

RAISON
RAISON

**LONG-RANGE PHYSICAL STRUCTURE PLAN
FOR RUNDU**

**BUSINESS AND TOURISM
SURVEY REPORT**

Prepared By

**URBAN DYNAMICS
AFRICA**



for



LUX-DEVELOPMENT

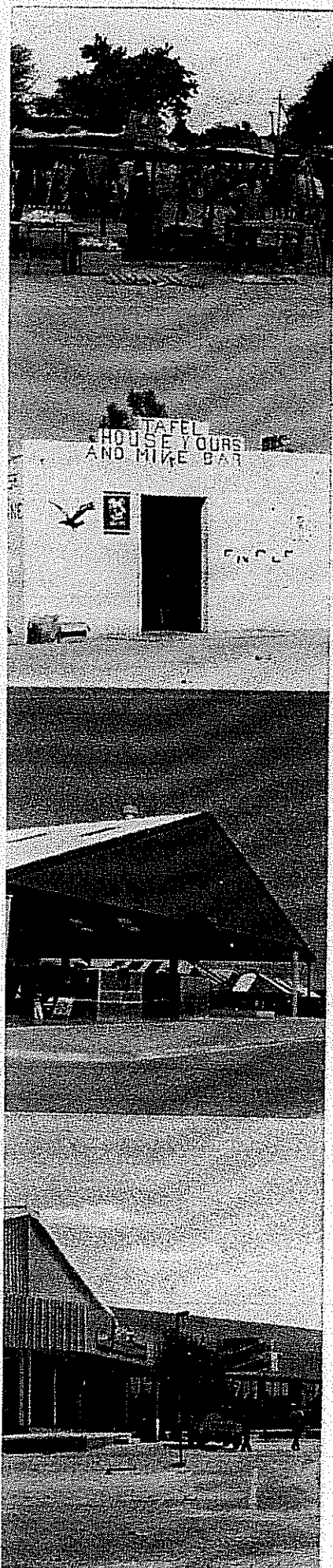
Acting in co-operation with the

**MINISTRY OF REGIONAL AND LOCAL
GOVERNMENT AND HOUSING**

and

RUNDU TOWN COUNCIL

**DRAFT
30 July 1999**



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(0)

INTRODUCTION

0.1 BACKGROUND TO THE STUDY

Rundu is one of the largest towns in northern Namibia, comparable in size and population to a town such as Walvis Bay. It is by far the largest town in the Okavango Region and is growing rapidly. Rundu fulfils important administrative, education and health functions for the region, and is also of strategic economic importance, being locally along the Trans-Caprivi trade route linking Windhoek and Walvis Bay with Zambia, Zimbabwe, Botswana and other countries to the north and east.

It is against this background that a Structure Plan for Rundu is being prepared. This business and tourism study has been carried out in order to provide the necessary statistical data to support the preparation of the plan.

This report presents the findings of a comprehensive survey of business and tourist establishments which took place in January and February, 1999.

Section One is dedicated to the business and industrial sectors of the town. It looks at the broad characteristics and the nature of business activities which take place in Rundu. It analyses the nature of employment generated and makes estimates on the contribution made to the town's economy by formal business, informal business and industrial activity. A study is made of sources of business inputs and markets as well as the needs and confidence of the business community. Map No. 1.1. shows the boundaries of the formal and informal business areas and the industrial area which were included in the investigation.

Section Two is dedicated to analysing the hospitality sector of the town's economy. It looks at the characteristics and facilities found in thirteen resorts in and around Rundu and it examines the profiles of the tourist and business guests who use the resorts. Section Two also analyses the nature of employment generated and makes an estimate of the contribution made to the town's economy by the hospitality sector. Confidence in the future of Rundu is examined together with needs and strategies to maximise potential for a growth in tourism. The locations of the thirteen facilities surveyed are depicted on Map No. 1.2.

0.2. STUDY METHODOLOGY

Research for this study was carried out through the implementation of four questionnaire surveys undertaken in Rundu during January and February 1999. These surveys were as follows:

- a) 100% survey of retail, wholesaling, service, processing and manufacturing establishments in the formal business and industrial areas ;
- b) 17% sample of informal retail and service in Rundu;
- c) 100% survey of all formal tourist, guest and accommodation establishments within a radius of 20 kilometres of Rundu; and
- d) Small sample attitude survey of tourists staying at hotels/lodges in the Rundu area.

The aggregated results of surveys (a) and (b) provided information for the findings presented in section One: Business and Industrial Areas, while Section Two of the Report (Rundu Tourist Establishments) was prepared from the analysis of surveys (c) and (d). A more detailed methodological statement for each of the four surveys is presented below.

Formal Business and Industry Survey

A questionnaire survey was aimed at all retail, wholesale, service, processing and manufacturing establishments operating in the formal (zoned) business and industrial parts of Rundu. In all, a total of 88 firms in the formal business area and 26 firms in the formal industrial area were approached. The location of these firms are shown on Map No. 2.1 and 2.2 while a list of names of firms is provided in Annexure 1.

A copy of the questionnaire used for this survey is attached in Annexure 1. The survey was conducted and the results interpreted personally by the project manager for the Rundu Structure Plan assignment. For each questionnaire, either the owner or the manager was interviewed. Due to the relative small sample size, the results were recorded and analysed by hand.

Informal Business Survey

A comprehensive land use investigation was carried out to record all business activity located outside the formal (zoned) business and industrial area of Rundu. The results of this investigation are presented on map No.2.3 to 2.7 which show the location of the 603 informal businesses identified. It classifies them as either open markets (with the number of individuals stalls), cuca shops (including entertainment), general dealers or services industries.

During February 1999, a team of ten specifically trained fieldworkers undertook interviews with a sample of 103 (17%) informal businesses owners. The sample was designed to pick up markets, cuca shops, general dealers and

service industries in a similar proportion as found for the full 603 business population. The structure of the sample was as follows.

Area of Rundu	Markets				Cuca Shops		General Dealers		Service Industries		Total Informal Business	
	Locations		Stalls		Total	Sample	Total	Sample	Total	Sample	Total	Sample
Kasole	4		28	4	3	1	-	-	-	-	31	5
Sauyemwa	5		70	11	68	8	4	1	8	3	150	23
Donkerhoek	3		18	4	31	5	-	-	-	-	49	9
Kehemu	54		142	24	56	8	5	2	4	2	207	36
Kaisosi	11		24	3	20	3	6	2	1	1	51	9
Ndama	12		50	8	62	10	1	1	2	2	115	21
Total	89		332	54	240	35	16	6	15	8	603	103 (17%)

In presenting the aggregated results for informal business in Rundu, the sample results were applied as being representative of the full 603 business population, especially where calculations of overall business turnover, payrolls etc. were concerned.

The questionnaire used for the informal business survey was based on that used for the formal survey, but it was simplified to eliminate non-applicable or non-relevant questions. A copy of the Informal Business Questionnaire is attached in Annexure "B". Due to the relatively small sample size, the results were recorded and analysed by hand.

Survey Of Hospitality Establishments

A questionnaire survey was directed at the 13 hotels, lodges, bed and breakfast and accommodation establishments located within a 20km radius of Rundu. The location of these establishments is shown on Map No 1.2, while a list of their names is provided in Section 2.1.2. of this Report.

A copy of the questionnaire used for the survey is attached in Annexure "C". The format of the questionnaire is based on that of the formal business form, but is adapted to include more information on guest profiles, occupancy rates, tourism potentials etc. As with the business survey, the exercise was conducted personally by the project manager for the Rundu Structure Plan assignment. The results were recorded and analysed by hand.

Mini-Tourist Survey

A very short questionnaire was prepared to gather basic information on the characteristics of tourists themselves staying at Rundu establishments. The forms were left at the receptions of the more tourist orientated establishments. Resort managers were requested to ask departing guest to fill these in and to leave them for later collection. At the end of three weeks only 32 forms had been completed. This low number was partly due to the fact that February is in the midst of the "low-season" and partly because some of the lodges forgot to

implement the exercise. Nevertheless, the mini-survey generated some interesting results which are presented in Section 2.11 of this Report.

A copy of the Mini Tourist Survey's questionnaire is attached in Annexure "D". The results were collated and analysed by hand.

0.3 SUMMARY OF NOTABLE FINDINGS

This Business Survey Report contains the findings of an in-depth investigation into the formal business, informal business, industrial and hospitality sectors of the Rundu economy. It attempts to cover all retail, trading, wholesaling, service, processing and manufacturing activities of Rundu's private Sector. The survey did not include the government departments and parastatals, although, for the purpose of the overall Structure Plan investigation, the activities of the public sector in Rundu described in Volume 1 of the Structure Plan Report.

The main findings of the Business Survey may be summarised as follows:

Business Characteristics

- A total of 730 private sector businesses have been identified in Rundu, of which 88 are formal businesses; 26 are formal industries; 603 are informal businesses; and 13 are hospitality establishments
- The overwhelming majority (82%) of private sector businesses in Rundu are informal. Two-thirds operate from temporary or open structures and only 6% are located in permanent buildings which are "owned" by the firm.
- "Formal businesses" are largely retail activities which import goods for resale to town residents. The only value added activities which take place in the town's business area include the servicing and repair of vehicles, machines and electrical appliances, the processing of meat (butchery), the baking of bread and the manufacture of clothes.
- Rundu's "Industries" on the other hand, are mostly servicing, repair or value adding operations which include the servicing or repair of vehicles, pumps and machines, the manufacture of steel, concrete and timber products and the painting of vehicles and buildings.
- The dominant "Informal Business" sector makes money by eliminating overheads and by adding small margins to the resale of locally purchased goods.
- The "Hospitality" Sector plays a small role in the private sector economy, being responsible for not more than 7% of overall business turnover. Roughly half of the guests of the 13 hospitality establishments are tourists. The remainder are business guests.

Type of Activities

- Informal business activity in Rundu is split roughly equally between cuca shops and clubs, open markets which mainly sell food, and other retail and servicing activities.
- Formal business and industrial activity is dominated by retail activities in the grocery, clothing, liquor, furniture and motor sectors. Industrial and financial services play a relatively small role in the economy.

MAP NO

1.1

DRAWING TITLE:




FORMAL BUSINESS INDUSTRIAL AND INFORMAL BUSINESS AREAS INCLUDED IN THE BUSINESS SURVEY

SCALE 1:50 000

URBAN
STRUCTURE
PLAN

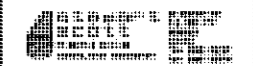
BUSINESS
SURVEY
REPORT

LEGEND

-  Existing formal business area
-  Existing industrial areas
-  Existing informal residential areas within which informal businesses are located

