
2	More attractive tours in Swakopmund for tourists	To extend length of stay
3	Small scale fishing	By youth groups
4	Day-tours from Swakopmund	By tour operators to extend length of stay
5	Farming with high value horticultural products	By small holders farmers
6	Joint tailoring	To offer uniforms, promotional items, etc.
7	Poultry farming	Ducks & guinea fowls
8	Manure production	For gardening
9	Typical arts & crafts production	To demonstrate uniqueness of the area
10	Production of mushrooms & their spors	For local & national markets
11	Fish smoking	For local & national markets
12	Pig farming	For local & national markets

Overall Ranking of LED Opportunities

Rank	Opportunities
1	Post-graduate training institution
2	Comprehensive entrepreneurial training for SMEs & self-employment
3	Vocational training center
4	Customer care training
5	Development beach areas
	Provision of land, sites, SME stalls
7	Annual events
8	Up grading of the "Mole"
9	More attractive tours in Swakopmund for tourists
10	Small scale fishing
11	Tourist information office
12	Primary & secondary education
13	Day-tours from Swakopmund
14	Recycling
15	Linkages to mines
16	Farming with high value horticultural products
17	Desalination plant
18	Cultural center
19	Abalone farming
20	"Tropical Beach"
	Food Court
22	Joint tailoring
23	Salt processing
24	Poultry farming
25	Tile production
26	Manure production
27	Typical arts & crafts production
28	Wind (solar) based electricity
29	Production of mushrooms & their spores
30	Speciality restaurants
31	Fish smoking
32	Tombstone production
33	Pig farming
34	Production of stationary.

ABBREVIATIONS

BA	Business Associations
BC	Business Community
CDSD	Community Development Services Department
Chap.	Chapter
COSDEC	Community Skills Development Centre
COSDEF	Community Skills Development Foundation
CSD	Corporate Services Department
DECOSA	Development Consultants for Southern Africa
Erongo RED	Erongo Regional Energy Distributor
ESD	Engineering Services Department
GRN	Government of Namibia
HAN	Hospitality Association of Namibia
HD	Health Department
HPP	Harambee Prosperity Plan
IPP	Independent Power Producers
kg	kilogram
km	kilometer
LED	Local Economic Development
LEDA	Local Economic Development Agency
m	meter
m ³	cubic meter
MEAC	Ministry of Education, Arts and Culture
M&E	Monitoring and Evaluation
MET	Ministry of Environment and Tourism
MFMR	Ministry of Fisheries and Marine Resources
MGECW	Ministry of Gender Equality and Child Welfare
MHETI	Ministry of Higher Education, Training and Innovation
MITSMED	Ministry of Industrialisation, Trade and SME Development
MME	Ministry of Mines and Energy
MOE	Ministry of Education
MOWT	Ministry of Works and Transport
MRLGH	Ministry of Regional, Local Government and Housing (formerly)
MRLGHRD	Ministry of Regional and Local Government, Housing and Rural Development (formerly)
MSS	Ministry of Safety and Security
MSWK	Municipality of Swakopmund
MSYNS	Ministry of Sport, Youth and National Service

MURD	Ministry of Urban and Rural Development
MWB	Municipality of Walvis Bay
NACOMA	Namibia Coast Conservation & Management Project
NAMPORT	Namibia Ports Authority
NDP	National Development Plan
NCCI	Namibia Chamber of Commerce and Industry
NGO	Non-government Organisation
NIMT	Namibia Institute for Mining and Technology
no.	number
NPC	National Planning Commission
NSA	Namibia Statistics Agency
NTA	Namibia Training Authority
NTB	Namibia Tourism Board
p.a.	Per annum
PPP	Public Private Partnership
SANUMARC	Sam Nujoma Marine & Coastal Resources Research Centre
SME	Small and Medium-scale Enterprise
SWK	Swakopmund
t	Tonnes
Tab.	Table
ToR	Terms of Reference
VTC	Vocational Training Center

1. PURPOSE

As capital of the Erongo Region Swakopmund is economically fairly developed. The local economy is mainly based on tourism and the town is a regional shopping center. Although the number of other businesses is remarkable their contribution to economic development and thus employment creation in the town is limited. These are mainly small-scale enterprises (SMEs), often informal micro businesses.

The Municipality of Swakopmund is continuously involved in further strengthening of the local economy. Therefore, the Municipality initiated a Local Economic Development (LED) Strategy in 2010 covering five years and a Tourism Growth and Development Strategy (in cooperation with DECOSA) in 2015.

The LED strategy five years terms has lapsed, necessitating a review and update for the next five years plan. Despite positive developments in the past the Municipality of Swakopmund has to consider existing challenges such as for example:

- The unemployment rate of 29.7% in Erongo according to the “Namibian Labour Force Survey”. Although this is the lowest of all regions unemployment is the most serious problem, in particular with regard to women and youths as well as people born in the Region. It is assumed that the unemployment rate is even higher in Swakopmund and Walvis Bay due to the steady rural-urban migration.
- The limited diversification of the economy in Swakopmund. The town is mainly dependant on tourism, i.e. any drawback in this sector will have serious effects on the local economy at large and on employment.
- The increasing competition of the neighbouring towns:
 - Walvis Bay has many more businesses than Swakopmund and the number also of larger businesses is growing. Moreover, the town has the advantages of the harbour and airport.
 - Henties Bay is very active in tourism development and may become a real competitor for Swakopmund.
- Other matters of concern are serious income disparities, lack of foreign and local investors, missing linkages between rural and urban areas, etc.

It is the purpose of this LED strategy to contribute to the elimination (or at least reduction) of these and other challenges. This strategy is the principle strategic planning instrument of the Municipality of Swakopmund for the year 2019-2023. It provides a framework which sets the strategic direction for the Municipality over 5 years. It guides planning and development not only for the Municipality but also for other stakeholders.

2. FOUNDATIONS OF THE LED STRATEGY

2.1 Objectives and Goals

They are based on the overall vision and mission of the Municipality of Swakopmund and will be aligned with overarching policy and strategy documents such as Namibian Constitution, NDP 5, Vision 2030, the Harambee Prosperity Plan (HPP) and the Growth at Home Strategy. An additional important basis is the detailed local economy assessment (see Background Report).

2.1.1 Objectives

- Employment creation and thus income generation resulting in poverty alleviation.
- Improvement of the quality of life.
- Elimination of the duality in the economy.
- Development of a vibrant and sustainable economy.
- Transformation of Namibia into an industrialised country of equal opportunities.
- Creation of a conducive business environment.
- Diversification of the economy.
- Improvement of the investment climate and conditions.
- Promotion of effective development and operation of small and medium scale enterprises.
- Promotion of local entrepreneurships.
- Creation of more efficient linkages within the economy.
- Local procurement.
- Promotion of Public-Private Partnership (PPP)
- Utilisation of local resources and if possible processing to add value.
- Development of human resources (education & training).
- Provision of adequate infrastructural facilities.

2.1.2 Goals

► *Planned Development*

Despite the relatively developed economy in Swakopmund the town lacks of planning and coordination. In order to mobilise the growth potential development needs to take place in a coordinated and controlled manner. This is in particular important to minimise the possible ecological and social risks and to maximize the benefits.

► *Coordinated Development*

A major challenge is the lack of coordination and cooperation on all levels. Although the economy must be driven by the private sector a public authority, like the Municipality of Swakopmund, must lead coordination and cooperation. This alone requires increasing of the

Municipal's capacity not only with regard to human and financial resources, but also concerning a clear definition of the priority of LED.

► *Improvement of the Economic Environment*

Economic development requires an enabling environment. This includes not only planned and coordinated development but also for example provision of sites and incentives for investors, reliable supply of electricity and water and availability of trained personnel.

► *Strengthening of the Private Sector*

The industry in Swakopmund - dominated by previously advantaged people - is already relatively developed. However, additional diversified activities and markets should be developed and aggressively marketed.

A particular matter of concern is the limited involvement of previously disadvantaged people in tourism and some other businesses, although some emerging businesses started over the past years. They and additional new businesses shall be empowered.

The strengthening of the private sector should consider the strategic principle to attract and promote, as priority

- already existing businesses with growth potential to satisfy the demand;
- manufacturing and service businesses in order to diversify the local economy and because they normally create more employment than the trade sectors; and
- businesses based on available natural resources which have backward linkages (e.g. agriculture) and add value.

Moreover, emphasis should be on promoting financially viable SMEs creating maximal employment and not on micro income generating projects which are more socially than economically oriented.

► *Mobilisation of Investors*

Mobilisation of investors is one of the main goals of LED. This strategic core area targets

- Namibians (from other areas) and foreign investors,
- investors and SMEs from Swakopmund who could expand existing businesses or start new ones.

In order to achieve this goal not only an enabling and competitive business environment but also marketing of Swakopmund and capacity building are required.

► *Enhancement of Swakopmund's Competitiveness*

The business sector in Swakopmund has several comparative and competitive advantages over other destinations not only in Namibia. However, the businesses face also challenges, which must be eliminated. Due to the extreme world-wide competition continuous enhancement of the competitiveness is a condition to avoid that Swakopmund loses its market shares.

► *Sustainable Economic Growth*

Economic growth can only be sustainable if it aims not only on maximising the income of private businesses, but also considers social (e.g. employment creation) and environmental aspects.

► *Promotion of Swakopmund as Preferred Destination for Investors and Tourists*

Even if all goals are achieved they will only result in a maximisation of benefits if Swakopmund is marketed target oriented. Lack of promotion and marketing is currently a challenge in Swakopmund.

► *Promotion of Priority Businesses*

The plan focuses for example on increase of horticulture production and smallholder farming, promotion of mariculture, development of the tourism sector and other service sectors as well as on strengthening of the manufacturing sector.

2.2 Vision and Mission

The LED strategy has not only to consider overriding national plans, but also the vision and mission of the Municipality of Swakopmund, which are articulated as follows:

► Vision

To provide and maintain safe, sufficient and affordable services for residents and visitors and promote future development to the benefit of our community.

► Mission

- React to the needs of the residents and the visitors of Swakopmund.
- Create an organisational environment that promotes learning, respect, trust, support, personal growth and productivity in order to develop effective and committed employees.
- Create policies and procedures for equal opportunity in recruitment, employment and promotion, guided by well defined Affirmative Action principles.
- Generate and efficiently deploy the necessary finances in the best interest of the town.
- Strive to maintain an accountable business orientated work ethic.
- Accept a high degree of open communication, a participative management style and lead by example.

The vision and mission of the Municipality focus on residents and visitors but ignore the local business community and potential investors. Therefore, the vision and mission with regard to LED are defined as follows:

Vision

Swakopmund is the preferred location for investors and tourists with a vibrant and sustainable economy contributing to improved quality of life with due consideration of the natural environment

Mission

- Coordinating, planning and regulating sustainable economic development and creating a conducive, competitive environment for economic development.
- Ensuring that business development is economically, socially and environmentally sustainable and contributes to the empowerment of local people, and thus ultimately to the quality of life of all Swakopmund residents.
- Developing - in close cooperation with public authorities - a powerful and efficient business community that is constantly renewing itself to satisfy the demand and can thus compete with all locations in Namibia and Southern Africa.