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URBAN STRUCTURE
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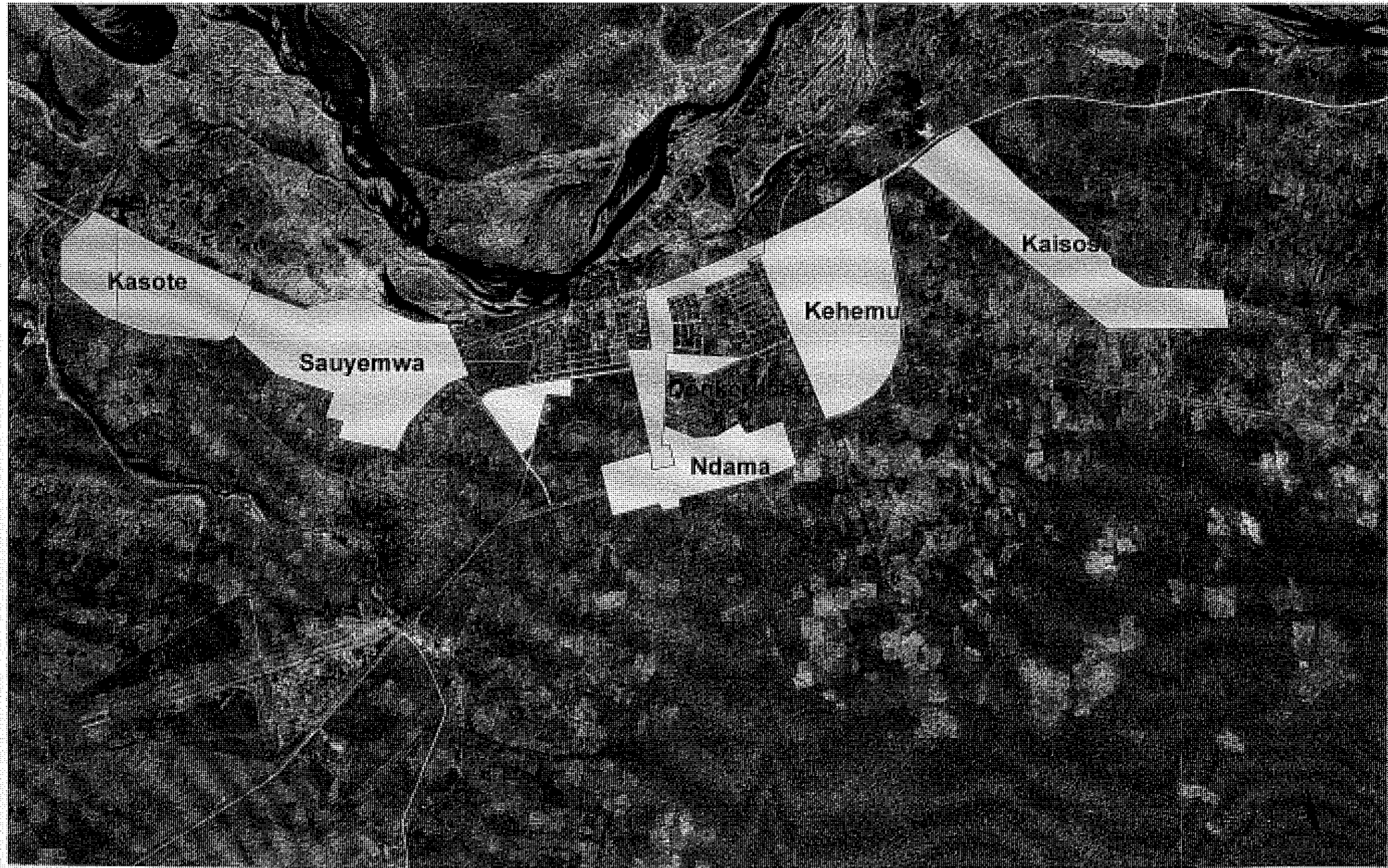


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MAP NO



MAP NO

1.2

DRAWING TITLE:

LOCATION OF THE THIRTEEN TOURIST ESTABLISHMENTS INCLUDED IN THE TOURISM SURVEY

SCALE 1:50 000

RUNDU
STRUCTURE
PLAN

INVESTIGATION
REPORT

LEGEND

-  Accommodation
-  Bed and Breakfast
-  Lodge/Hotel

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MAP NO
2.1

DRAWING TITLE:
LOCATION OF BUSINESS OPERATIONS IN THE FORMAL BUSINESS AREA OF RUNDU

SCALE 1:10 000

RUNDU
STRUCTURE
PLAN

BUSINESS
SURVEY
REPORT

LEGEND

- Approx boundary of existing formal business erven
- Retail
- Office/Financial
- ⊙ Industrial/Manufacturing/Warehouse
- ⊙ Other Business
- ▨ Developed business erven



NOTE: The Rundu Service Centre (Erf 1396) at the entrance to the town includes a supermarket, garage, bottle store, restaurant, accommodation and a small loans office.

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MAP NO
2.2

DRAWING TITLE:
LOCATION OF INDUSTRIAL OPERATIONS IN THE FORMAL INDUSTRIAL AREA OF RUNDU

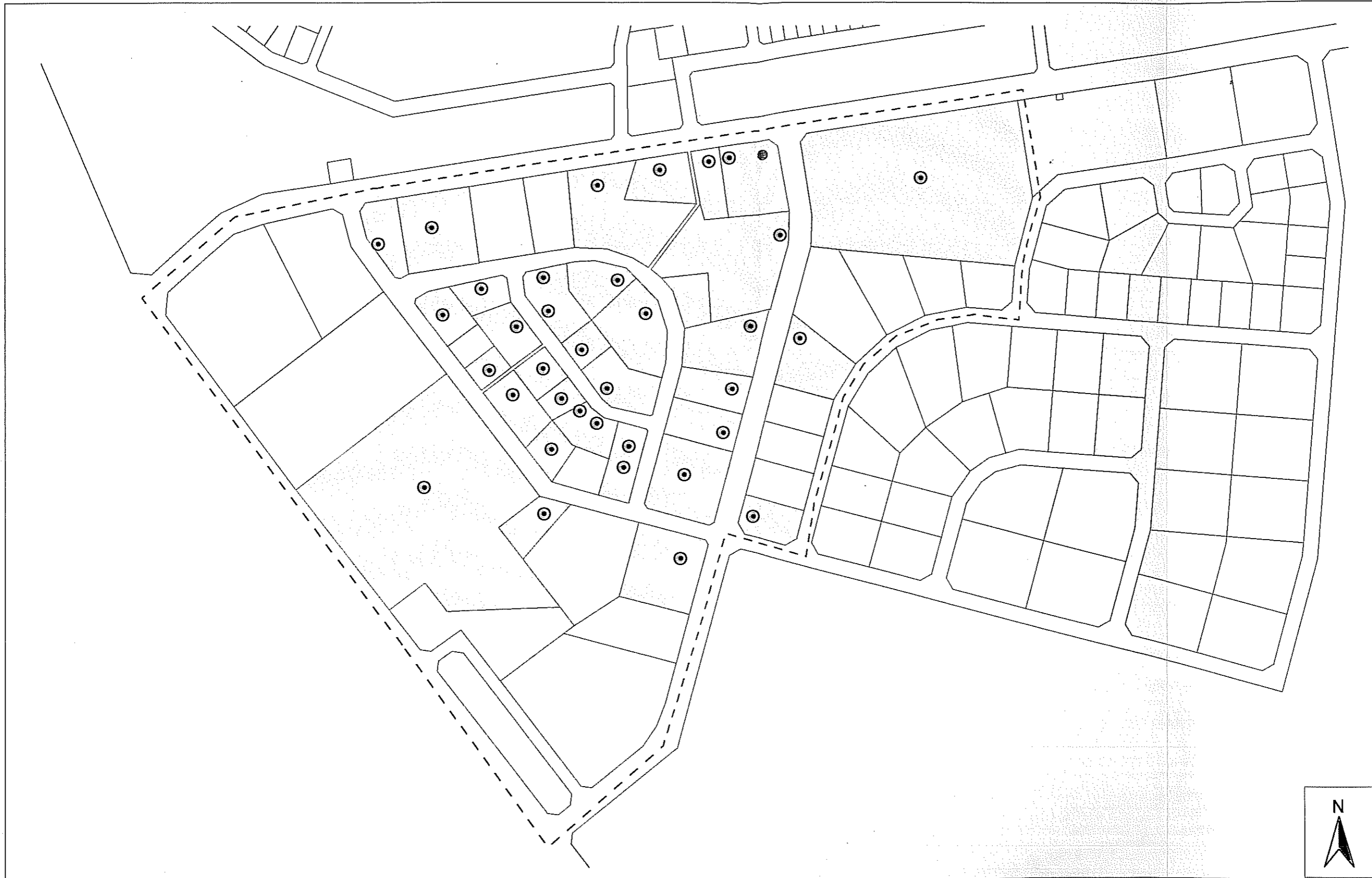
SCALE 1:5 000

RUNDU
STRUCTURE
PLAN

BUSINESS
SURVEY
REPORT

LEGEND

- - - - - Appox. boundary of developable industrial area
- Retail
- ⊙ Industrial manufacturing warehouse
- Developed industrial even



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MAP NO

2.3

DRAWING TITLE:

LOCATION OF INFORMAL BUSINESS IN KASOTE

SCALE 1:15 000

RUNDU
STRUCTURE
PLAN

BUSINESS
SURVEY
REPORT

LEGEND

▲ Service industries

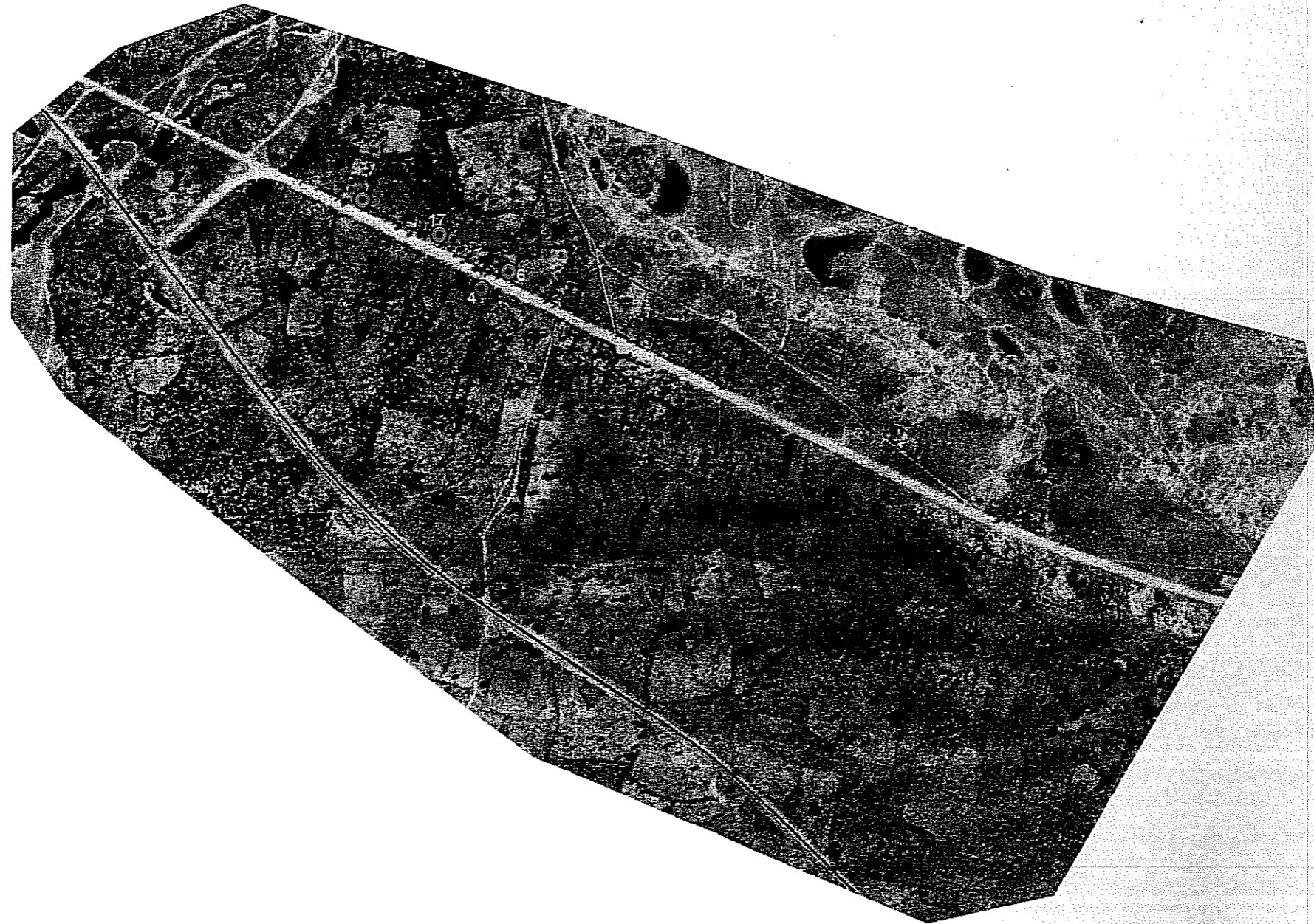
■ Shop

● Cuca shop

⊙ Market place

3 Number of stalls

(No number
means one stall
only)



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MAP NO
2.4

DRAWING TITLE:
LOCATION OF INFORMAL BUSINESS IN SAUYEMWA

SCALE 1:15 000

RUNDU
STRUCTURE
PLAN

BUSINESS
SURVEY
REPORT

LEGEND

- ▲ Service industries
- Shop
- Cuca shop
- ⊙ Market place
- 3 Number of stalls
(No number means one stall only)



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MAP NO

2.5

DRAWING TITLE:

LOCATION OF INFORMAL BUSINESS IN KEHEMU

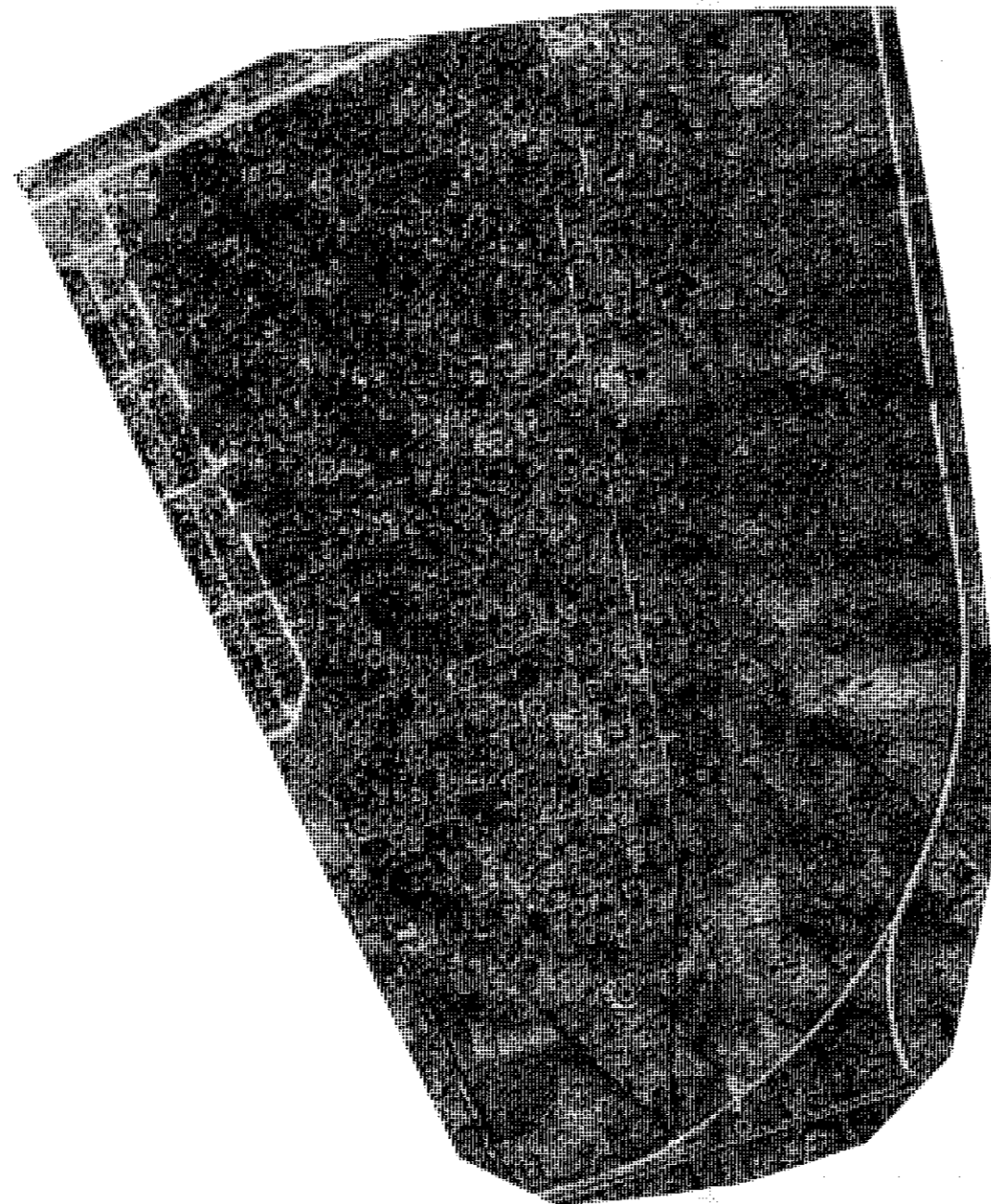
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RUNDU
STRUCTURE
PLAN

BUSINESS
SURVEY
REPORT

LEGEND

- ▲ Service industries
- Shop
- Cuca shop
- Market place
- 3 Number of stalls
(No number means one stall only)



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MAP NO
2.6

DRAWING TITLE:
LOCATION OF INFORMAL BUSINESS IN KAISOSI

SCALE 1:15 000

RUNDU
STRUCTURE
PLAN

BUSINESS
SURVEY
REPORT

LEGEND

- ▲ Service industries
- Shop
- Cuca shop
- ⊙ Market place
- 3 Number of stalls
(No number means one stall only)

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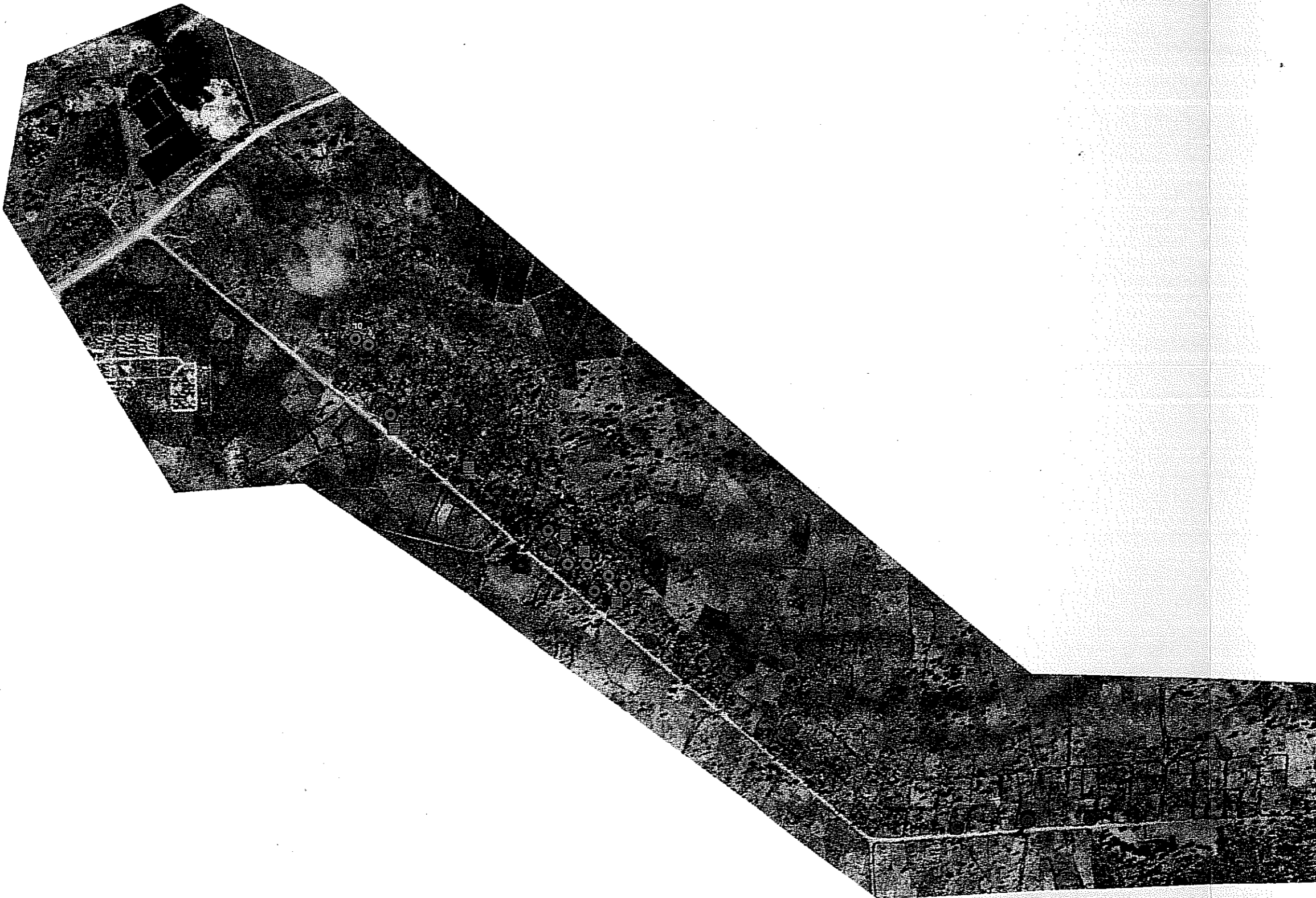
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THE MUNICIPALITY OF RUNDU
RUNDU TOWN COUNCIL

RUNDU TOWN COUNCIL

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MAP NO

2.7

DRAWING TITLE: LOCATION OF INFORMAL BUSINESS IN NDAMA AND DONKERHOEK

SCALE 1: 15 000

RUNDU
STRUCTURE
PLAN

BUSINESS
SURVEY
REPORT

LEGEND

- ▲ Service industries
- Shop
- Cuca shop
- ⊙ Market place
- 3 Number of stalls
(No number means one stall only)

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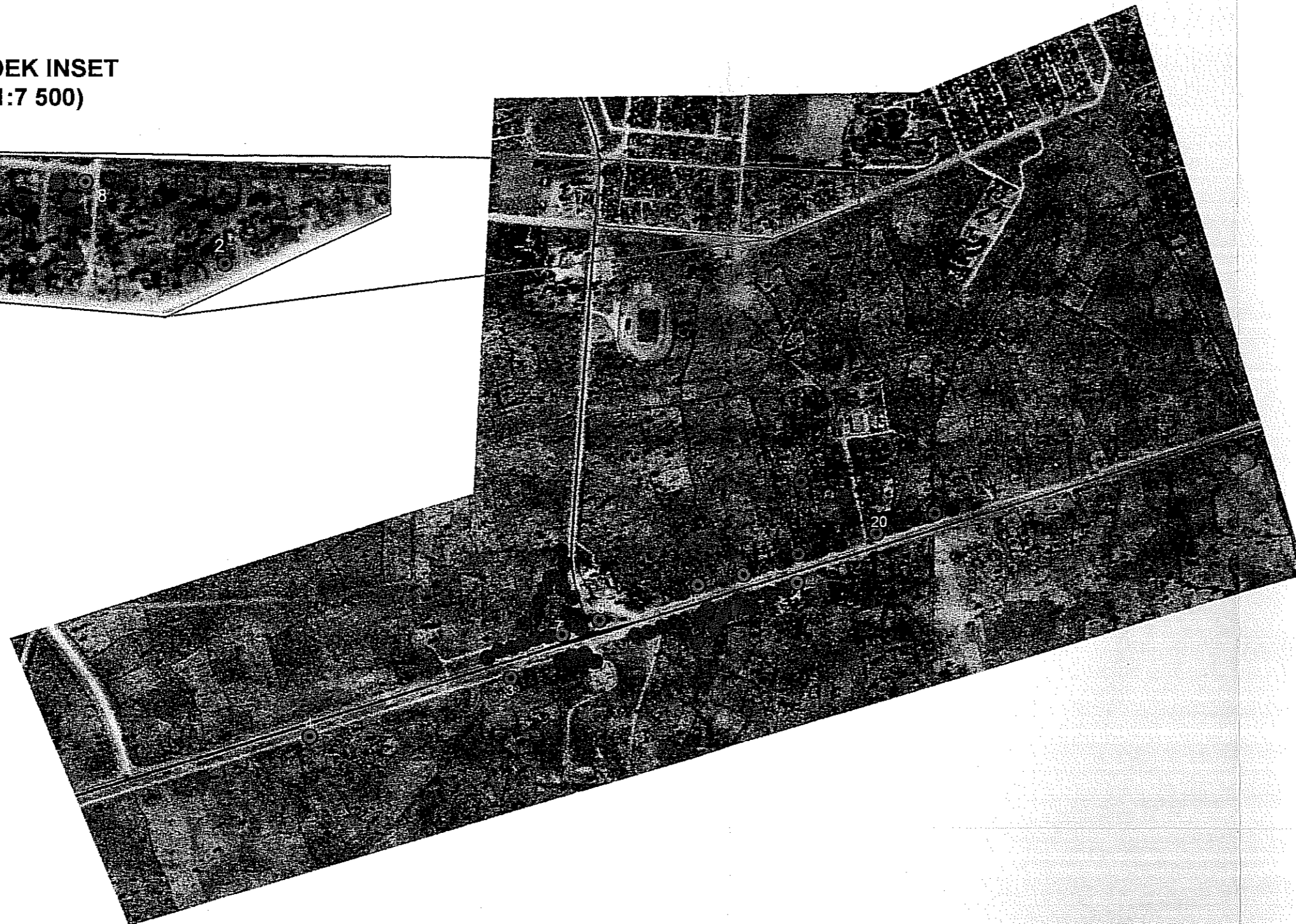
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AUG '99