2.3 Targets

Based on the objectives and goals the following main targets of LED should be achieved:

► *Institutional and Legal Environment*

- Priority of LED defined
- Leading role of the Municipality in LED of Swakopmund confirmed
- Human resources and organisational structure of the Municipality adapted to LED requirements
- Effective coordination and cooperation systems in place for LED
- Data for planning and monitoring available and continuously updated/shared
- Contribution of different stakeholders to LED increased
- Income of the Municipality increased

► *Infrastructure*

- Simplification and acceleration of the formalisation of land concluded
- Sites and stalls for businesses available for competitive prices
- Long term supply of electricity and water secured
- Provision of low cost houses increased
- Swakopmund (via Walvis Bay airport) point of entry for overseas tourists
- Severe traffic accidents reduced

► *Investment Promotion*

- Incentives for investors defined
- Assistance for investors available (e.g. One - Stop Centre)
- Business opportunities promoted
- Investment climate improved
- Competitiveness of Swakopmund enhanced
- Investors from Erongo, other regions and abroad mobilised and balanced

► *Marketing*

- Awareness of the importance of marketing created amongst local authorities and businesses
- Integrated marketing destination concept implemented
- Target group oriented marketing in place
- Customer care improved

► *Business Development*

- Organisation of the local business community improved
- Assistance of SMEs increased
- Number, size (by employees) and turnover of SMEs increased
- Utilisation of natural resources increased
- Profitability of smallholder farming increased
- Additional attractions for tourists available
- Seasonability of tourism balanced, length of stay and occupancy rates increased
- Procurement from local businesses increased
- Linkages between businesses intensified
- Existing businesses growing, new ones established
- Local economy more diversified
- Products/services imported from other areas of Namibia or other countries reduced

► *Education and Training*

- Primary, secondary, and tertiary education strengthened
- Entrepreneurship promoted
- SMEs trained
- Employment created, i.e. unemployment reduced, particularly amongst people born in Erongo, youth and women

3. CORE STRATEGIC SECTORS, AREAS AND MEASURES

With regard to LED it is the major task of the Municipality of Swakopmund to provide together with other stakeholders an enabling environment for economic development. This must be the basis for the private sector to act as “engine for growth”.

In order to ensure that the development of Swakopmund is economically, socially and environmentally sustainable, measures are required covering the following sectors and areas.

Core Strategic Sectors	Strategic Areas
A. Stakeholder Involvement in LED	<ul style="list-style-type: none"> • Prioritisation of LED • Strengthening of the Municipality of Swakopmund • Enhancement of cooperation • Collection and sharing of information
B. Capacity building	<ul style="list-style-type: none"> • Improvement of primary & secondary education • Establishment of a VTC • Establishment of a post - graduate training institution • Comprehensive entrepreneurial training for SMEs & self – employment
C. Utilisation of Natural Resources	<ul style="list-style-type: none"> • Upgrading of landing facilities for pleasure boats • Development of the “Tropical Beach” • Promotion of small scale fishing • Facilitation of business linkages
D. Further Development of the Infrastructure	<ul style="list-style-type: none"> • Enhancement of land planning and utilisation • Further development of the transport sector • Securing sustainable electricity supply • Securing sustainable water supply • Provision of housing • Provision of business facilities
E. Mobilisation of the Business Potential	<ul style="list-style-type: none"> • Provision of incentives for investors • Optimisation of marketing • Mobilisation of investors
F. Business Opportunities of the Private Sector	<ul style="list-style-type: none"> • Opportunities based on marine resources • Opportunities based in agriculture • Opportunities in the service sector • Opportunities in the manufacturing sector

A Stakeholder Involvement in LED

LED requires during the planning and implementation the involvement of different stakeholders such as sectoral ministries (in particular MURD, MITSMED, MET, MGECW, MSYNS), the Regional Council, parastatals (e.g. Erongo RED, NamWater, NSA, NTB), NGOs (e.g. NCCI, COSDEF, HAN), local youth and women group, and (most important) the Municipality of Swakopmund and the business community in Swakopmund. The involvement of such stakeholders is stressed in several laws, regulations, policies and programmes of the GRN, which also prioritise LED as an important basis for development. However, in practice the stakeholder involvement is very limited not only in Swakopmund but nearly in all regions and towns of Namibia. Improvements must cover different strategic areas.

A1 Prioritisation of LED

► Background

In contrast to respective laws, regulations, policies and programmes of the Namibian Government LED is in practice of limited importance amongst most stakeholders. This applies also for the Municipality of Swakopmund, the Erongo Regional Council and the business community in Swakopmund.

One reason for the limited priority of LED amongst nearly all regional and local authorities in Namibia is the fact that they must generate income, and LED does hardly result in direct income generation for public authorities but it contributes to the national objectives of socio – economic development.

► Measures

- ➔ The Municipality of Swakopmund should initiate a joint campaign of all local and regional authorities to lobby at the GRN that the authorities are getting a portion of the taxes paid by the businesses in their area of responsibility as this is the main basis for LED in several industrialised countries.
- ➔ The Municipality of Swakopmund must reconsider the current priorities. A decision of the Municipality is required whether LED shall really be a priority and whether it wants to play a leading and guiding role.

A2 Strengthening of the Municipality of Swakopmund

► Background

Responsible for LED is the Department Community Development Services but also within this department LED only plays a minor role. The department has currently 75 staff members but only one is directly involved in LED (the Economic Development Officer who is also responsible for tourism). Two others are indirectly involved, (Youth and SME Development Officers). In addition the Marketing Officer attached to the Department of Corporate Services should also be involved in LED.

Compared to other towns the Municipality is understaffed regarding LED.

► Measures

- ➔ If LED shall play the role foreseen in Vision 2030, the HPP and NDP 5 the human resource basis for the respective tasks must be strengthened at the Municipality. Required are at least one officer each as head of LED, for investment promotion, tourism and SMEs.
- ➔ Adaptations of the existing organisational structure to LED should be considered as already recommended in the 2010 – 2015 LED strategy. Marketing and business registration (not the health inspections) should be transferred to the Department of Community Development Services and the Youth Development Officer should focus mainly on economic/business development considering the huge unemployment rate amongst this group.

A3 Enhancement of Cooperation

► Background

Although LED requires cooperation and coordination between the different stakeholders per definition and based on the policy documents this is the major challenge. Already in 2013 the former MRLGHRD has revealed across the regions “almost complete lack of horizontal and vertical cooperation and consultations”. This challenge still exists nation-wide including the Erongo Region and Swakopmund as demonstrated by the following examples:

- Cooperation between private businesses is limited and they seem not to be interested in coordinated efforts to articulate their expectations vis-à-vis public authorities as demonstrated by the limited membership in business associations.
- Although Swakopmund is one of the few locations having a limited cooperation between the Municipality and the private sector the majority of the business community seems not to be interested.
- Remarkably, the overriding challenge is the cooperation and coordination between public authorities. The line ministries often ignore local authorities in their planning and the coordinating role. Furthermore, the attendance of public authorities at meetings is very limited.
- A cooperation between the coastal towns could also be envisaged. Ideally the towns, which currently try to compete with each other in different sectors should join their efforts for LED.

► Measures

In order to mobilise the growth potential of Swakopmund development needs to take place in a coordinated and controlled manner. This is in particular important to minimise the possible ecological and social risks and to maximize the benefits.

- ➔ The Municipality of Swakopmund and business associations must take the initiative to emphasise the successes and needs of LED with the aim to increase the attention for and contribution of stakeholders to LED in the town.

- In contrast to the Municipality of Swakopmund the business community would directly benefit financially from LED. In order to increase their sometimes very limited interest a joint awareness campaign of the Municipality and business associations is recommended.

- ➔ At least the two active business associations (HAN and NCCI) must undertake all efforts to increase their membership base to become real representatives of the business community and thus to increase their attention at public authorities.
- ➔ Coordination meetings should be better organised, e.g. announced one year in advance, covering topics which are really important for the participants and making decisions.
- ➔ Within a possible cooperation of the three coastal towns Swakopmund could mainly focus on overseas tourists and the service sector, Walvis Bay on logistics and heavy industries and Henties Bay on mari- as well as aquaculture and local/South African tourists. Light industries could be a priority of Swakopmund and Henties Bay but they should coordinate their efforts to avoid duplication and thus competition of businesses. SME development must be a priority of all three towns.

A4 Collection and Sharing of Information

► Background

An important challenge is the lack of information which is required for development planning in Swakopmund, e.g. regarding existing businesses, resources, etc. On national level some information is available, but not on regional or town level. The little information in Swakopmund (e.g. number of businesses) is not consistent. Such information is not only necessary for planning purposes but also for investment promotion since potential investors want to be informed for example on competitors in the town as well as on partners they can link with, such as suppliers and service providers.

Also information sharing between different stakeholders is a challenge as already mentioned in the 2010 – 2015 LED strategy. The only real exception in this regard is the NSA with its small but very effective office in Swakopmund.

► Measures

- ➔ As first priority the business registration lists have to be revised by the Municipality of Swakopmund. Creation of a comprehensive data base of existing businesses in Swakopmund and permanent updating are a basis for LED. Such information is required for planning and investment promotion. The data base should clearly distinguish between trade, service and manufacturing businesses, define the types of businesses, indicate the main and additional activities of diversified businesses as well as the size of the businesses by number of employees and location. Furthermore, the businesses should be ordered alphabetically for each type to avoid duplication and to facilitate comparison with other registration lists, e.g. of NTB. The NSA signalled interest to cooperate with the Municipality in developing new registration forms.
- ➔ Since most information are only available for larger areas (e.g. national or regional) specific information should be collected for Swakopmund. For example with regards to the tourism sector number of visitors per day, overnight stays of visitors by type of accommodation facility and employment in the different categories of tourism businesses. The provision of such information requires surveys which could be conducted by a strengthened NSA office in Swakopmund in cooperation with the Municipality.

- ➔ Available information must be shared between various economic development stakeholders. All stakeholders should be informed about available existing and new information to be distributed on request as already done by NSA. The sharing of information could also result in closer cooperation. For example, the City of Malmö experienced that the dissemination of information and knowledge was the start and is a precondition for their excellent cooperation with private tourism businesses.

B Capacity Building

The lack of educated and trained Namibians is a major challenge of economic development and one reason for the high unemployment rate. Improvements are required on all levels. Although this is a national task of the responsible central authorities, the Municipality of Swakopmund and other local stakeholders should and could contribute to assure that Swakopmund will become a leading location for education and training with some unique approaches. This will not only facilitate the mobilisation of new investors but also strengthen existing businesses (including SMEs) and increase self - employment.

B1 Improvement of Primary and Secondary Education

► Background

The Erongo Region is leading in Namibia with regards to educational indicators and has a number of primary and secondary private and public schools (see Photos 1 & 2). However, the demand is not satisfied as demonstrated by the growth of the private schools.



Photo 1: Pro Ed Akademie (private)



Photo 2: Atlantic J. S. School (public)

Although improvement of primary and secondary education will only have long – term effects on LED the Municipality should contribute as early as possible to strengthen the education in Swakopmund.

► Measures

- ➔ The Municipality of Swakopmund should stress continuously at the Government the need for further public schools or extension and improvement of existing ones.
- ➔ Similar to the required promotion of businesses also attempts should be made to mobilise private investments in primary and secondary schools.

B2 Establishment of a Vocational Training Center (VTC)

► Background

The coastal towns are disadvantaged regarding vocational training. Only Swakopmund has a Community Skills Development Centre (COSDEC) that is providing basic skills in a few areas but more general and not specialised. In addition Arandis hosts the Namibia Institute for Mining and Technology (NIMT) which provides technical training on higher level than COSDEC but can by far not satisfy the demand.

Considering the economic importance of Swakopmund and Walvis Bay it is not understandable that there is no VTC, but at locations such as Engela, Outapi and Okakarara.

► Measure

→ The Municipality of Swakopmund should intensify its efforts at the Ministry of Higher Education, Training and Innovation (MHETI) and at the Namibia Training Authority (NTA) for the establishment of a VTC in town. This center should insofar be different from all the others in Namibia as it should offer really specialised training, for example tiling, brick laying, roofing, wall painting etc. as separate trades. The demand for such specialisations to reach the overall objective of Vision 2030 is confirmed by industrialised countries and by the number of German trained Namibians which are successful entrepreneurs, e.g. in Windhoek and Walvis Bay.

B3 Establishment of a Post – Graduate Training Institution

► Background

Businesses in Namibia face the challenges that hardly any graduates from universities are really prepared for the business life. Employees need up to two years until they start to contribute to the success of their company. This is one of the reasons for the unemployment rate of graduates from universities.