DONKERHOEK INSET
(SCALE 1:7 500)



(1)

SURVEY RESULTS: BUSINESS AND INDUSTRIAL AREAS

1. BUSINESS CHARACTERISTICS

1.1.1 Data Table

Table 1.1: Rundu Business Characteristics

ATTRIBUTES	FORMAL BUSINESS (88)	FORMAL INDUSTRY (26)	INFORMAL BUSINESS (603)	TOTAL (717)
YEAR ESTABLISHED				
1995-1999	38 (60%)	7 (33%)	322 (55%)	367 (55%)
1990-1994	9 (14%)	8 (37%)	158 (27%)	175 (26%)
1985-1989	7 (11%)	2 (10%)	64 (11%)	73 (11%)
1980-1984	3 (5%)	1 (5%)	35 (6%)	39 (7%)
BEFORE 1980	6 (10%)	3 (15%)	-	9 (1%)
NO RESPONSE	25	5	24	54
TOTAL	88	26	603	717
BUSINESS CLASS				
Registered company	35 (41%)	5 (12%)	-	40 (6%)
Sole proprietorship	34 (40%)	14 (54%)	603 (100%)	651 (91%)
CC	5 (6%)	2 (8%)	-	7
Partnership	5 (6%)	2 (8%)	-	7
Other	6 (7%)	3 (8%)	-	9
No response	3	-	-	3
TOTAL	88	26	603	717
MANAGEMENT				
Owner managed	31 (36%)	15 (58%)	360	406
Employee managed	54 (54%)	11 (42%)	243	308
TOTAL	88	26	603	717
Branch office	38 (45%)	3 (12%)	-	-
One-of office	47 (55%)	23 (88%)	-	-
TOTAL	88	26	-	-
PREMISES				
Owned	32 (38%)	13 (50%)		
Leased	53 (62%)	13 (50%)		
TOTAL	88	26		
Temporary structure	-	-	211 (35%)	211 (29%)
Permanent structure	88 (100%)	26 (100%)	146 (24%)	260 (36%)
Open structure	-	-	246 (41%)	246 (35%)
TOTAL	88	26	603	717

1.1.2 Formal Business

Of the 88 formal businesses surveyed, over 80% are either registered companies (41) or sole proprietorships (40). The remainder are partnerships, CC's or parastatals. A third are owner managed and some 55% are "one-of" businesses as opposed to branches of larger regional or national operations. The majority of businesses (62%) operate from leased premises. Most of businesses (74%) have been established since 1990, with 60% being less than 5 years old. Only nine businesses are operating under original ownership since before 1980.

1.1.3 Industry

Over half (54%) of the 26 industrial businesses surveyed are sole proprietorships, with only five being registered companies. Fifty-eight percent are owner managed and all but 3 are "one-of" operations. The split between

owned and leased premises is exactly 50/50. Again, some 70% of industrial business have been established since 1990, but a fifth are more than 20 years old.

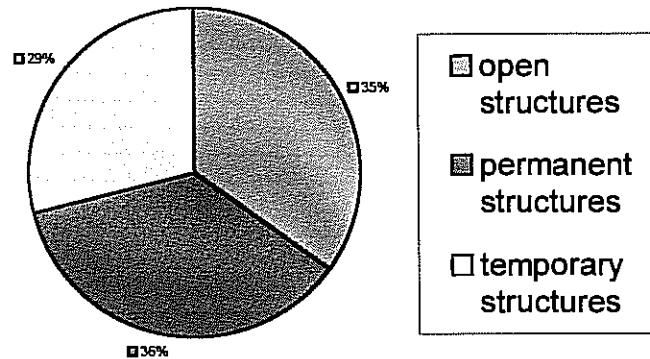
1.1.4 Informal Business

All informal businesses surveyed are sole proprietorships with over 60% being owner managed one-person operations. The vast majority (82%) have established since 1990 and none were in operation before 1980.

1.1.5 Summary

The overwhelming majority of business operations in Rundu fall into the "informal" sector of the economy, with some 64% operating out of temporary or open structures. Overall, only 45 out of 717 (6%) businesses trade from premises which are owned by the business. Over 90% of business in Rundu trade as a "sole proprietorship".

Figure 1.1: Nature of Trading Structures



1.2 TYPE OF ACTIVITIES

1.2.1 Data Table

Table 1.2: Type of Activities

TYPE OF ACTIVITIES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
Clothing	19	1	53	73
Shoes	15		29	44
Supermarket	11			11
Financial/banking	11			11
Electronic goods	10			10
Hardware	10			10
Furniture	8			8
Elec/electronic repairs	7	3	12	22
Bar/club/entertainment	7		158	165
Electrical goods	6			6
Bottle store	6			6
Restaurant (excl non acc)	5			5
Garage/petrol filling station	5			5
Books/stationery	5			5
Wholesale/warehouse	5			5
Bags	4			4
Vehicle spares/accessories	3			3
Take-away foods	4		357	361
Cosmetics	3			3
Tea room	3			3
Video hire	3			3
Wheel & Tyre	2	1		3
Fabric/Textiles	2			2
Catering	2			2
Butchery	2			2
Hairdresser	2			2
Timber		1		1
Transport/courier	1	1		2
Abattoir/meat processing		1		1
Mechanical service & repair	1	4		5
Concrete products		3		3
Furniture/joinery		3		3
Welding/metawork	1	5	12	18
Motor vehicle repairs/spares	2	8	35	45
Auto electrician		2		2
Panel beating	1	6		7
Civil & building construction		4		4
Recycling		2		2
Scrap yard		1		1
Bakery	1	1		2
Shabeen			205	205
General goods	1		105	106
Shoe repair			6	6
Accommodation	1			1
Camping equipment	1			1
Industrial/tools	1			1
Vehicle retail	2			2
Kitchenware	1			1
Tourist services	1			1
Craft/curios	2			2
Security services	1			1
Tailor/sewing	1			1
Dry cleaner	1			1
Formal open market	1			1
Watch repairs	1			1
Refrigeration/air con	1			1
Milling	1			1
Photo developers	1			1
Office machines	1			1

1.2.2 Formal Business

The 88 operations which occupy the formal business sector of town represent by far the widest range of business activities. Those retail activities which compete most for business (those with six or more separate outlets) are in the line of clothing, shoes, supermarkets, financial and banking services (two banks), electrical goods, electronic repairs, hardware furniture, bottle stores and bars/clubs offering entertainment. Other important businesses are related to restaurants and fast foods, garages & vehicle repairs, stationery & books, wholesale warehousing and bags & clothing accessories. A total of 49 business activities were listed during the survey of the 88 business outlets in the formal business area of Rundu.

1.2.3 Industry

The industrial area survey recorded seventeen industrial activities undertaken by the 26 outlets in Rundu's industrial area. The most common activities, with six or more separate outlets, include motor vehicle repairs, panel beating, welding and metal work. Other important industries include mechanical servicing and repairs, electrical repairs, concrete and timber products (including joinery and wood carving).

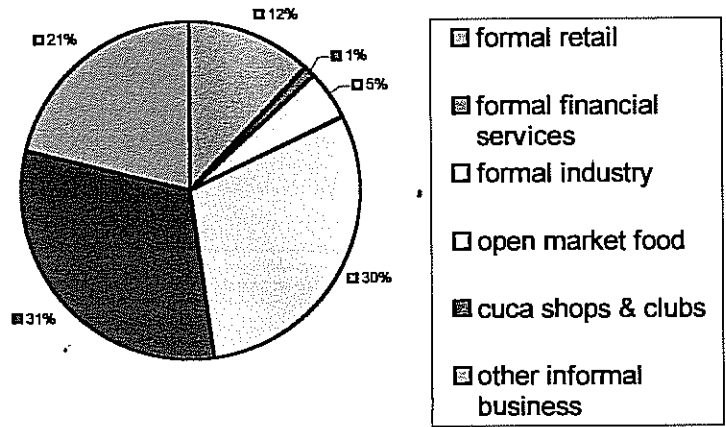
1.2.4 Informal Business

Informal business in Rundu is dominated by open markets offering take-away foods, general goods, clothing and shoes. Some 58% of all informal business falls into this category. The more permanent structures are generally used as shabeens, bars and clubs and this use represents 38% of informal business activity. The remaining informal activities lie in the service industrial sector, with electrical & electronic repairs, vehicle repairs, panel beating and welding being the main contributors.

1.2.5 Summary

In terms of business activities, Rundu is dominated by small turnover informal retailers. Only 18% of business activity lies in the formal sector in the fields of retail (12%), industry (5%) and financial services (1%). See figure 1.2. Informal business can be split roughly into three main categories, open markets selling food (30%), cuca shops and clubs (31%) and other informal business (21%). It is important to note that this breakdown reflects the number of individual business units and bears no relationship to the turnover or payroll, which is described in Section 1.4.

Figure 1.2: Types of Business Activity



1.3 EMPLOYMENT AND TRAINING

1.3.1 Data Table

Table 1.3: Employment and Training

ATTRIBUTES		FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
EMPLOYMENT					
Managers		102 (8)	31 (5)	603 (53)	736 (24%)
	% women	28%	6%	50%	45%
Supervisors		108 (2)	36 (5)	492 (44)	636 (21%)
	% women	57%	22%	49%	49%
Assistants		362 (28)	111 (17)	-	473 (15%)
	% women	45%	5%	-	36%
Workers		710 (55)	479 (73)	35 (3)	1224 (40%)
	% women	19%	7%	0%	14%
Total employment		1282	657	1130	3069
	% women	30%	7%	49%	32%
STAFF TRAINING SCHEMES					
None		33 (38)	8 (31)	603 (100)	644 (90)
On-the-job		38 (43)	12 (46)	-	50 (7)
Organised schemes		17 (19)	6 (23)	-	23 (3)
TOTAL		88	26	603	717

1.3.2 Formal Business

The 88 businesses employ a total of 1282 employees, of whom 30% are women. Of these 210 (17%) are in managerial or supervisory roles, 362 (28%) are in assistant roles and the majority of 710 (55%) are workers. As far as the provision of training to its workers is concerned, most businesses claim to give some sort of assistance in the form of organised schemes or on-the-job training. Only 38% admit to providing no organised training to its work force.

1.3.3 Industry

The 26 industrial operations interviewed employ a total work force of 657, of whom only 7% are women. Of these, 10% are in managerial or supervisory roles, 17% are assistants and the vast majority (73%) are workers. In this case, only 31% of respondents admit to providing no training for workers.