Several industrialised countries faced the same challenge. They reacted on it by implementing strictly practice oriented institutions to prepare graduates for easy employment or for starting their own businesses.

► Measures

→ The Municipality of Swakopmund should promote either at the GRN or particularly at potential private investors such a post - graduate institution which is unique in Namibia and possibly in Africa. Lecturers must have at least 5 years experience in the private sector and focus only on practical issues not on research. Experience demonstrated that also high level managers from existing companies are prepared to participate free of charge as part – time lecturers.

→ The Municipality should reserve Erf. 3342 further for such an institution or the VTC.

→ As a second step the post – graduate training might be extended to graduates of VTCs.

B4 Comprehensive Entrepreneurial Training for SMEs and Self - Employment

► Background

Training of SMEs is one key to LED. These private businesses certainly have a growth potential, which is not mobilised due to the limited know-how of existing and future entrepreneurs. Therefore, the need for training has been mentioned during the surveys and stakeholder meetings as well as by LEDA as priority for business development in Swakopmund.

Without respective capacity building only very few new SMEs might be implemented; however, mainly by entrepreneurs coming from other regions.

The focus has to be on different entrepreneurial training and mentoring programmes:

- Capacity building of existing entrepreneurs (with businesses showing growth potential) and future entrepreneurs, who have identified promising business opportunities. As experience has demonstrated, capacity building of existing entrepreneurs is most successful if combined with mentoring after each individual training module.
- Basic business training that targets particularly, youth and women (with very little business knowledge) who need to be motivated to consider entrepreneurship/self-employment.

Training programmes for these target groups are already conducted since decades (also in Swakopmund) but with very limited success. The main reasons are the short duration and the lack of practice orientation¹. A few examples in Namibia demonstrated that comprehensive training and mentoring can result in real business growth.

► Measures

- ➔ The Municipality of Swakopmund should prepare detailed requests for external funding of the capacity building programmes and approach different Government institutions as well as donor agencies for assistance.
- ➔ It would be advantageous if the Municipality is getting in addition involved in the selection of participants, logistical preparation and execution; this will improve its image as service provider for LED.

C Utilisation of Natural Resources

An apparent strength of the Erongo Region are the natural resources although they are, of course, limited within the boundaries of Swakopmund. Major strengths of the town and its surrounding areas are:

- The marine resources, i.e. the ocean, beach, fish and birds in Swakopmund which are only partly used as attractions for tourists.

¹ For example even high educated trainees cannot learn in a few hours how to calculate costs and prices.

- With regards to horticulture Swakopmund is the leading coastal town based on the experience of smallholder farmers along the Swakop River.
- Mining is the strongest economic sector in Erongo including uranium, marble, granite and sea salt. The latter is also produced within the boundaries of Swakopmund.
- The natural environment outside Swakopmund with its variety of attractions is an asset for tourists visiting Swakopmund.
- The indigenous !nara and its products manufactured in Swakopmund are also a strength of the town with income generating effects for the surrounding communities.

Since the utilization of natural resources with value addition is one of the major aims of the Government, the Municipality of Swakopmund should be involved as far as possible. However, most of the identified opportunities are private businesses which are covered under the Core Strategic Sector F but should also be promoted by the Municipality of Swakopmund. Others require more involvement of the Municipality; they cover the following actions.

C1 Upgrading of Landing Facilities for Pleasure Boats

► Background

Off – shore angling and boat cruises to watch marine mammals are major attractions of the coastal area for tourists. However, Swakopmund hardly benefits from these resources since most of the boat trips are going from Walvis Bay due to the lack of landing facilities in Swakopmund. Attempts to create such facilities in Swakopmund at the “Waterfront” (see Photo 3) failed, but due to the importance for tourism development should be reconsidered.



Photo 3: Facilities for Pleasure Boats at the Swakopmund Waterfront

► Measure

→ The Municipality of Swakopmund should follow-up the option to upgrade the “Mole” into a harbour since local boat owners confirmed that this location is more suitable than the area at the “Waterfront”. First preliminary estimates result in investments of about N\$ 12-15 million to close the “Mole” much more than currently (see Photo 4). These investments have to be seen in light of the additional income. Currently tourists stay in average only two nights or one full day in Swakopmund. If the length of stay of only the current number of tourist is extended by one day this would result in an additional annual income of about N\$ 200 million (DECOSA, 2015). Added to this indirect income have to be landing fees. This huge project could be implemented as public – private partnership.



Photo 4: The “Mole” at its Current Status

C2 Development of a “Tropical Beach”

► Background

Compared to tourism locations at the East coast of Africa the Namibian coast is disadvantaged by the cold water of the Benguela Current which restricts overseas tourists to spend beach holidays in Swakopmund. They want warm water for such holidays. For example, most of them spend in Tanzania 3 - 5 days at the beach after travelling through the country, mainly on Safaris.

► Measure

→ A “Tropical Beach” should be promoted, e.g. close to the mouth of the Swakop River. This project also could be implemented as PPP. It requires creation of a man - made bay at the beach with direct connection to the sea. The opening to the sea will be closed by a sluice gate that moves automatically with the tide, i.e. is hardly visible. The water in the bay shall be heated. This provides the impression that the tourists can swim in a quiet natural bay.

The investment for this world-wide unique attraction²⁾ would be about N\$ 15 million based on first rough estimates. Again this has to be seen in light of the additional income from the tourist by the extended length of stay (see Area C1).

C3 Promotion of Small Scale Fishing

► Background

Namibia - especially Windhoek but sometimes even Swakopmund - faces a shortage of fresh fish in the retail trade despite the large fishing industry. The reason is that most fish is directly exported or processed in Walvis Bay.

► Measure

→ The Municipality of Swakopmund should promote small scale fishing preferably with a youth group as Henties Bay did it with the Hanganeni Artisanal Fishing Association. The fresh fish should be daily transported to Windhoek by courier, if not sold in Swakopmund.

C4 Facilitation of Business Linkages

► Background

² Sun City in South Africa offers a heated swimming facility but not as parts of the ocean.

Besides private shopping linkages between the large mines in the Erongo Region and local businesses hardly exists. The mines prefer purchases of goods and services, for instance from Windhoek or even from abroad.

► Measure

- Since most businesses in Swakopmund are not taken serious by the large mines the Municipality should facilitate such linkages. This could also result in a closer cooperation with the private sector since it demonstrates the provision of real services by the Municipality. However, it must be considered that uranium mining is fairly unstable, i.e. local businesses should not exclusively rely on these customers.

D Further Development of the Infrastructure

The development of the infrastructure is a pre-condition for LED and an important incentive to attract investments in Swakopmund. It must include land planning and utilization, transport, energy, water, sanitation, communication, housing, business facilities and other services such as financial as well as health services. The current status of most of these areas is an asset for LED in Swakopmund. However, improvements are required in some areas if the economy of Swakopmund shall not stagnate and the competitiveness of the town shall be increased.

Although the Municipality of Swakopmund is not responsible for areas such as external transport and electricity, the Municipality shall not only be involved in the planning, but also mobilise the respective stakeholders to implement important measures as priority.

D1 Enhancement of Land Planning and Utilisation► Background

According to the town plan Swakopmund has sufficient land available for business development but faces several challenges:

- Most of the still available land is far away from the town center, i.e. hardly suitable for businesses which intend to sell directly to end consumers.
- The lack of serviced land is a matter of concern. Currently there are less than 5 business and one industrial erven available. However, the Procurement and PPP Acts make provision for investors to buy unserviced land.
- Delays in formalisation of land ownership are one of the greatest challenges to LED. For private transactions it can take up to 24 months but for public sale only 4 months. This is a national problem mainly caused by formalities and delays by the Ministry of Urban and Rural Development.
- Cost of land and land speculation are a matter of concern of the business community in the coastal towns.

► Measures

- The slow formalization process of land ownership needs urgently to be addressed with highest priority. Serious foreign investors are not prepared to wait for about 2 years but would invest in another country.

- SMEs but also most local and foreign investors require serviced sites, i.e. for investment promotion development of such sites by the Municipality is necessary. Prices for serviced sites must consider the requirements of LED, i.e. they must be competitive and promote business development, in particular manufacturing. In this regard the sometimes exorbitant prices should be controlled if land developers are involved, and land speculation must be curbed; at least all sales contracts for business sites shall include a binding clause that the business plans must be implemented in two or three years. This rule must be enforced.
- Huge areas of unserviced (often also unplanned) land are available in Swakopmund. The Municipality should offer this land to large investors (even free of charge) if they are prepared to develop it themselves for specific investments which will contribute to LED.
- Land planning shall continue considering the slow formalisation process.
- As tool of investment promotion the Municipality shall urgently prepare a special map of the town indicating the availability of sites for different types of businesses and the status of the different sites.

D2 Further Development of the Transport Infrastructure

► Background

A major asset and comparative advantage of the coastal towns are the diversified and often excellent transport facilities to other national and international locations including

- the existing, currently upgraded and planned road network;
- the excellent port of Walvis Bay which is currently hardly of any direct benefit for Swakopmund but will be important if exporting or importing companies are established in the town;
- the Walvis Bay airport which has been developed into the second international airport in the country but is currently only used for national and for flights to/from South Africa;
- the railway lines from Walvis Bay to Windhoek (further to South Africa) and to the North- Eastern regions of Namibia; they are currently not very reliable, but improvements are expected with the restructuring of TransNamib.

Matters of concern are only

- the also internationally reported traffic accidents which affect tourism in Swakopmund negatively;
- the lack of direct connections from the Walvis Bay airport to overseas countries; and
- the lack of landing facilities for pleasure boats in Swakopmund (covered in Area C1).

► Measures

- With regards to the number of traffic accidents the Municipality of Swakopmund should lobby on high level that the police will be much more active in monitoring careless driving outside Swakopmund.
- For tourism development the coastal towns and the Regional Council should undertake all efforts that flights from overseas are directly targeting Walvis Bay and not only Windhoek. This could have much more effects on tourism and thus on LED

than developing the small airport in Swakopmund since tourists spend more time and money at the town/area of arrival than during their roundtrips.

D3 Securing Sustainable Electricity Supply

► Background

Currently the supply is satisfactory in Swakopmund although DECOSA's survey amongst the business community revealed existing and expected challenges of electricity supply and costs. However, it must be considered that in 2018 Namibia imported 73% of its annual requirements and that the demand is steadily increasing. It will even increase further if the envisaged LED with new businesses in Swakopmund becomes reality.

The GRN is aware of this challenge. Therefore, the Minister of Mines and Energy announced beginning of May 2019 that the Government plans to have at least 80% of Namibia's electricity consumption locally produced by 2022. In this regard renewable energy shall play an important role. As far as possible Independent Power Producers (IPP) shall be involved who need as of 1 September 2019 no longer sell electricity to NamPower but can sell directly to large buyers such as mining companies.

► Measures

- ➔ Although the Municipality is not responsible for supply of electricity at least active facilitation is necessary to secure the sustainable supply of the town, its inhabitants and the growing business sector.
- ➔ The Municipality of Swakopmund should also consider to get directly involved in supply of electricity as IPP in partnership with private investors.
- ➔ Regarding both options aforementioned not only solar plants but also wind parks should be considered for Swakopmund since the yield of solar plants is in the coastal areas of Namibia about 24% lower than in the inland due to the common fog. Moreover, existing research revealed good to moderate wind ³⁾ between Walvis Bay and Henties Bay as confirmed by two existing small wind plants (see Photos 5 & 6). A 9.6 MW wind park requires investments of above N\$70 million. However, a feasibility study must confirm the suitability and viability of a wind park in Swakopmund, that should also contribute to reduce the currently high costs for electricity.



**Photo 5: Private Windmill at the Coast
Swakopmund**



**Photo 6: MME Office Building in
with Wind Turbines**

³ Although not as good as in Lüderitz where currently a wind park is under construction.

D4 Securing Sustainable Water Supply

► Background

Water supply in Swakopmund is currently also satisfactory and according to DECOSA's survey the business community is more satisfied than with electricity supply. However, the future supply and demand may become really critical and may hamper LED. On the one hand the groundwater resources may be reduced because of the climate change, on the other hand the demand is increasing. According to NDP 5 an increase of the water demand for economic activities and urban consumption by 38% is expected until 2025 on national level. This increase may even be higher in the Erongo Region and Swakopmund if all uranium mines are activated, business activities in the town are increasing as planned and the population growth (mainly by migration) continues.

► Measures

- The expected development of water supply and demand requires at least at medium term that additional sources are mobilised. In the coastal area (possibly also on national level) desalination of sea water would be the first priority, particularly because of the available know-how and experience with the Areva (see Photos 7 & 8) and the small SANUMARC plant for experimental agricultural irrigation. As first step the Municipality of Swakopmund should get information about the plans of NamWater and Rössing Uranium which are or were considering independently from each other to establish desalination plants.
- If the plans of NamWater and/or Rössing Uranium do not materialise or do not satisfy the future demand, the Municipality of Swakopmund should either facilitate a desalination plant or get directly involved in form of a PPP due to the importance for the town (including LED).
- Investigations must still be conducted but not as comprehensive as required for the wind park. Most important are the determination of the optimal capacity and investment (Areva reported for 20 million m³ 1.8 billion N\$) as well as of the financial viability.



Photo 7: Desalination Plant



Photo 8: Water Supply Pipeline

D5 Provision of Housing

► Background

The Municipality of Swakopmund is responsible for the provision of erven as well as houses for lower income groups. Despite financial constraints the Municipality has been relatively successful. However, the supply of housing does by far not meet the demand caused in particular by rural-urban migration of people from Erongo and other regions to Swakopmund.

The housing programmes are primarily socially oriented, but it should be considered, that they include also a component of LED. Overseas investors, in particular from Europe, prefer business locations where their workers have proper housing and the local authority cares for them.

► Measure

→ Housing programmes of the Municipality should continue (consider container houses) and if financially possible be intensified.

D6 Provision of Business Facilities

► Background

In order to promote LED the Municipality of Swakopmund provided different premises mainly for SMEs (see Photos 9 & 10). Despite the remarkable efforts matters of concern are

- the low occupancy rates of three open markets, and
- a lack of stalls for SMEs involved in manufacturing.

Regarding the occupancy rates SMEs mentioned the following reasons:

- The location of the market places does not consider the demand, i.e. where the customers are living, working and moving.
- Open, not lockable stands are not attractive for the traders.
- The prices are too high in particular regarding the competition of “street sellers”.

The Municipality is aware of the lack of stalls for manufacturing SMEs which are most important. Therefore, an SME Industrialised Park is foreseen. However, some business people in Swakopmund expressed their concern that the planned SME Industrial Park may not solve the problem due to the remote location.



Photo 9: Kavita Park Arts and Crafts Market



Photo 10: Dome Market Place in Mondesa

► Measures

- The Municipality of Swakopmund should consider to increase the occupancy rate of some Open Markets, e.g. by providing more lockable stalls, reducing the rent or investing in stalls to be converted for manufacturing businesses.
- Before construction of the planned SME Industrial Park the actual demand should be confirmed considering the planned location and rent.
- If the SME Industrial Park is implemented at the planned location tenants should be carefully selected. Emphasis must be on businesses which are not directly selling to end consumers because for them the location is not suitable.

E Mobilisation of the Business Potential

Economic growth and development of Swakopmund can only be achieved if the identified business potential is mobilised. This is the major task of a strengthened LED Section of the Municipality of Swakopmund in cooperation with other stakeholders.

The mobilisation must primarily focus on marketing and investment promotion. These two tasks are closely linked and are both of overriding importance. Marketing of Swakopmund as prime business and tourist location is a pre-condition to achieve the goals of mobilisation of investors and enhancement of Swakopmund's competitiveness and thus for socio-economic development of the town.

E1 Provision of Incentives for Investors

► Background

Namibia offers a wide scope of incentives to foreign and local investors with the aims to be competitive with other nations world-wide and to assure as far as possible a balance between local and foreign investors. Special incentives are offered to manufacturers (e.g. regarding taxes), but the most generous incentives are provided for so called Export Processing Zone (EPZ) enterprises with the objectives to facilitate imports of foreign productive capital and technology as well as the transfer of technical and industrial skills to the local workforce. EPZ status is mainly granted to enterprises engaged in manufacturing and export. These companies need not to be located in a specific Export Processing Zone as available in Walvis Bay but can have their production anywhere in Namibia. The incentives include

- No corporate tax
- No value added tax
- No import duties on imported inputs
- No transfer duties on fixed property
- Operation of foreign currency accounts
- Free repatriation of capital and profits to mother companies

These incentives are an excellent basis for investment promotion but it must be considered that they apply for the whole country and that Swakopmund is competing with other locations in Namibia. Therefore, the town must offer additional incentives to mobilise investors.

It is a common opinion in Namibia that the price of a product or service must be the main competitive advantage. This results in strong competition between different investment locations.

For example, some Town Councils offer investors reduced rates and taxes and even land for free. The only ones benefitting from this competition are the private investors playing one local authority off against another and taking, of course, what they can get.

It is, however, a matter of fact that investors not necessarily make decisions about the location on the basis of taxes and other costs. What is more important is the quality of services, including a minimum of bureaucracy, reliability of the investment promotion agency (i.e. the Municipality of Swakopmund) as well as the economic framework including available human and natural resources and the infrastructure.

The important role of the investment climate is in a particular underlined by the Growth at Home Strategy recommending besides others improvement of the institutional environment, local procurement and provision of land/sites/premises as investment incentives.

► Measures

- ➔ The Municipality of Swakopmund should focus on non-monetary incentives because they are much more effective than monetary incentives. It is an added advantage that - in contrast to industrialised countries - hardly any Namibian town offers a set of such incentives, i.e. Swakopmund could become the preferred investment location in the country.
- ➔ As basis for a package of incentives the measures defined within the aforementioned Core Strategic Sectors A - D should be implemented. The following measures are of highest immediate priority⁴⁾:
 - Strengthening of the human resource basis for LED at the Municipality (F & L & S).
 - Acceleration of the formalisation process of land ownership and thus provision of serviced sites as well as stalls for SMEs (F & L).
 - Capacity building as well as mobilisation of assistance (S).
 - Improving the cooperation of the Municipality with the local business community because it is common that new investors contact existing businesses to determine probably existing challenges (F).
 - Improvement of the business registration lists as tool to inform potential investors about existing businesses (F & L).
 - Provision of a special town map indicating the availability of sites for different types of businesses and the status of the different sites (F & L).
- ➔ To increase the competitiveness of Swakopmund further the following measures should be implemented:
 - Preferential procurement from local businesses by public agencies (L & S).
 - Using the LED section of the Municipality also as One-Stop Center, i.e. facilitating contacts of investors to other institutions (F).
 - Revision of the prices for land in adaptation to other towns (L & F).

⁴⁾ F = In particular importance for foreign investors

L = In particular important for local investors

S = In particular important for SMEs

- Lobbying that the police will increase the presence in town and the monitoring of careless driving and thus reduce traffic accidents (F & L).
- Additional medium to longer term incentives should include:
 - Strengthening the electricity and water supply.
 - Improvement of the education and training.
- Sector specific incentives which would have enormous effects on existing and new investors in the tourism sector should include:
 - Promotion of direct flights from overseas to Walvis Bay (L & S & F).
 - Development of the “Tropical Beach” (L & F).
 - Establishment of a cultural center (S).
 - Development of the beach areas (L & S & F)
 - Establishment of a cultural center (S).
 - Implementation of a Food Court (S & L).
- Finally the Municipality shall prepare a set of the available specific incentives of Swakopmund as marketing tool which should also include the already existing strengths of the town. These published incentives have to be updated continuously if and when additional incentives are available.

E2 Optimisation of Marketing

(a) Importance of Marketing

► *Background*

The importance of marketing is in Namibia often underestimated. This applies for the regions, towns and businesses. An exemption is for example the marketing of Namibia in particular as tourist destination. However, marketing of several businesses in Swakopmund is not satisfactory at all. According to DECOSA (2015), more than 50% of the tourism businesses in Swakopmund lack of proper marketing. This is in particular true for activity providers. Most of them are neither present in the internet, nor in tourism guides nor with international agents. Thus, overseas tourists cannot integrate them in their travel plan. Moreover, various businesses hardly do any marketing; for example, even Namibians visiting Swakopmund over the past years are not aware of the offer of bicycle hiring and bird watching.

It seems that such businesses are satisfied with the customers they have (despite the low occupancy / utilisation rates) or are not aware of the importance of marketing.

Within today's free trade agreements and communication channels marketing is of overriding importance due to the unlimited competition. This applies not only for all businesses, but also for investment and tourist destinations such as Swakopmund.

The argument often mentioned during interviews in Swakopmund, that the town is already known and therefore needs limited or no marketing is irrelevant. World-wide known international companies went bankrupt due to lack of marketing.

► Measures

- The Municipality of Swakopmund must strengthen its own marketing efforts and should contribute to create awareness amongst other stakeholders that marketing is a pre-condition for LED to achieve the goals strengthening of the private sector, enhancement of the competitiveness and sustainable economic growth.
- Most of the businesses in Swakopmund must individually increase their marketing efforts to keep their current standard or to grow.

(b) Marketing Concept

► Background

Currently a marketing concept for LED in Swakopmund does not exist (similar to most other regions and towns). It could include different levels:

(i) Destination Marketing

To mobilise foreign investors and tourists Swakopmund must become known as preferred destination. The destination marketing concept must be developed in Public-Private Partnership (PPP) under the leadership and guidance of a public authority, such as the Municipality of Swakopmund, and not by the business community or their associations because they have competing interests and will hardly consider social issues (e.g. emerging businesses).

(ii) Branch Marketing

Totally ignored in Swakopmund is the option of joint marketing of specific business branches. According to this concept businesses of the same branch pool their efforts and market their branch jointly, for example Swakopmund as preferred shopping, gourmet or activity destination. This concept has the advantage that extensive marketing is possible since the costs are shared between the participating businesses.

The branch marketing is common in industrialised countries, but also for example applied by businesses in Botswana (see Photo 11).



Photo 11: Joint Marketing of the Okavango Delta
(at the Tourism Expo in Windhoek, June 2015)

(iii) Business Marketing

Within the destination and possibly branch marketing framework the businesses are finally responsible to market themselves on individual level in competition with each other.

► *Measures*

- The Municipality should promote the marketing concept with its three levels amongst the local business community.
- Under the leadership of the Municipality of Swakopmund the destination marketing concept should be implemented in PPP.
- The private sector has to decide about branch marketing and is solely responsible for the implementation.

(c) Marketing Strategy

► *Background*

The core of the marketing strategy must be target group specific marketing as also expressed in the Growth at Home Strategy. The target group marketing is based on the fact, that different target groups have different interest. This must be considered on the all levels of the marketing concept, i.e. also in the destination marketing.

With the exception of a few tourism establishments (focussing on South African or Namibian adventure tourists or Germans interested in the colonial history) target group specific marketing is ignored. Regarding LED the marketing must distinguish between the following main target groups:

- Investors expect for example concrete information about business opportunities, services provided by local authorities, existing businesses, and comparative advantages but also about health, education, entertainment etc. For foreign investors in addition information about the investment conditions in Namibia should be provided.
- Tourist require information about the facilities, infrastructure and – most important – the attractions. The marketing material must aim at extended stay in Swakopmund.
- The GRN and donor agencies must be provided with material that demonstrates on the one hand successes of development but on the other hand also constraints for which assistance is required.