1.3.4 Informal Business

The 603 informal business concerns identified in the informal business survey provide slightly less "employment opportunities" than the 88 formal businesses. A total of 1130 jobs are created but of these, 603 are the owners or owner managers themselves. The remaining 527 (47%) are employees, with only 35 (3%) being considered as workers. The main difference with the formal sector is clearly that while the majority of informal sector businesses are one or two

person owner managed operations, formal and industrial business employ an average of 17 persons per firm.

Just on half of informal business involves women, compared to 30% for formal business and 7% for industry. None of the informal business are involved in employee training of any kind.

1.3.5 Summary

The total number of jobs existing in the business sectors of Rundu is 3069, of which 1282 (42%) are in the formal sector, 657 (21%) are in the industrial sector and 1130 (37%) are in the informal sector (see figure 1.3). A third of these job opportunities (982) are taken up by women. The breakdown of the 3069 jobs between the different employment categories is as follows (see figure 1.4)

Managerial	:	736	(24%)
Supervisory	:	636	(21%)
Assistant	:	473	(15%)
Worker	:	1224	(40%)

Figure 1.3: Employment by Business Sector

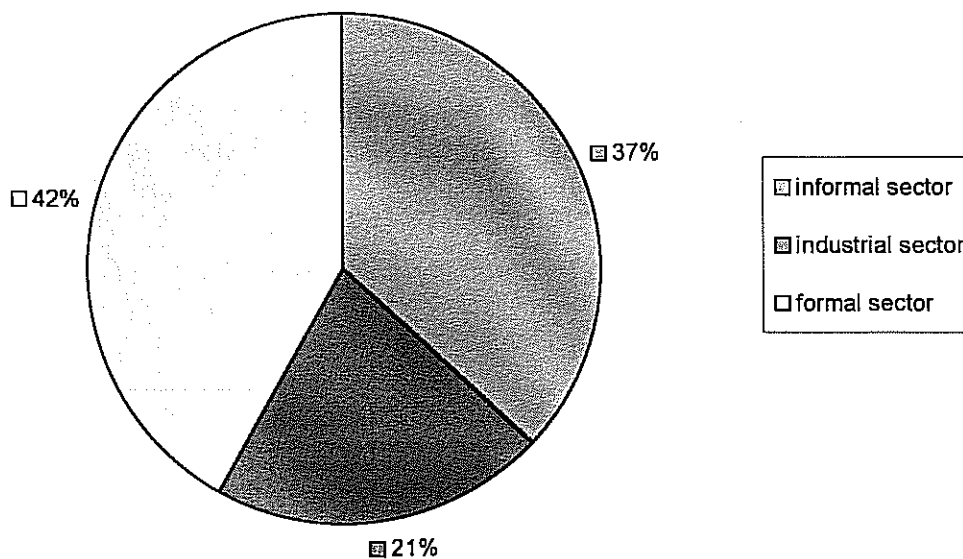
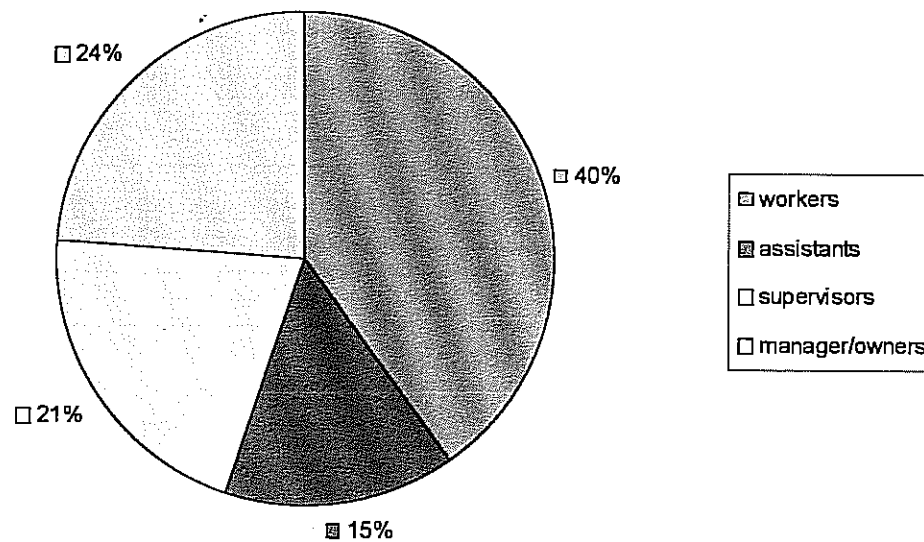


Figure 1.4: Employment by Business Category



Total Jobs: 3069

Some 40% of the 3069 employees have access to in-house or formal training schemes promoted by their firms. None of these fall within the informal business sector.

1.4 TURNOVER AND PAYROLL

1.4.1 Data Tables

Table 1.4: Turnover

ATTRIBUTES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
ANNUAL TURNOVER (N\$)				
Firms turning less than 10 000	3 (3)	1 (4)	515 (85)	519 (72)
Firms turning 10 000 – 100 000	15 (17)	3 (13)	76 (13)	94 (13)
Firms turning 100 000 – 500 000	20 (23)	10 (38)	12 (2)	42 (6)
Firms turning 500 000 – 1 000 000	12 (14)	4 (15)	-	16 (3)
Firms turning 1 000 000 – 5 000 000	22 (25)	4 (15)	-	26 (4)
Firms turning 5 000 000 – 10 000 000	7 (8)	4 (15)	-	11 (2)
Firms turning more than 10 000 000	6 (7)	-	-	6 (2)
No response	3 (3)	-	-	3
TOTAL	88	26	603	717
TOTAL TURNOVER CALCULATION				
Est total for responding firms	N\$ 225 000 000	48 170 000	10 270 000	
Est average per firm	N\$ 2 640 000	1 850 000	17 000	395 000
Est total for all firms	N\$ 229 620 000	48 170 000	10 270 000	
SAY	N\$ 230 000 000	50 000 000	10 000 000	290 000 000

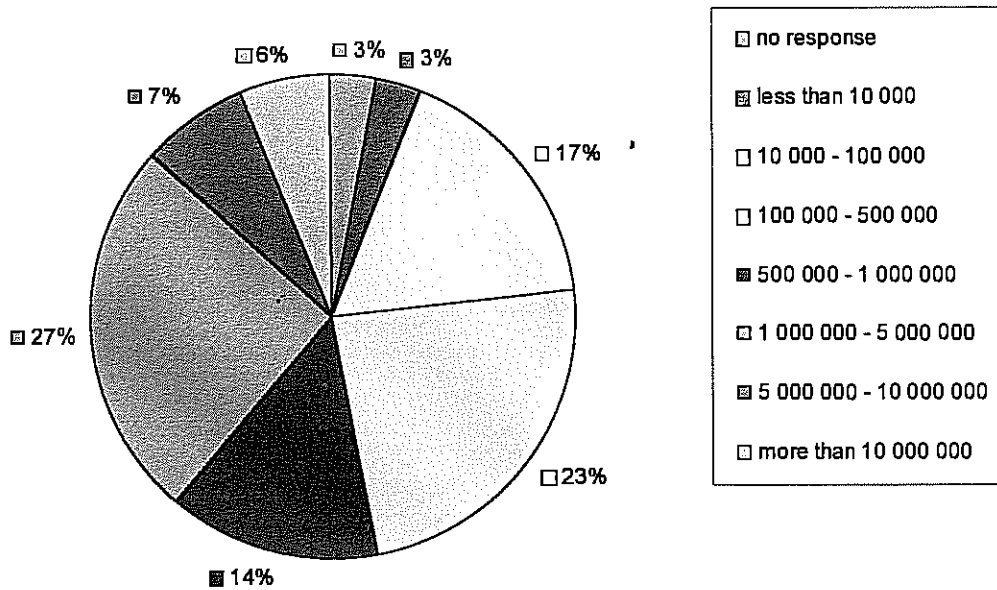
Table 1.5: Payroll

ATTRIBUTES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
ANNUAL PAYROLL N\$				
Payroll less than 10 000	8	6	300	314
Payroll 10 000 – 100 000	37	9	23	69
Payroll 100 000 – 500 000	28	9		37
Payroll 500 000 – 1 000 000	9	1		10
Payroll 1 000 000 – 5 000 000	3	1		4
Payroll 5 000 000 – 10 000 000	-	-		
payroll more than 10 000 000	-	-		
No response	3	-	280	283
TOTAL	88	26	603	717
TOTAL PAYROLL CALCULATION				
Est total for responding firms	N\$ 26 255 000	6 975 000	2 781 000	
Est average per firm	N\$ 309 000	268 000	8 600	54 400
Est total for all firms (SAY)	N\$ 27 000 000	7 000 000	5 000 000	39 000 000
Total employment	1 282	657	1 130	3 069
Ave annual wage	21 100	10 700	4 500	12 700
Ave monthly wage	1 750	890	375	1 060

1.4.2 Formal Business

The majority of formal business (57%) support turnovers of less than N\$1 million per annum. A quarter of them have annual turnovers of between N\$1 and N\$5, while only 15% have turnovers above N\$5 million per annum. Based on this distribution, it is calculated that the total turnover of formal business in Rundu is approximately N\$230 million per annum, with the average for each of the 88 firms interviewed being N\$2.64 million per annum (see figure 1.5).

Figure 1.5: Annual Turnover of Formal Business



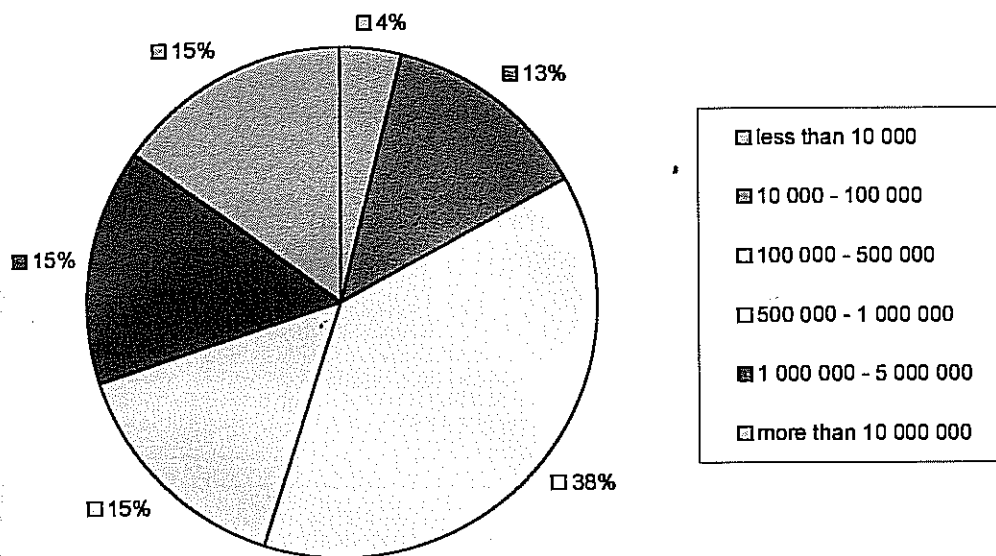
TOTAL ESTIMATED TURNOVER (88 BUSINESSES) N\$230 MILLION

The total estimated value of the annual payroll of the 88 formal businesses is N\$27 000 000. With the total employment in this sector being some 1282 workers, this calculates to an average wage of N\$21100 or N\$1 750 per month.

1.4.3 Industry

Formal industry in Rundu is much smaller than formal business, with 70% of operations having a turnover of under N\$1 million. Only 4 firms (15%) have an annual turnover which exceed N\$5 million. Based on this distribution, the annual turnover for formal industrial activity in Rundu is calculated at only N\$50 million, at an average per firm of N\$1.85 million (see figure 1.6).