The destination marketing must clearly differentiate between these main target groups. In addition specific market segments should be considered. For example, different nationalities and types of investors, and within the branch as well as business marketing organisers of conferences, training programmes, corporate events; Europeans who can bridge the winter at home in Swakopmund; tourist interested in numerous niche hobbies; or pre-selected overseas companies (bio, fair trade, third world shops) which might be interested to import !nara products.

Another matter of concern is the in Namibia (including Swakopmund) common lack of aggressive marketing amongst public authorities, but also private businesses. Each target group must be convinced that Swakopmund is the ideal location for their purposes by providing reasons, e.g. why to invest in Swakopmund or why to visit the town. In this regard also positive characteristics should be included in the marketing material. Such characteristics may include, for example

- political stability,
- environmental consciousness,
- private medical service of international standard,

- cleanest town in Namibia,
- largest variety of natural and historical attractions in Namibia,
- diverse local cultures,
- most diversified tourism industry in Namibia with regard to accommodation establishments, activity providers, restaurants and shops for tourists.

In addition innovative approaches may be considered. For example:

- Using for individual target groups specific slogans, such as
 - “Business and Holidays” to convince potential foreign investors to visit Swakopmund.
 - "Holiday from Home" trying to convince tourists to make day-tours from Swakopmund and come "home" in the evenings instead of packing / unpacking every day as most overseas tourists do in Namibia.
- Directly approaching specific target groups via special journals as they exist in several countries, e.g. for golfer or people interested in 4x4 drives, water sport and even for children having horse riding as hobby. Such target groups are also often organised abroad in clubs, which could be approached by e-mail. This strategy is successfully applied in Namibia to mobilise overseas hunters.

► Measures

- ➔ The Municipality and business community must clearly define the target groups and differentiate their marketing efforts accordingly.
- ➔ All stakeholders involved in marketing should be more aggressive and innovative. For example, including important characteristics / competitive advantages of Swakopmund and slogans to convince investors and visitors that the town is the ideal destination for them.

(d) Marketing Tools

► Background

For marketing of Swakopmund and its businesses the following tools are to be considered depending on the target groups and levels of marketing.

- Electronic or Printed Guides

In adaptation to the target groups at least four different guides are required for Swakopmund

- a destination guide
- a local investors guide,
- an international investors guide, and
- a tourist guide which focuses mainly on foreign tourist, who have special expectations and requirements.

These guides shall be published first of all as websites because foreign tourists and investors must be aware of the opportunities in Swakopmund already before they are coming to the country. However, this marketing tool can only be applied successfully if the design is of high quality and the guides are continuously maintained / up-dated. This is a general problem in Namibia and a disadvantage of printed guides because of the costs involved for re-printing⁵⁾. Printed guides are mainly suitable for distribution at trade fairs / exhibitions and for a very few branches to mobilise customers who are already in Swakopmund. For

⁵⁾ For example the investor's guide of Swakopmund requires already revision.

example, branch marketing could be considered with special printed guides such as “Where to shop or eat in Swakopmund”.

- Media Reports

Publications in international newspapers, special journals, TV, etc. at the place of origin of the target groups are a very effective marketing tool, because in contrast to direct marketing they provide the impression of being more objective. Media reports are in particular suitable for destination marketing. Also for marketing of individual businesses they are extremely effective, but it is more difficult for businesses to be covered by the media than for a town. The success of Namibia as tourist destination is mainly based on the extended media coverage, in particular in Germany. However, again Swakopmund is not sufficiently represented.

In contrast to international media Swakopmund is permanently covered in the local media which creates continuous awareness of the town. However, more focus should be put on Swakopmund as investment location.

- Exhibitions / Trade Fairs

They are an excellent marketing tool to create awareness of Swakopmund as investment location and tourist destination, but also as supplier of goods and services. The annual regional exhibition is of central importance. In addition Swakopmund and its businesses shall be represented at national and international trade and tourism fairs which is currently hardly the case in contrast to other towns or regions of Namibia.

- Flyers

Generally their importance as marketing tools is limited because they are and can mainly be available in Namibia (and possibly at exhibitions) and are thus not considering the long term planning process of overseas investors and tourists. However, they can be a marketing tool for repeater tourists as well as for tourism businesses depending on short term decisions (e.g. restaurants, shops). However, such decisions are more based on personal recommendations, for instance from other tourists or the accommodation facility.

- Lobbying

In contrast to other countries lobbying has a negative image in Namibia although it contains nothing else than the establishment of personal contacts, i.e. the commonly accepted "face-to-face" marketing. It is an effective tool to promote Swakopmund vis-à-vis different public and donor agencies and is also required by international investors who make their decisions not only on documentation, but in addition on personal contacts which is an additional reason to establish a One-Stop Centre at the Municipality of Swakopmund.

Lack of lobbying is one reason why Swkaopmund has for example no VTC and is not sufficiently represented by NTB. Absolutely essential is lobbying if Swkaopmund shall become via the new Walvis Bay airport a point of entry for overseas tourists.

- Marketing Support Facilities and Actions

In this regard several options were identified:

- Organisation of special events as they are offered periodically in Outapi (Olufuko Festival), Okahandja (Red Flag Day) and in particular Omaruru (Artist Trail, Rough Ride, White Flag Day). Special events in Swkaopmund can, for example focus on culture, modern music, but also on national or international sport, since the town has with the Indoor Sports Complex a competitive advantage versus all other Namibian

locations. A unique special event would be championships in traditional sports such as bow-and-arrow shooting (outa noikuti), “fighting” with flat hands (onghondja) and high jump (omupembe). Such types of sports would be special attractions not known to

foreigners and often also no longer to Namibians. Such events should be conducted during the low season at long weekends at fixed dates every year to mobilise not only Namibian, but also foreign visitors.

- Establishment of a tourist information office as it is offered in an excellent new building by the Municipality of Henties Bay (see Photo 12). Such an office shall provide well balanced information about all tourism services in Swakopmund, i.e. it would also contribute to the promotion of emerging tourism businesses. Moreover, international tourists visiting Swakopmund expect a central point of information instead of searching around the town or depending on (unreliable) information and recommendation. Even more important is the task of such an office to advice tourists by internet in the planning phase, which should result in an extension of the length of stay and more bookings in Swakopmund. These are some of the reasons why most tourist destinations world-wide have such an office under the responsibility of a public authority co-operating with the private sector.
- Specialisation of SMEs which often claim to be “masters of all trade” and are therefore lacking of customers is a marketing tool that should be applied.
- A problem are the opening hours of shops which are not adapted to the time plans of foreign tourists, who prefer to go shopping late in the afternoon or early in the evening, and do also not consider local visitors coming over long weekends with public holidays.



Photo 12: Tourist Information Office in Henties Bay

Crucial for the success of some marketing tools is the optimal distribution. This means for example that electronic guides can be searched in the internet under “Investment in Namibia” or “Tourism in Namibia” or are linked to websites of the Investment Centre, Tourism Board, etc. Printed guides, flyers or brochures are mainly to be distributed at exhibitions/trade fairs and (if implemented) at the tourist information office or as already done at accommodation facilities.

► **Measures**

- ➔ At least four different guides should be prepared primarily in electronic form. The destination and tourist guides in PPP. The local and foreign investors guides must be prepared by the Municipality of Swakopmund. In order to reduce costs private businesses

could place advertisements. It must be assured that the marketing material is of highest quality and up-dated whenever necessary.

- The Municipality should intensify its contacts to local media also with focus on Swakopmund as investment location. Furthermore, the local media should be actively approached and provided continuously with special reasons/events to report about Swakopmund.
- Regarding foreign media attempts should be made to establish contacts and invite them to Swakopmund or provide them with material for publications.
- The Municipality and the business community of Swakopmund should partake at least in national trade fairs/exhibitions.
- The Municipality must permanently and intensively lobby on different levels. For example, with the sectoral central institutions for implementation of a VTC and desalination plant, with NTB to increase the coverage of tourism in Swakopmund within their marketing activities; and start early enough to lobby that Swakopmund becomes a point of entry for international tourist via the airport in Walvis Bay.
- Periodical events should be organised in PPP in particular in the low season of tourism. This would result in increased business activities not only for the tourism industry but also for SMEs in Swakopmund.
- A tourist information office should be established in Swakopmund either by the Municipality or as PPP with the tourism industry.
- The Municipality should promote specialisation of SMEs (particularly in technical trades), and shopping hours adapted to the needs of visitors.

E3 Mobilisation of Investors

► Background

Mobilisation of new investors is a condition for economic growth and development in Swakopmund. The strategy for investment promotion must consider:

- Different groups of investors such as Namibians and investors from industrialised countries. These groups have different expectations and requirements which must be considered in the investment promotion.
- Different types of investment opportunities which may require different approaches to mobilise investors.
- It should be one aim to reach a balance between Namibian and foreign investors.

Resulting from the above the mobilisation of investors cannot be generalised but must also according to the Growth at Home Strategy be based on

- “target group specific investment promotion”, and
- “investment promotion campaigns with an individualised approach”.

Basis to mobilise local and foreign investors should be investment guides. It is most important that the guides include a list of concrete business opportunities as they are available for Swakopmund. Only sectoral proposals (e.g. education, manufacturing) are not a suitable promotional basis. As more information are available about the individual opportunities as better

are the chances to mobilise investors. Therefore, supplementary information should be available such as short descriptions or business profiles.

In addition the competitive advantages of Swakopmund vis-à-vis other Namibian locations should be clearly defined including the business environment (e.g. infrastructure) but also the quality of life in Swakopmund. However most important are the incentives offered by the Municipality of Swakopmund such as in future a One-Stop Center (Area E1). Such information are the basis for both guides focussing on local or foreign investors.

However, the guide for international investors should in addition include the competitive advantages of Namibia as investment location (e.g. political stability, environmental consciousness climate) and the investment incentives provided by the GRN (see Area. E2(c)).

► ***Measures***

With promotional information being available the mobilisation of investors could be conducted by the Municipality in the following steps:

- Publication of the investors guides in the internet.
- Awareness creation regarding SME opportunities at community meetings in Swakopmund.
- Direct contacts with local entrepreneurs who might be interested in specific (also large) opportunities or promotion via the NCCI branches (ideally with presentations of the opportunities).
- Identification of foreign investors which might be interested in specific opportunities (e.g. because of their experience) via Namibian Embassies or foreign Chambers of Commerce and Industry.
- Direct contacts with the identified investors.
- Follow-up with in principle interested investors.
- In addition two other options may be considered:
 - Distribution of flyers at high-end accommodation facilities in Swakopmund since a number of foreign tourists lodging there are entrepreneurs who may consider later investing in Namibia.
 - Execution of an investors conference. Experience in other countries have demonstrated that such conferences can be a successful approach to mobilise local and foreign investors if
 - they are excellently organised;
 - concrete opportunities are presented with profiles, and
 - only national and international potential investors adapted to the selected business opportunities are invited.

F Realisation of Business Opportunities in the Private Sector

The Core Strategic Sectors with the respective areas and measures (see A-E) shall all contribute to the final aim that existing businesses are growing and new ones are established in Swakopmund.

The Municipality of Swakopmund has to be involved in different forms in the realisation:

- (i) Some opportunities require direct involvement and probably also investments since they aim to promote for example SMEs and/or the tourism sector, (establishment of a cultural center and a Food Court, development of the beach areas, establishment of a tourist information center). These opportunities could also be PPP projects.

- (ii) Purely private business opportunities for marginalised groups (e.g. production of new arts and crafts, more attractive town tours) require assistance in the business preparation by the Municipality, other public agencies or NGO's.
- (iii) For medium or larger scale businesses private entrepreneurs are responsible. However, the Municipality of Swakopmund should play an important role as facilitator and monitoring agent to assure that not only economic but also social and environmental issues, i.e. the objectives and goals of LED in Swakopmund, are considered.