Figure 1.6: Annual Turnover of Formal Industry



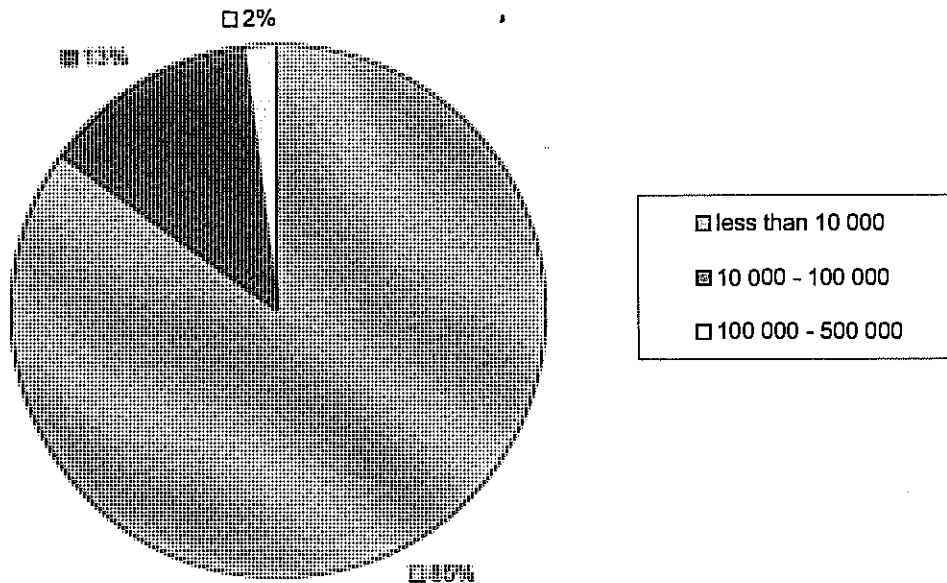
TOTAL ESTIMATED TURNOVER (26 BUSINESSES) N\$50 MILLION

The estimated total value of the annual payroll for formal industry in Rundu is N\$7 million per annum for the 26 firms identified. The total employment in this sector has been estimated at 657, which calculates to an average annual wage of N\$10 700 or N\$890 per month.

1.4.4 Informal Business

Not surprisingly, there are no informal businesses in Rundu with annual turnovers above N\$500 000. The vast majority (85%) operate with annual turnovers which are below N\$10 000. Based on this distribution, it is calculated that the total turnover of informal business in Rundu is approximately N\$10 million per annum, with the average for each of the estimated 603 operations being N\$17 000 per annum (see figure 1.7).

Figure 1.7: Annual Turnover of Informal Business



TOTAL ESTIMATED TURNOVER (603 BUSINESSES) N\$10 MILLION

The total estimated value of the payroll of informal business is N\$5million. With the total employment in this sector being estimated at 1130, the average annual income calculates at N\$4 500 per annum or N\$375 per month.

1.4.5 Summary

The size of annual business turnover in Rundu is estimated to be N\$290 million per annum, which works out to be approximately N\$400 000 per firm. Contributions to this total are made up as follows: (see figure 1.8)

Formal business	:	N\$230 million
Formal industry	:	N\$50 million
<u>Informal business</u>	:	<u>N\$10 million</u>
TOTAL	:	N\$290 million

The vast majority of businesses (85%) operate with annual turnovers of under N\$100 000. Most of the business value is derived from the 43 firms (7%) which

achieve turnovers of over N\$1 million per annum. Only six firms have turnovers above N\$10 million.

Figure 1.8: Total Turnover of Business in Rundu

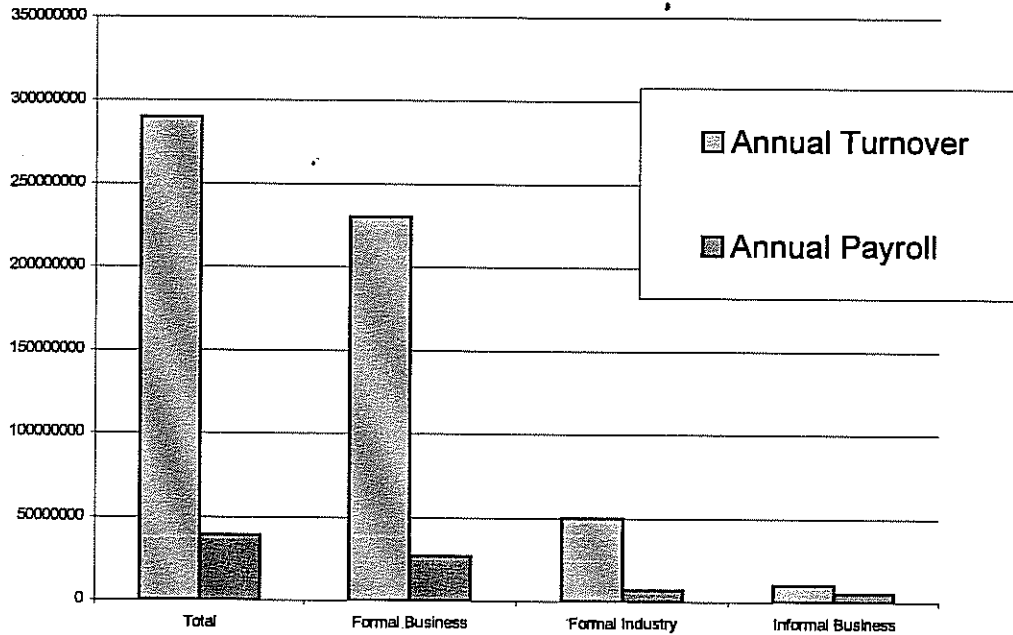
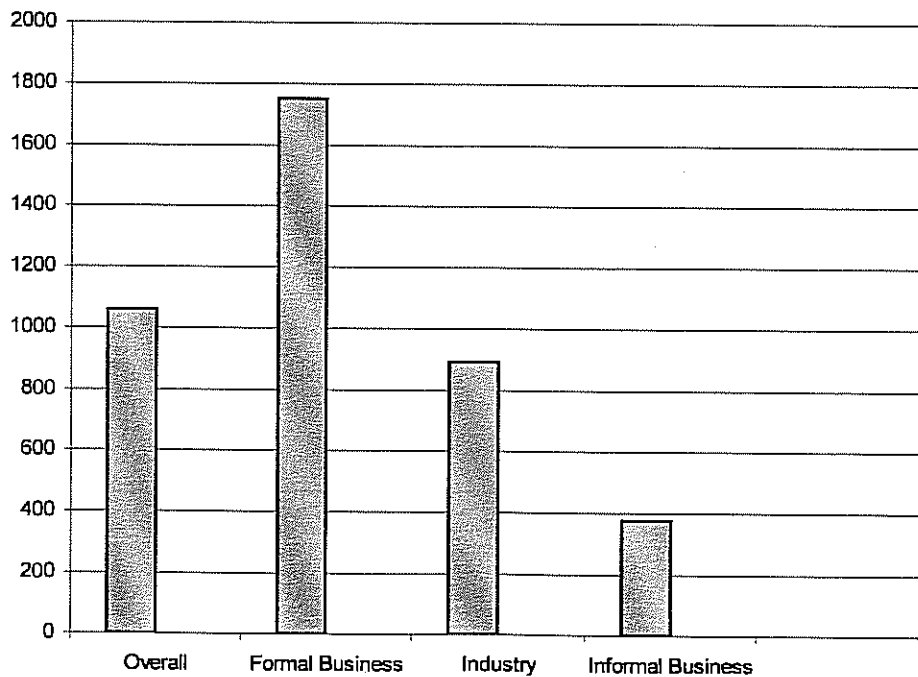


Figure 1.8: Average Monthly Income per Worker



The total payroll for all businesses in Rundu is estimated at N\$39 million, which is an average of N\$54 400 per firm. Contributions to this total are made up as follows: (see figure 1.8)

Formal business	:	N\$27 million
Formal industry	:	N\$7 million
<u>Informal business</u>	:	<u>N\$5 million</u>
TOTAL	:	N\$39 million

Based on a total number of employees in the above business sectors of 3069 workers, the average annual wage in Rundu's business sector is N\$12 700 per annum or N\$1 060 per month.

1.5 PERCEIVED LEVELS OF SATISFACTION WITH TOWN SERVICES

1.5.1 Data Tables

Table 1.6 : Satisfaction with Town Services (formal business and industry)

ATTRIBUTES		FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
WATER					
Ave cost/month/business N\$		802	613		760
Satisfied?	Yes	37	5		42
	No	40 (52)	16 (76)		56 (57)
Pay more?	Yes	25 (63)	6		31
	No	15	10 (67)		25 (55)
Reasons not satisfied					
Poor financial admin		11	3		14
Too expensive		6			6
Frequent breakdowns		35	16		51
Poor quality		12			12
SANITATION					
Satisfied?	Yes	65 (88)	9 (90)		74 (87)
	No	9	2		11
Pay more?	Yes	5 (55)	2 (100)		7 (64)
	No	4	-		4
Reasons not satisfied					
Frequent Breakdowns		8			8
Poor service (repairs)		3			3
No connection			2		2
ELECTRICITY					
Ave cost/month/business (N\$)		1 442	3 215		1 850
Satisfied?	Yes	64 (77)	15 (72)		79 (76)
	No	19	6		25
Pay More?	Yes	9	2		11
	No	10 (52)	4 (67)		14 (56)
Reasons not satisfied					
Too expensive		2			2
Frequent breakdowns		17	6		23
Current fluctuations		9	2		11
Slow repairs		4			4
Current not sufficient			1		1
REFUSE REMOVAL					
Satisfied?	Yes	29	2		31
	No	54 (65)	19 (90)		73 (70)
Pay more?	Yes	14	3		17
	No	40 (74)	16 (85)		56 (77)
Reasons not satisfied					
Service non existent		37	17		54
Service irregular		10	2		12
Service unreliable		10	2		12
Remove refuse themselves		8			8
TELEPHONE					
Ave cost/month/business N\$		1770	1470		1700
Satisfied?	Yes	73 (92)	14 (74)		87 (89)
	No	6	5		11
Pay more?	Yes	-	-		-
	No	6 (100)	5 (100)		11 (100)
Reasons not satisfied					
Problems during rain		13	1		14
Too expensive		2	-		2
Poor repair service		5	4		9

Table 1.7: Satisfaction with Town Service (informal business)

ATTRIBUTES		FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
WATER					
Services currently available					
None				59	
Communal tap				287 (48)	
Well/borehole				23	
River				6	
Own tap				181 (30)	
Other				18	
No response				29	
Satisfied?	Yes			275	
	No			328 (54)	
Desired improvements					
Own connection				82	
Communal tap				252	
No response				129	
Pay more?	Yes			275 (60)	
	no			187	
SANITATION					
Services currently available					
None – bush				240 (40)	
Pit				100 (17)	
Flush-sewer				53 (9)	
Other				176	
No response				34	
Satisfied?	Yes			111	
	No			492 (82)	
Desired improvements					
Flush toilet				316	
Other				176	
No response				70	
Pay more?	Yes			328 (54)	
	No			275	
ELECTRICITY					
Service currently available					
	Yes			158	
	No			445 (740)	
Satisfied?	Yes			187	
	No			416 (69)	
Connection wanted?	Yes			340 (56)	
	No			263	
Pay more?	Yes			275	
	No			328 (54)	
REFUSE REMOVAL					
Services currently available					
No service				304 (50)	
Occasional				94 (16)	
Regular				59 (10)	
No response				146	
Satisfied?	Yes			88	
	No			515 (85)	
Desired improvements					
Mun service required				299 (50)	
Bins to be provided				135	
Do not know				169	
Pay more?	Yes			270	
	No			333 (55)	

1.5.2 Formal Business

Of the main town services which support the efficient operation of business (water, sanitation, electricity, refuse removal and telephone), the formal business in Rundu are generally satisfied with three of the five. The two

services which are not regarded as satisfactory are water and, especially, refuse removal. The survey response to satisfaction to these five services may be summarised as follows:

Water

Just over half of respondents (52%) indicated general dissatisfaction with water supply in the town. The main reasons given, were frequent breakdowns in the system (over half of complaints), poor financial administration by the local authority and poor water quality. Some considered water tariffs to be too expensive (the average cost per formal business is (N\$800 per month), although 63% of unsatisfied customers indicated that they would be prepared to pay more for an improved service.

Sanitation

Nearly 90% of respondents are satisfied with the sewage disposal of the town. Those not satisfied cited frequent system breakdowns and poor maintenance and repair services from the local authority. Half of these complainants will pay more for an improved service.

Electricity

Seventy seven percent of respondents are satisfied with the supply of electricity to the town. The main problems listed were breakdowns in the supply and irregular current fluctuations which cause problems with computers and other electronic equipment. Only a few customers mentioned slow repair service and high costs as reasons for dissatisfaction. The average cost of electricity in the formal business sector is N\$1440 per business per month. Most businesses (52%) would not welcome an increase in tariff in order to facilitate an improvement in service.

Refuse Removal

This is by far the poorest service in Rundu, with 65% of respondents indicating that they are not satisfied with how this service is being delivered. Nearly 60% of complainants regard the service to be non-existent, while others rate it as irregular or unreliable. Only a quarter of unsatisfied customers would be prepared to pay more for improved refuse removal. This is because many see themselves as already paying for a service that they are not getting.

Telephone

Most customers (92%) are happy with the telephone service. The few unhappy customers cite slow response to installation and breakdown tasks and report that most technical problems occur during heavy rains. None of the customers are prepared to pay more for their service which currently averages N\$1770 per business per month in the formal business sector.

1.5.3 Industry

The formal industries also indicated that they were not satisfied with the water and refuse removal services which are provided by the local authority. In these cases, the level of dissatisfaction is higher than that found in the formal business area.

Water

Three-quarters of industry respondents are unhappy with water supply, citing frequent breakdowns in the system as the main problem. It would appear that there is, in fact, a bulk supply problem in the industrial area of Rundu which frequently fails, sometimes leaving the area with no water for several hours at a time. No complaints against the cost of water were recorded (the monthly average cost is N\$600 per month), although only 6 respondents indicated that they would be prepared to pay more if the service were to improve.

Sanitation

As was the case with formal business, 90% of industries in Rundu are satisfied with the sewage disposal system. The only complaints received were from businesses which, for some reason, were not connected to the town's sewer system.

Electricity

Industrial operations are slightly less satisfied with electricity supply than their formal business counterparts. Breakdowns, (especially during the rainy season), insufficient current and current fluctuations are the main problems listed. It seems that power interruptions affect the water pumps in the area and this further exacerbates the water supply problems referred to above. The average cost per business for electricity is N\$3200, which is more than twice that for the formal business area.

Refuse Removal

A full 90% of industrial respondents are dissatisfied with the town's refuse removal service. Most state that the service is actually non-existent and that they are forced to remove their own refuse. Since they are charged a fee for a non-service, 85% of complainants will not agree to pay more in order to reinstate the service.

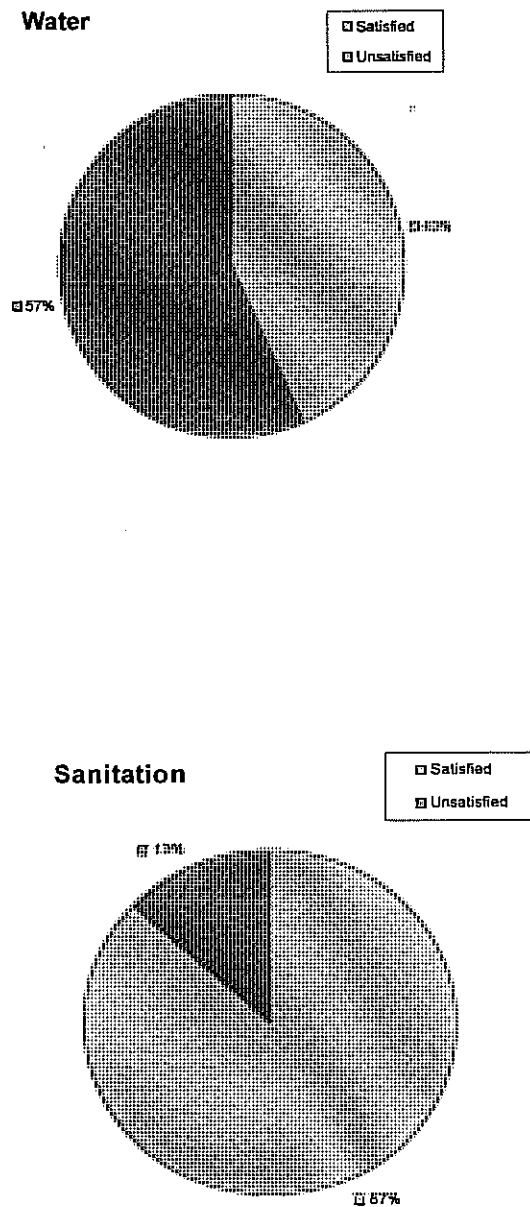
Telephone

Three quarters of industrial respondents are satisfied with telephones, for which they pay an average of N\$1470 per month for the service. The only complainants concern installations and repairs by Telecom which are considered to take too long, especially during the rainy season.

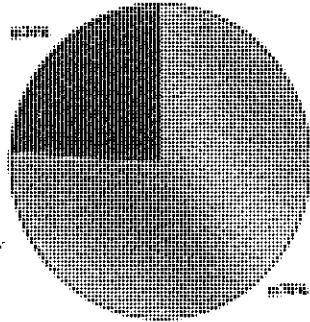
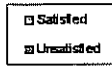
1.5.4 Summary – Formal Business and Industrial Areas

In the formal business and industrial sectors of Rundu, all five of the above town services are supplied. Business owners are most satisfied with the telephone service (89%) and sanitation services (87%), while they are at least satisfied with refuse removal (30%) and water supply (42%). The satisfaction levels for all five services are shown in figure 1.9.

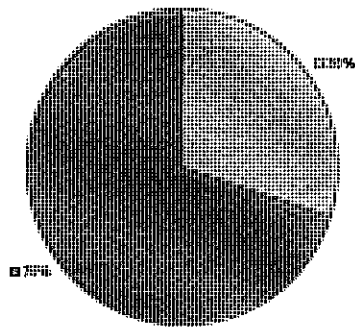
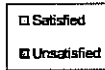
Figure 1.9: Service Satisfaction Levels In Formal Business And Industrial Areas



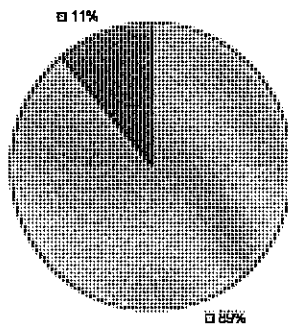
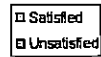
Electricity



Refuse Removal



Telephone



1.5.5 Informal Business

One of the main differences in characteristic between formal and informal business areas is the level of town services which are available. Many of the informal businesses receive none of the normal services. This is a disadvantage, but it is the fact that these businesses incur no service costs which makes it possible for them to operate. Most respondents indicate that they are not satisfied with their lack of services and wish these to be upgraded, but the majority are not willing or able to increase what they are currently paying. Levels of satisfaction for the main services found in informal areas are discussed below. (see figure 1.10).

Water

About 30% of informal businesses claim to have their own private water tap, while a further 50% have access to a nearby communal water point. The remainder must rely on local wells or boreholes or collect water from the river. Just under half of the respondents (46%) are satisfied with this situation. Those who are not satisfied would accept a communal tap, with only 82 (24%) of them demanding an individual connection. Sixty percent of dissatisfied respondents say that they would be prepared to pay for an improved service.

Sanitation

Only 26% of informal businesses claim access to a formal toilet linked to the town's sewer or constructed over a pit latrine. Forty percent have no toilet at all. Naturally, a high proportion of these business owners (82%) are unhappy with their sanitation conditions and have indicated high aspirations to own a private flush toilet. However, only 54% of those wanting flush toilets have indicated a willingness or ability to pay more for such facilities.

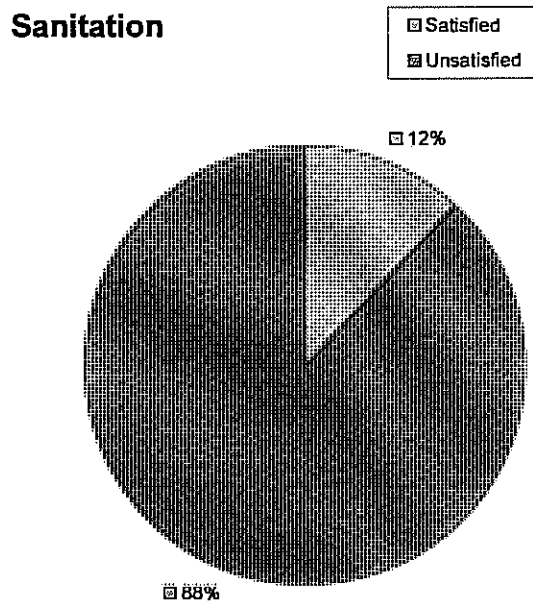
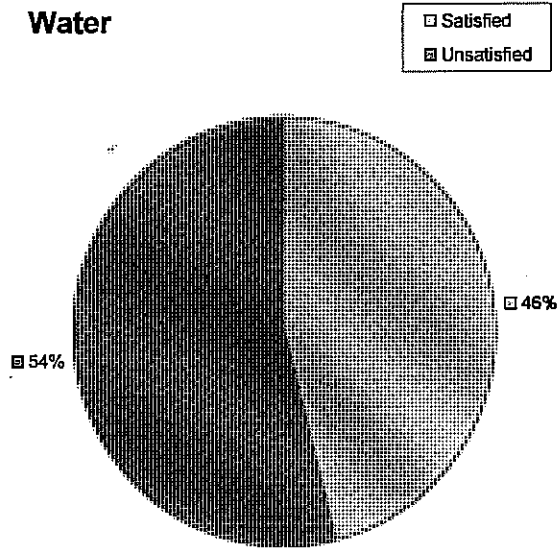
Electricity

A quarter of informal businesses are connected to electricity supply. Of those not connected, 56% wish to be connected, and 46% say that they would be able and willing to pay the costs involved.

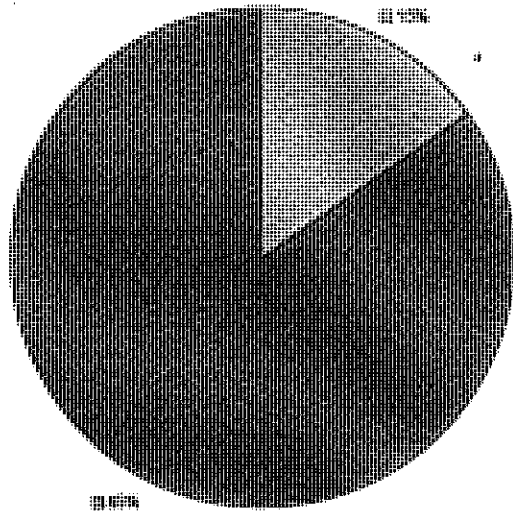
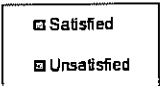
Refuse Removal

Eighty five percent of informal businesses are dissatisfied with the system of refuse removal in their areas. Half claim that no removal service exists at all. It seems that even the provision of refuse bins would be considered a big step forward. Less than half of complainants would be prepared to pay more for an improved refuse removal service.