The business opportunities in the following were identified based on the local economy assessment. They are structured by economic sectors. In addition promising opportunities should be promoted by the Municipality of Swakopmund which are covered under the Core Strategic Areas

- Capacity Building (post – graduate institution);
- Utilisation of the National Resources (development of the “Tropical Beach”, landing facilities at the “Mole”, small scale fishing);
- Further Development of the Infrastructure (electricity and water supply)

With the exception of small scale fishing these opportunities require larger investments to be provided by private entrepreneurs or by a PPP.

F1 Opportunities Based on Marine Resources

Currently the marine resources are under-utilised in Swakopmund. However, several opportunities were identified. Most of them are included in other Core Strategic Sectors, namely

- establishment of a desalination plant (see Area D4),
- development of the “Tropical Beach” (see Area C2),
- upgrading of the “Mole” as port for pleasure boats (see Area C1),
- small scale commercial fishing (see Area C3).

In addition two opportunities should be considered:

(a) Mari-culture

► Background

Mari-culture is concentrated in Walvis Bay with oyster farming. A major competitive advantage of Namibia is the nutrient Benguela Current. Additional advantages are that some mari-culture products are of very high value (e.g. oysters, abalone⁶, lobsters) and the market prospects are excellent in particular for exports to Asia. However, it needs to be considered that such businesses are risky due to periodical environmental disasters. Furthermore, the production requires high investments (e.g. about N\$ 15 million for a production of 24 tons of abalone).

► Measure

- The Municipality of Swakopmund should promote a mari-culture project at the already defined location North of the town amongst local or foreign investors who are prepared to accept periodical losses in view of excellent profits on long term. Since this contradicts policies of public authorities the Municipality should not be involved in PPP.

⁶ Abalone is currently sold by the producers for about N\$ 600/Kg

(b) Fish Smoking

► Background

Fish smoking has the advantages of requiring little investments of a few thousands N\$ and little know-how, i.e. it could be a typical business for self – employment or SMEs. However, there are quite some competitors in Namibia. Thus special marketing efforts are required.

► Measure

→ The fish smoking needs not only to be promoted as small business but the Municipality (or other agencies) must also provide advice during the preparatory phase and for marketing.

F2 Opportunities Based on Agriculture

Vis-à-vis most other towns Swakopmund has the advantage of having already several experienced smallholder farmers along the Swakop River. One focus is therefore on strengthening these farmers which requires only promotion of the opportunities amongst them.

With the exception of farming with high value products all identified opportunities could either be implemented by the smallholder farmers or by other entrepreneurs including SMEs. In the latter case the Municipality must allocate land at any remote location where limited quantities of water are available. For SMEs and new entrepreneurs also assistance in preparation and operation of the business is required.

(a) Farming with High Value Horticultural Products

► Background

The horticultural activities along the Swakop River focus mainly on standard vegetables. They compete with large producers in the North of Namibia and in South Africa which influences the sales prices negatively.

Since the potential to extend the horticultural production along the Swakop River is limited (also because of the scarce water resources) farmers could consider to focus on highest priced special products currently imported from South Africa (e.g. blueberries, raspberries, cherries). Costs for trials are limited and the example of growing white asparagus confirms that new products might be possible. Such products have a limited market but are imported and could be sold in Swakopmund and Windhoek (to be send daily by courier).

Another option could be aquaponics because of the reduced water demand and the increasing demand for bio - products.



Photo 13: Olive Cultivation at the
Swakop River

Photo 14: Production of Green Asparagus
at the Swakop River

► Measures

- The Municipality needs only to create awareness amongst smallholder farmers and possibly initiate a cooperation with SANUMARC to exchange knowledge regarding different horticultural products, irrigation, greenhouse cultivation, etc.
- The farmers must first test how the new types of fruits are growing under the local conditions. This does not necessarily require scientific research but could be done by the farmers themselves with a limited number of plants to be imported from South Africa.
- Experience with aquaponics is available in Namibia, but - as far as known - not for really commercial productions. Therefore, interested entrepreneurs must first verify the viability. Considered should also be the option to substitute the so far only used common tilapia by other high value fish species.

(b) Production of Mushrooms and their Spors

► Background

Mushroom production is relatively easy and several communities around Namibia have been trained by UNAM. The university also found out that the humid environment at the coast provides in particular favourable conditions for the growth of some species of mushrooms. However, the non-availability of spors hampers the sustainability of the productions. Based on this situation it might be a new business opportunity to combine mushroom production for local supermarkets with the production of spors which are demanded in different parts of Namibia.

► Measures

- The Municipality needs to create awareness amongst smallholder farmers and marginalised people (since the investment is only a few thousand N\$) and initiate a cooperation with SANUMARC to exchange knowledge.
- The interested entrepreneurs should follow – up themselves the implementation, in case of local SMEs with some assistance by the Municipality or other agencies.

(c) Pig Farming

► Background

The production is relatively easy. It is an added advantage that no productive farm land is required since fodder could be procured normally at no cost from numerous restaurants, hotels and supermarkets in Swakopmund (leftovers). Alternatively cacti to be grown locally could be used as feed. Investments are only required for a simple shed, fencing and a pick up to collect the fodder.

► Measures

- The Municipality needs to create awareness amongst smallholder farmers and marginalised people.
- The interested entrepreneurs should follow – up themselves the implementation, in case of local SMEs with some assistance by the Municipality.

- If this opportunity is not implemented by a smallholder farmer the Municipality must allocate a site. It should be considered to locate all agriculture based businesses in one remote area and thus to create the first “Agriculture Park” in a Namibian town.

(d) Poultry Farming

► Background

Chicken farming is not recommendable because of the competition with the huge production between Windhoek and Okahandja which supplies the whole country, but two niche productions might be an opportunity as smaller businesses:

- Farming with ducks which are imported for some million N\$ and are mainly used by the Chinese community living in Namibia as speciality.
- Production of guinea fowls which are naturally common in most parts of Namibia but neither offered at retailers nor in restaurants in contrast to Europe where they are valued much higher than chicken. The reason is that only young birds produced in respective farms provide tender meat.

► Measures

- The Municipality needs to create awareness amongst smallholder farmers and marginalised people.
- The interested entrepreneurs should follow – up themselves the implementation, in case of local SMEs with some assistance by the Municipality including allocation of a site.

(e) Manure Production

► Background

Manure is demanded for gardening and small scale farming in Swakopmund. It could be collected from livestock farms in the inland, horse stables in Swakopmund and possibly in future from the pig and guinea fowl farm. Investments are minimal (only packaging) as well as the professional requirements.

► Measure

- The Municipality should promote the opportunity amongst marginalised people, allocate a site and provide some assistance for start - up.

F3 Opportunities in the Service Sector

The service sector – mainly based on tourism – is the major strength of Swakopmund. The sector should not only keep its position but should grow further and dominate LED in Swakopmund in future. It is an advantage that numerous businesses are already existing and the sector has a growth potential.

With regards to tourism⁷⁾ several opportunities are already included in different Core Strategic Sectors, namely

- upgrading of landing facilities for pleasure boats and development of the “Tropical Beach” in the strategic sector Utilisation of National Resources (see Core Sector C);

⁷ See also Tourism Growth and Development Strategy (DECOSA, 2015)

- mobilisation of flights to/from overseas to the Walvis Bay airport and upgrading of the “Mole” as a small port in the strategic sector Further Development of the Infrastructure (see Core Sector D);
- destination marketing, determination and mobilisation of special market segments, establishment of a tourist information centre, implementation of annual events and new opening hours for shops in the strategic sector Optimisation of Marketing (see Area E2).

In addition the following areas of the service sector shall be developed.

(a) Customer Care Training

► Background

Improvement of customer care by training not only of emerging but also of established businesses is essential. It should include

- the importance of marketing, target group oriented marketing and practical application of different marketing tools;
- different mentalities and expectations of tourist from different nationalities; and
- subject specific training of guides with regards to special activities offered, such as ecology, history, nature (animals, plants, desert, Swakop River) and geology.

The demand justifies to start capacity building in customer care as an independent business for which an interested entrepreneur has already been identified. However, it is a challenge to convince the existing businesses of the need and benefits. This applies in particular for those businesses where improvements are most important.

► Measures

- ➔ A campaign should be conducted, e.g. by the business associations in cooperation with the Municipality, to convince the business community about the needs and benefits of customer care.
- ➔ If the demand has been mobilised the available investor will implement this business opportunity.

(b) Development of the Beach Areas

► Background

The Municipality of Swakopmund together with HAN prepared already plans to improve the Northern and Southern Beach which will be an attraction for national and international tourists.

► Measure

- ➔ This attraction should be implemented as soon as possible.

(c) Promotion of Namibian Cultures

► Background

On the one hand cultural tourism is increasingly demanded by overseas tourists and on the other hand the knowledge of Namibians about the culture of different ethnic groups is very

limited. Therefore, it is one aim of the GRN promote the different cultures which will contribute to unify the nation. Swakopmund is an ideal location to satisfy this demand because of the variety of Namibian cultures represented in the town.

Currently Swakopmund is reacting on this demand only to a limited extend. The town focuses on the German historical culture and some township tours are offered, but focusing only on overseas tourists and even that potential is not mobilised. Required are more attractive and additional offers focusing also on Namibians.

► **Measures**

- The Municipality together with the communities in the townships and tourism establishments shall promote the Namibian culture with different offers to extend the lengths of stay of overseas tourists and to mobilise Namibians, including excursions of school classes.
- More attractive tours in the townships and town should be offered in adaptation to special interests of visitors, for example
 - tours with donkey carts⁸ similar to the very attractive horse coach tours in European towns (see Photo 15)
 - integration of singing, dancing (preferably by youth groups) in township tours as well as visits of schools and church services
 - tours in the town focussing not only on German history but also on other areas of interest of overseas tourists, e.g. Swakopmund as eco - friendly town or resort for birds (at the river).



Photo 15: Tourism Transport in Vienna/Austria

- The Municipality should consider to establish a cultural center in a township which would be a highlight. It should also include traditional sports as covered in Area E2 (d). This is the only project within the area of promoting Namibian culture that requires quite some investments.

(d) Food Court

► **Background**

Food Courts are highlights in Asian towns (e.g. Hong Kong) not only for visitors but also for residents. They can be characterised as follows:

⁸ They were recommended already 2015 for Swakopmund but not implemented, but Henties Bay realised this opportunity.

- Individual small businesses offer different food and/or drinks without competing with each other.
- Each business is located in separate small buildings in a circle or square with an open area in the middle.
- Clients can watch how the food is prepared.
- The guests walk around, select food (prepared by different vendors) and eat at the tables positioned in the middle.
- There shall also be a fire place and a stand where different crops, fruits, etc. in different stages of processing are exhibited.

Besides being a unique attraction it is an advantage that in particular marginalised people will start their own small businesses. However, the investments for an attractive food court need to be mobilised.

► Measures

- The Municipality should promote the Food Court, allocate a site and mobilise the required funding (about N\$ 2,5 million)
- The small entrepreneurs must carefully be selected and trained (e.g. in customer care, costing and pricing) already parallel to the construction.

(e) Speciality Restaurants

► Background

Swakopmund has numerous restaurants but lacks of speciality ones in the town centre offering for example traditional Namibian or French cuisine. However, this opportunity should only be envisaged if the Food Court does not materialise otherwise the specialities should be integrated in the Court.

► Measure

- The Municipality should only promote this opportunity, but not in competition to the Food Court. Investigations regarding the feasibility and the implementation are the sole responsibility of private investors.

(f) Day - Tours from Swakopmund

► Background

In order to extend the lengths of stay of overseas tourists day-tours from Swakopmund should be promoted covering attractions in the Erongo Region (see Photos 16 - 19). This opportunity considers that most tourists want to see as much as possible of Namibia but see it as a disadvantage to change permanently the accommodation with packing and unpacking. A concept as “visit attractions from your home in Swakopmund” has been successfully applied by a very few lodges in Namibia.



Photos 16: Rhenish Mission Church in Otjimbingwe



Photo 17: Historical Water Tower in Usakos



Photo 18: Mission Church in Omaruru



Photo 19: Franke Tower in Omaruru

► **Measures**

- ➔ The Municipality of Swakopmund has only to bring this concept to the attention of the tourism businesses in town.
- ➔ Implementation requires mainly respective marketing. This must be a joint effort because not only tour operators but also accommodation facilities, restaurants etc. will benefit from the extended length of stay.

F4 Opportunities in the Manufacturing Sector

Although being very important for LED, in particular with regard to employment creation, the manufacturing sector is very little developed in Swakopmund with 4.4% of the registered businesses.

The Municipality should not focus on heavy industries because in this regard Walvis Bay has clear competitive advantages (e.g. with the port). Moreover, heavy industries - even located outside the town center - would negatively influence the image of Swakopmund as a tourism highspot. However, some opportunities have been identified for SMEs and light industries.

(a) Opportunities for SMEs

► **Background**

Swakopmund has a large number of mainly informal micro businesses covering nearly all trades and operated by VTC and COSDEC graduates as well as by people without any formal education.

Such businesses should be promoted as priority to grow from survival businesses to sustainable SMEs. This requires mainly training and mentoring (see Area B4).

In addition two types of business should be in particular promoted because an unsatisfied demand has been identified:

- Large companies (e.g. the mines), schools, public authorities etc. need uniforms/overalls and tourism establishments require promotional items. Attempts of tourism enterprises to get such items from the number of self-employed tailors in Swakopmund failed. Reasons are the lack of experience (not of knowledge) to produce these items and the limited capacities to produce the required quantities.

- Arts and Crafts are demanded by most overseas tourists, and this demand will considerably increase if the Walvis Bay airport becomes a point of entry. Currently the large offer of arts and crafts faces two problems:
 - Most of the products are coming from other regions of Namibia or even from other countries.
 - The design is not adapted to the highlights of Swakopmund and the surrounding areas, instead products are offered which are available all over Namibia (e.g. carved elephants or giraffes).

► **Measures**

- The Municipality should promote the two opportunities in particular the joint production by a number of tailors.
- Tailors and producers of arts and crafts must identify (by contacting potential customers) the products and designs mainly required. If possible they should be assisted by the SME Officer of the Municipality.
- The producers may need some assistance for the production which could be provided by COSDEC.
- The Municipality must provide stalls which are currently empty or at the planned Industrial SME Park.

(b) Opportunities in Light Industries

► **Background**

Five types of businesses were identified which might have a potential because of the following reasons:

- Processing of salt (e.g. chlorine and caustic soda, table and bath salt) would be fully in line with the objectives of the GRN to use natural resources, convert them locally to value added products and finally export them.
- Also tombstone production is based on adding value to resources from Erongo. It could cover different capacities (also operated as SME) and target the local or national markets.
- Tile production is based on adding value to local resources (such as clay, feldspar, quartz) and will substitute imports.
- Currently recycling in Namibia (particularly in Swakopmund and Windhoek) covers only the collection and sorting. It should be considered to produce semi-finished or finished products in Swakopmund.
- A unique opportunity is the production of stationery (e.g. files, writing pads). This opportunity is based on the fact that such products are exclusively imported from South Africa but do not fulfil at all the international standards. If produced in higher quality they could also be exported to other SADC countries.

► **Measures**

- All these light industries require further investigation.
- With the exception of tombstone production the requirements regarding investments and know-how are high. Therefore, the Municipality must mobilise international investors

with respective experience who are prepared to implement the opportunities as PPP with the Municipality of Swakopmund or in partnership with local investors.

4. IMPLEMENTATION OF THE LED STRATEGY

It is a major challenge in Namibia that plans and strategies are developed but they lack often of implementation. Therefore, the actions for the implementation of the LED Strategy are summarised in Tab. 1 based on the core strategic sectors, areas and measures. Details are included in Chap. 3; they shall be considered during the implementation.

The following remarks apply for this plan:

- The Municipality of Swakopmund shall be the lead institution to implement the plan.
- Wherever possible and necessary the Municipality will cooperate with other institutions. However, the pre-conditions must be fulfilled by the Municipality otherwise only a minimal part of the plan can be implemented. The Municipality must also be actively involved in the investment promotion.
- The implementation of most actions is the responsibility of the private sector, but the Municipality shall initiate and facilitate the actions and shall provide together with public partners an enabling environment.
- The time frame provides only a guideline and depends on the pre-conditions, i.e. whether and when the outcomes will be achieved. It is assumed that the LED section of the Municipality will only be fully established in Year 2. This means that the actual investment promotion can only commence in the second half of that year.
- Funding “not required” means that either only decisions are necessary or actions need to be conducted by the (strengthened) staff of the LED section of the Municipality, or by other institutions. Actions of private businesses do not require funding if they focus for instance only on organisational issues (improved cooperation) or if equipment is not required (e.g. manure production) or available (e.g. donkey cart tours).
- The projects “Food Court”, cultural centre, development of the beach area, landing facilities at the “Mole” and development of a “Tropical Beach” require huge investments. However, it must be considered that they promote in particular SMEs and the for Swakopmund most important tourism sector. If tourists stay only one day longer, because of these attractions, this would result in an additional annual income for Swakopmund of N\$200 million (based on the current number of foreign tourists).
- It is an overriding objective of the GRN and the Municipality of Swakopmund to involve SMEs, women and youths in business development and to empower them. Since these groups are economically disadvantaged assistance from public authorities is required. Therefore, this strategy includes special measures to integrate youth, women and SMEs in the economy. This applies not only for the above mentioned projects but also for Provision of Business Facilities and Comprehensive Entrepreneurial Training.
- The priority activities of the Municipality to implement the strategy are summarised in Tab.2
- The plan shall be a living document. If the assumptions (in particular with regard to the timing) vary, the plan has to be and easily can be modified.

Tab 1: Plan of Actions for Implementation of the LED Strategy

BA = Business Associations
 COSDEC = Community Skills Development Centre
 FI = Foreign Investors
 GRN = Government of Namibia
 LEI = Local Entrepreneurs & Investors
 MEAC = Ministry of Education, Arts and Culture
 MET = Ministry of Environment and Tourism

MFMR = Ministry of Fisheries and Marine Resources
 MHETI = Ministry of Higher Education, Training and Innovation
 MITSMED = Ministry of Industrialization, Trade and SME Development
 MOWT = Ministry of Works and Transport
 MSS = Ministry of Safety and Security
 MSWK = Municipality of Swakopmund
 MSYNS = Ministry of Sport, Youth and National Service

MWB = Municipality of Walvis Bay
 NSA = Namibia Statistics Agency
 NTA = Namibia Training Authority
 PPP = Public Private Partnership
 SANUMARC = Sam Nujoma Marine & Coastal Resources Research Centre
 SME = Small and Medium-scale Enterprise
 SWK = Swakopmund

Action	Sector/ Area	Stakeholder Involved						Time Frame (Year)										Funding	Remarks
		Soley by MSWK	Facilitat -ed by MSWK	BA	Private Sector														
					SME	LEI	FI	1	2	3	4	5							
Pre-Conditions for LED																			
• Prioritise LED	A1	✓															Not required	Management & Council decision	
• Strengthen LED office	A2	✓															MSWK budget	4 staff members; integration marketing & youth officer; business registration	
• Provide sites & stalls	D1	✓															MSWK budget	Accelerate formalisation; revise land prices; provide special map for investors	
Mobilisation of Investors																			
• Define & provide special incentives	E1	✓															Not required	Non-monetary incentives only service (e.g. One-Stop Center, preferential procurement from local businesses)	
• Increase awareness of marketing	E2		✓		✓	✓											Not required	Always target group oriented marketing	
• Implement marketing concept	E2		✓	✓		✓											PPP	4 guides (electronic) for different target groups	
• Strengthen marketing of MSWK	E2	✓															MSWK budget (limited requirements)	Media, lobbying, trade fairs/exhibitions	
• Implement marketing support facilities and actions	E2																		
– Periodical special events			✓	✓	✓	✓											PPP	Annually at fixed dates, e.g. traditional sports championships	
– Tourist information Office			✓	✓		✓											PPP	Aims: Increased lengths of stay & involvement of SMEs	
		Stakeholder Involved																	

Action	Sector/ Area	Solely MSWK	Facilitat -ed MSWK	BA	Private Sector			Public Agencies	Time Frame (Year)					Funding	Remarks
					SME	LEI	FI		1	2	3	4	5		
• Mobilise investors	E3														
– Publication investors guide		✓		✓		✓								PPP	Primarily in electronic form; continuous up-dating
– Promote SME Opportunities in Swakopmund		✓			✓			MITSMED; COSDEC						Not required	
– Contact local investors		✓		✓		✓								Not required	Direct or via associations
– Identify specific foreign investors		✓		✓			✓							Not required	Via Namibian Embassies or foreign Chambers of Commerce and Industries
– Establish direct contacts to foreign investors		✓					✓							Not required	
– Follow-up interested investors		✓					✓							Not required	
– Conduct investors conference		✓		✓		✓	✓	According to type of opportunities						MSWK budget	Requirements: Concrete opportunities available only investors for specific projects
Establishment of New Businesses															
► Promotion Small Scale Opportunities															
– Fishing	C3		✓		✓			MFMR, MSYNS						Equipment aid, donors (limited)	E.g; by youth groups: sales of fresh fish
– Fish Smoking	F1		✓		✓									Equipment aid, donors (limited)	Marketing required (competition)
– Production mushrooms & spors	F2		✓		✓			SANUMARC						Equipment aid, donors (limited)	Sales of spors nation-wide
– Manure production	F2		✓		✓									Equipment aid, donors (limited)	Collection, packaging & sales only
– Customer care training	F3		✓		✓									Private, participants	Entrepreneur available: challenge convincing SWK businesses of the need
– Joint production by a group of tailors	F4		✓		✓									Equipment aid, donors	Demand identified; challenge cooperation between tailors
– Donkey cart tours	F4		✓		✓									Not required	Approval of MSWK outstanding
– Food Court	F3			✓	✓	✓		MET, MITSMED						PPP, GRN, donor	Unique attraction sponsoring mainly SMEs

		Stakeholder Involved													
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		Soley by MSWK	Facilitat -ed by MSWK	BA	Private Sector			Public Agencies	Time Frame (Year)						
					SME	LEI	FI		1	2	3	4	5		
– Cultural Center	F3		✓	✓	✓	✓								MEAC, MSYNS	Unique attraction sponsoring mainly SMEs
– Development beach area	F3		✓	✓	✓	✓								PPP	Ongoing
► Promote Medium Scale Opportunities															
– Farming with high value horticultural products	F2		✓			✓		SANUMARC						Private	On smallholder farms
– Aquaponics	F2		✓			✓								Private	Know-how available but not on commercial scale
– Pig farming	F2		✓			✓								Private	On smallholder farms or in “Agricultural Park” to be established by MSWK
– Poultry farming	F2		✓			✓								Private	On smallholder farms or in “Agricultural Park” to be established by MSWK
– Speciality restaurants	F3		✓			✓	✓							Private	
– Tombstone production	F4		✓			✓								Private	
► Promote Larger Scale Opportunities															
– Mari-culture	F4		✓			✓	✓	MFMR						Private	High profit, high risk; export
– Salt processing	F4		✓			✓	✓							Private	E.g. chlorine, caustic soda, table salt
– Tile production	F4		✓			✓	✓							Private	Import substitution
– Recycling	F4		✓				✓							Private	Semi-finished products
– Stationary production	F4		✓				✓							Private	High quality also for export
Implementation of Support Measures															
► Cooperation															
– Increased awareness of LED	A3		✓	✓				All relevant stakeholders						Not required	
– Lobby for tax sharing of established businesses	A1		✓					All Regional & Town Councils						Not required	
– Improve coordination meetings	A3		✓	✓	✓	✓		All relevant stakeholders						Not required	To increase attendance
– Improve, collect and share information	A4	✓		✓				NSA; All relevant stakeholders						MSWK & NSA budget, HAN	E.g. revision of business registration; statistics on town level

Action	Sector/ Area	Stakeholder Involved						Time Frame (Year)										Funding	Remarks	
		Soley by MSWK	Facilitat -ed by MSWK	BA	Private Sector			Public Agencies												
					SME	LEI	FI		1	2	3	4	5							
► Capacity Building																				
– Mobilise investments in education	B1		✓			✓	✓	MEAC									GRN, private			
– Lobby for VTC	B2		✓					MHETI, NTA									NTA	MSWK reserve Erf 3342		
– Promote post-graduate training institution	B3		✓			✓	✓	MHETI									GRN, private	MSWK reserve Erf 3342		
► Utilisation of the Sea																				
– Initiate landing facilities at “Mole”	C1		✓	✓		✓	✓	MET, MOWT									GRN (private?)	Aims: Increased competitiveness Result: More tourists, increased length of stay		
– Develop “Tropical Beach”	C2		✓			✓	✓	MET									PPP	Aims: Increased competitiveness Result: More tourists, increased length of stay world-wide unique attraction		
► Further Development Infrastructure																				
– Lobby for flights from overseas to Walvis Bay	D2		✓	✓				MWB, MOWT									Not required	Walvis Bay as point of entry for overseas tourists		
– Lobby for increased police presence	D2		✓	✓				MSS, MET									Not required	Including more monitoring of driving outside SWK		
– Secure sustainable electricity supply	D3		✓			✓	✓	NamPower, Erongo Red									PPP	Wind or solar park		
– Secure sustainable water supply	D4		✓			✓	✓	NamWater									PPP	Desalination Plant		
– Provide additional housing		✓						Shack Dwellers Federation									GRN	Consider container housing for low income group		
Strengthening of Existing Businesses																				
• Facilitate business linkages	C4		✓	✓	✓	✓											Not required	E.g. between mines & local businesses		
• Increase membership of associations	A3																Associations	To become real representatives of business community		
• Implement branch marketing concept	E2		✓	✓		✓											Private	Target group oriented		
• Strengthen marketing	E2		✓		✓	✓											Private	Websites, flyers, trade fairs/exhibitions		
• Promote specialisation SMEs	E2		✓	✓	✓			MITSMED									Equipment aid	Not “master of all trades”		
• Revise shop opening hours	E2		✓			✓											Not required	Not adapted to demand of visitors		
		Stakeholder Involved																		

Action	Sector/ Area	Soley by MSWK	Facilitat -ed by MSWK	BA	Private Sector			Public Agencies	Time Frame (Year)										Funding	Remarks
					SME	LEI	FI		1	2	3	4	5							
• Conduct comprehensive SME training	B4		✓		✓			MITSMED											MITSMED, donors	Pre-condition for growth
• Improve arts & crafts production	F4		✓		✓			COSDEC											COSDEF	Products specific for SWK & Erongo
• Improve town & township tours	F3																		Private	E.g. eco-tours; singing, dancing, school visits in townships
• Promote day-tours from SWK	F3		✓			✓													Private	To extend length of stay of tourists

Tab.2: Priority Activities of the Municipality for Implementation of the LED Strategy

Activities	Responsibility
Pre-conditions for LED in Swakopmund	
• Define priority of LED for the Municipality	Management, Council
• Strengthen LED office (4 staff members; integration of marketing & youth officer)	Management, Council
• Enhance cooperation between stakeholders	All Departments
Bases for Investment Promotion	
• Provide sites & stalls for SMEs (accelerate formalisation; provide special map for investors)	ESD
• Define & provide special incentives (non-monetary, e.g. One-Stop Center, preferential local procurement)	CDSD
• Improve business registration	CDSD (HD)
• Strengthen marketing of the Municipality (media, lobbying, trade fairs/exhibitions)	CSD or transfer to CDSD
Activities Supporting LED in Swakopmund	
• Promote support opportunities	CDSD
• Lobby for direct flights from overseas to Walvis Bay (jointly with the Municipality of Walvis Bay)	Councillors, CEO
• Lobby for increased police presence	Councillors, CEO
• Lobby for tax sharing of established businesses (jointly with other town councils)	Councillors
Mobilisation of Small Scale Private Business Opportunities	
• Inform emerging local entrepreneurs & local farmers about identified opportunities	CDSD
• Assist interested emerging local entrepreneurs in business implementation	CDSD
• Promote specialisation of SMEs	CDSD
Mobilisation of Medium & Larger Scale Business Opportunities	
• Prepare target group specific promotional material (including competitive advantages of Swakopmund)	CDSD
• Identify local & foreign investors	CDSD
• Establish contacts to local & foreign investors	CDSD

BC =Business Community

CSD =Corporate Services Department

HD =Health Department

CDSD =Community Development Services Department

ESD =Engineering Services Department

5. MONITORING AND EVALUATION OF THE LED STRATEGY

Basis for the monitoring and evaluation (M& E) are defined outcomes which can be achieved within the 5 years planning period. With regard to the M&E plan (see Tab 3) the following needs to be taken into account:

- Details regarding the different core sectors and areas are described in Chap. 3. They should be considered during the implementation of the strategy.
- The targeted implementation of some areas is out of control of the Municipality of Swakopmund. On the one hand the implementation depends on the mobilization of the required funds (e.g. Food Court, “Tropical Beach”, tourist information office) and on the other hand not the Municipality but other stakeholders are responsible for the realisation (e.g. further development of the infrastructure, strengthening of existing businesses). However, the Municipality should make all necessary attempts to promote these projects.
- The M&E plan is seen as a guideline which has set the outcomes for realisation of different actions. These outcomes can be verified by the different performance measures.
- The M&E shall strengthen accountability for delivering agreed outcomes and provide permanent information on performance.
- The M&E plan is the basis for continuous comparison of the planned stages of implementation with the actual situation. Deviations between implementation and the plan (as common) can be identified and respective measures to achieve the results can be taken.
- In addition to continuous monitoring annual evaluations of the progress are planned.

Tab. 3: Monitoring and the Evaluation Plan of the LED Strategy

HAN = Hospitality Association of Namibia
MSWK = Municipality of Swakopmund
SWK = Swakopmund

NCCI = Namibia Chamber of Commerce and Industry
SME = Small and Medium Enterprise

Action Outcome	Targets					Performance Measures
	Year 1	Year 2	Year 3	Year 4	Year 5	
Pre-conditions for LED						
• LED prioritised by MSWK	Priority approved					Council resolution
• LED office of MSWK strengthened		4 staff members & marketing & youth officer; business registration integrated				Employment contracts/job descriptions
• Sites & stalls available			5 stalls, 2 sites available	10 stalls, 2 sites available	2 sites available	Physical inspection, photos
Mobilisation of Investors						
• Set of incentives prepared			Approved	Updated	Updated	Available documents
• Awareness of marketing created	At MSWK	Meetings with stakeholders conducted				Minutes of meetings, attendance list
• Destination marketing concept developed		Concept available & approved (4 guides)	Updated	Updated	Updated	Available documents
• Marketing of MSWK strengthened			Media contacts established	Participated at trade fairs/exhibition	All tools in operation	Reports, minutes of meetings, marketing documents
• Special events organised		1 event	2 events	3 events	4 events	Reports, photos, press information
• Tourist information office established		Promotion meetings conducted		In operation		Physical inspection, photos
• Investors guide prepared		Draft finalised	Published	Updated & published	Updated & published	Available documents
• Foreign investors identified			40 potential investors			Available documents
• Direct contacts to foreign investors established			20 potential investors			Available correspondence
• Direct contacts to foreign investors followed up				20 potential investors		Available correspondence

Action Outcome	Targets					Performance Measures
	Year 1	Year 2	Year 3	Year 4	Year 5	
Establishment of New Businesses						
• Small scale businesses established	1 business	2 businesses	3 businesses	4 businesses	5 businesses	Physical inspection, photos, registration
• Beach area developed		Northern part	Southern part			Physical inspection, photos
• Food Court and/or cultural center established		Promotion meetings conducted		Food Court	Cultural Center	Physical inspection, photos
• Medium scale businesses established			1 business	2 businesses	1 business	Physical inspection, photos, registration
• Larger scale businesses established			1 business	1 business	1 business	Physical inspection, photos, registration
Implementation of Support Measures						
► Cooperation						
• Awareness of LED increased	Stakeholder meeting conducted					Minutes of meetings
• Tax sharing of established businesses initiated	Discussed with Ministry of Finance	Discussed with Ministry of Finance	Discussed with Ministry of Finance		Agreement reached	Minutes of meetings; new Act
• Coordination of meetings improved	Better preparation; decisions made					Minutes of meetings over 5 years
• Information improved, new ones collected, all shared	Business registration improved; tourist satisfaction survey evaluated	Information shared with other stakeholders	Statistics for SWK collected (NSA)	Statistics for SWK evaluated	Information shared between stakeholders	Available documents
► Capacity Building						
• Education in SWK improved					New or extended schools	Physical inspection, photos
• VTC established in SWK	Promotion meetings conducted	Promotion meetings conducted		Constructed	Operational	Physical inspection, photos
• Post – graduate training institution established in SWK	Promotion meetings conducted	Promotion meetings conducted		Constructed	Operational	Physical inspection, photos
► Utilisation of the Sea						
• Landing facilities at “Mole” initiated			Project promoted	Funding mobilised; planning	Construction on-going	Minutes of meetings, agreements

Action Outcome	Targets					Performance Measures
	Year 1	Year 2	Year 3	Year 4	Year 5	
• “Tropical Beach” initiated			Project promoted	Funding mobilised; planning	Construction on-going	Minutes of meetings, agreements
► Further Development Infrastructure						
• Flight from overseas to Walvis Bay promoted	Promotion meetings conducted	Promotion meetings conducted		1 airline mobilised		Minutes of meetings, media reports
• Police presence increased	Promotion meetings conducted	Promotion meetings conducted		Reduced crime in town & accidents outside		Minutes of meetings, police reports
• Wind (solar) Park initiated	Promotion meetings conducted	Promotion meetings conducted	Promotion meetings conducted	Funding mobilised; planning finalised	Construction ongoing	Minutes of meetings, agreements
• Desalination plant initiated	Promotion meetings conducted	Promotion meetings conducted		Funding mobilised; planning finalised	Construction ongoing	Minutes of meetings, agreements
• Additional housing provided	50 houses	50 houses	50 houses	50 houses	50 houses	Agreements, physical inspection, photos
Strengthening of Existing Businesses						
• Business linkages facilitated			Mines & local businesses contacted	Local businesses orders from mines		Confirmation of partners
• Increased membership of business associations promoted	40% increase	20% increase				Registration lists of NCCI & HAN
• Branch marketing introduced		Promotion meetings conducted	Branch meetings conducted	Branch marketing operational		Minutes of meetings, marketing documents
• Individual marketing strengthened			Awareness of benefits created	Marketing improved	Marketing improved	Documents of businesses
• Specialisation of SMEs increased		Promotion meetings conducted	10 businesses specialised	10 businesses specialised		Minutes of meetings, documents of businesses
• Revised opening of shops initiated	Promotion meetings conducted	Few shops introduced new opening times				Minutes of meeting, physical inspection, photos
• Comprehensive SME training initiated			Funding mobilised	20 SMEs trained	20 SMEs trained	Funding agreements, training reports
• Arts & Crafts production improved			COSDEC mobilised to conduct training	10 SMEs trained		Training reports
• Improved town & township tours initiated		Meetings with SMEs conducted	Attractive tours available			Minutes of meeting, marketing material
• Day – tours from SWK promoted	Meeting with tour operators conducted	Attractive tours available				Minutes of meeting, marketing material extended length of stay reported