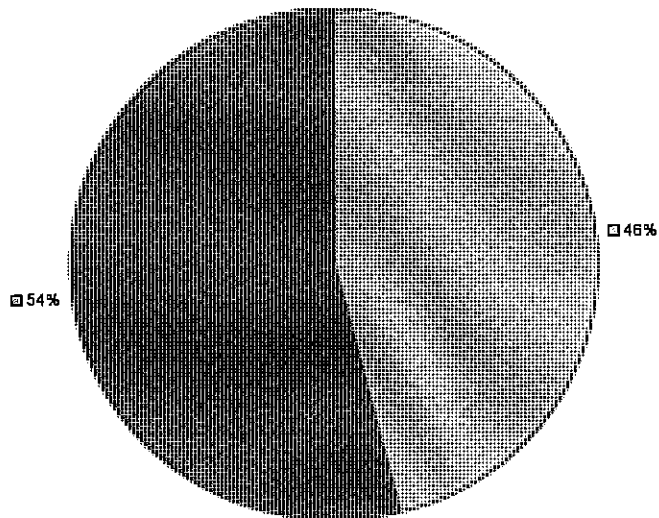
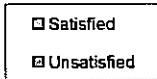
FIGURE 1.10: SERVICE SATISFACTION LEVELS IN INFORMAL BUSINESS AREAS



Refuse removal



Electricity



1.6 INPUT TO RUNDU BUSINESS

1.6.1 Formal Business

Table 1.8: Frequency and Source of Business Inputs (Formal Business)

INPUT ITEM	FREQUENCY	SOURCE				
		RUNDU	N/NAMIBIA	WINDHOEK	RSA	OTHER
Groceries	21	5	3	11	2	-
Clothes	18	-	-	2	12	4
Shoes	14	-	1	1	9	3
Liquor	14	9	-	5	-	-
Soft drinks	11	7	1	3	-	-
Furniture	9	-	-	2	6	1
Motor spares/accessories	9	1	2	5	1	-
Fruit & vegetables	8	-	2	2	4	-
Meat	8	5	2	1	-	-
Toys/gifts/bags	7	-	1	1	4	1
Mechanical parts & products	7	3	-	3	1	-
Stationery/books	6	-	1	2	3	-
Electrical appliances & parts	5	1	1	3	-	-
Electronic goods	5	-	-	2	2	1
Hardware	4	-	-	-	4	-
Cash/money	4	1	-	3	-	-
Fuel/petrol/lubricants	4	1	1	2	-	-
Material/fabric	4	-	-	1	3	-
Sugar/flour/wheat/rice/oil etc	3	-	2	-	1	-
Cosmetics	3	-	-	1	2	-
Curios	3	1	-	1	1	-
Cleaning materials	2	1	-	1	-	-
Kitchenware	2	-	-	1	1	-
Tyres & tubes	2	1	1	-	-	-
Body parts	2	1	-	1	-	-
Paint	2	-	1	1	-	-
Videos	2	-	-	-	2	-
Chemicals/photographic paper	1	-	-	1	-	-
Pharmaceuticals	1	-	-	-	1	-
Keys	1	-	-	1	-	-
Linen/cutlery/crockery	1	-	-	1	-	-
Fish	1	-	-	-	-	1
New vehicles	1	-	-	-	1	-
Steel	1	-	-	1	-	-
Wood/timber	1	1	-	-	-	-
TOTALS		38 (20)	19 (11)	59 (32)	60 (32)	11 (5)

The 21 items imported most frequently to Rundu for the purpose of retail or otherwise processing by formal business operations are (in order of importance):

- Groceries
- Clothes
- Shoes
- Liquor
- Soft drinks
- Furniture
- Motor spares and accessories
- Fruit and vegetables
- Meat

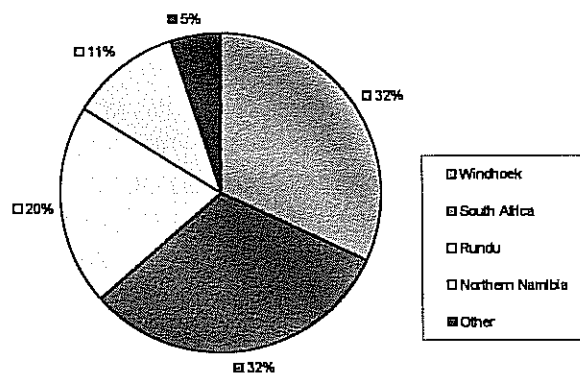
Toys, gifts and bags
 Mechanical parts and products
 Stationery and books
 Electrical appliance and parts
 Electrical goods
 Hardware
 Cash/money
 Fuel, petrol and lubricants
 Material and fabric
 Sugar, wheat, flour, rice, oil etc
 Cosmetics

Most of these items are simply inputs into retail businesses and are sold without further processing. In a few cases, the inputs are used to add value through servicing or processing. The most common examples of value adding activities found in the formal business area of Rundu are:

- Servicing and repair of vehicles
- Meat processing for butchery products
- Servicing and repair of machinery
- Servicing and repair of electric and electronic goods
- Repair and manufacture of clothes (tailor)
- Bakery for bread and confectionery products

Although about 20% of business inputs are sourced locally from warehouse operations which import goods and market locally, the majority of formal businesses procure their materials directly from outside Rundu. Apart from timber and concrete products, nearly all raw materials for retail, servicing and manufacturing operations have to be imported. The main sources of business inputs are indicated in figure 1.11, below:

Figure 1.11: Formal Business: Source of Business Inputs



Northern Namibia includes, most commonly, Grootfontein, Tsumeb, Oshakati, Oshikango, Otavi and Otjiwarongo. "Other" includes Walvis Bay, but usually refers to areas outside Namibia and South Africa.

1.6.2 Formal Industry

Table 1.9: Frequency and Source of Business Inputs (Industry)

INPUT ITEM	FREQUENCY	SOURCE				
		RUNDU	NNAMIBIA	WINDHOEK	RSA	OTHER
Motor parts & consumables	14	6	-	6	2	-
Steel	5	-	1	3	-	1
Cement	5	2	1	1	1	-
Sand/stone	5	4	1	-	-	-
Timber	4	3	-	1	-	-
Paint products	4	2	-	1	1	-
Electrical parts	3	1	-	2	-	-
Flour	2	-	1	1	-	-
Tyres	1	-	-	-	1	-
Body parts	1	-	-	-	1	-
Building materials	1	-	-	1	-	-
Clothing bales	1	-	-	1	-	-
Livestock	1	1	-	-	-	-
Bricks	1	1	-	-	-	-
TOTALS		20 (42)	4 (8)	17 (35)	6 (12)	1 (3)

The seven items most commonly used as inputs into industrial activities in Rundu are (in order of importance):

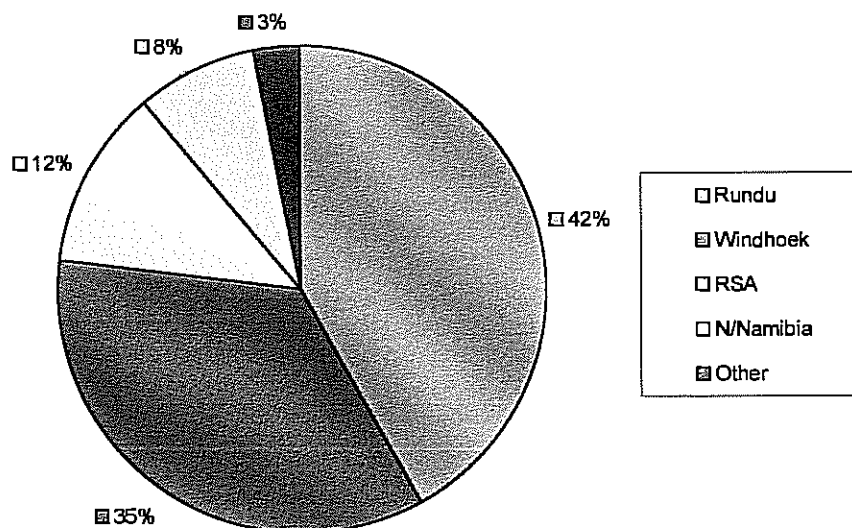
- Motor parts and consumables
- Steel
- Cement
- Sand and stone
- Timber
- Paint products
- Electrical parts

Most industries are involved in servicing, repair or adding value to existing items, goods and services. The most common industrial activities include:

- The servicing and repair of vehicles, pumps and machinery
- The manufacture of steel products, particularly for the motor, truck, engineering and for the building industry
- The manufacture of concrete products for the building industry and civil engineering tasks
- The manufacture and repair of timber products, especially the making of furniture and timber products for the building industry
- The spray painting of repaired vehicles and painting of buildings and civil structures
- The supply and repair of electrical goods, including motors, vehicles, appliances, air conditioners, refrigerators etc

Over 40% of industries procure their inputs locally in Rundu, especially for raw materials (sand, stone, timber, livestock) and high volume inputs such as motor parts, cement and paint. Most other items are imported directly from Windhoek (35%) and South Africa (12%). The main sources of industrial inputs are indicated in figure 1.12, below:

Figure 1.12: Industry: Source of Business Inputs



Although a high proportion of industries indicate that they are supplied from Rundu, it must be remembered that, for most parts and products, they are buying from warehousing operations which have themselves imported these from outside Rundu. Sand, stone, timber and livestock are the only truly local inputs into Rundu industry.

1.6.3 Informal Business

The most common inputs into informal sector business in Rundu are, in order of importance:

- Liquor
- Meat
- Clothing and shoes
- Traditional beer

Informal traders procure these items almost entirely from Rundu, either from local sources (eg meat and traditional beer) or from warehouse or retail operators in the formal business areas. Generally, informal traders make money by eliminating overheads and by adding small margins to locally

1.7 MARKETS FOR PRODUCTS

1.7.1 Data Table

Table 1.10: Rundu Markets

ATTRIBUTES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
MARKET SOURCE (ave %)				
Rundu	63%	60%	100%	94%
Kavango	32%	37%	-	5%
Namibia – outside Kavango	5%	3%	-	1%
GOVERNMENT DEPENDENCY				
Firms with 100% dependency	1	-	-	1
Firms with 75-99% dependency	1	4	-	5
Firms with 50-74% dependency	7	7	-	14
Firms with 24-49% dependency	5	3	-	8
Firms with 0-24% dependency	61	8	603	672
No response	13	4	-	17
TOTAL	88	26	603	717
Est total for responding firms NS	32 353 000	29 500 000	0	
Est ave per firm NS	430 000	1 340 000	0	
Est total for all firms NS	38 000 000	35 000 000	0	73 million
Dependency on state NS	38/230 million	35/50 million	0	73/290 million
% of turnover	16.5%	70%	0	25%

1.7.2 Formal Business

A very small proportion (5%) of Rundu's formal business is directed to markets which lie outside the Kavango region, with 63% of markets being restricted to the residents and businesses of Rundu itself. Essentially, formal business in Rundu involves the buying of goods and materials from outside the region and retailing these goods to customers living inside the town and region.

The total value of annual turnover attributed directly to the State is some N\$38 million for the 88 businesses located in the formal business area. This is some 16.5% of the total N\$230 million estimated turnover for these firms. As far as formal business is concerned, therefore, most firms are able to operate independently of state generated business.

1.7.3 Formal Industry

As with formal business, formal industry is also highly dependent on the Rundu and Kavango markets to provide its customers. Only 3% of customers are located outside the Kavango region.

A major difference between formal business and formal industry, however, is the very high dependency of the latter on the State as a customer. In terms of value, some N\$35 million of the total annual turnover of N\$50 million for Rundu's industries are generated from government contacts and government customers based in Rundu and its hinterland. These include contracts

financed through local and foreign NGO's and agents which are implemented on behalf of the state. In this regard, Lux Development plays a significant role, particularly in support of the local building industry.

1.7.4 Informal Business

Not surprisingly, informal business has an extremely localised market, with none of the operations interviewed claiming to serve customers outside Rundu itself. It is also true that there is no relationship (and therefore no dependency) between informal business and the State.

1.7.5 Summary

Of the overall 717 formal, industrial and informal businesses surveyed in Rundu, 94% rely on markets in Rundu itself, with 5% having markets within the Kavango region and only 1% having markets in the rest of Namibia. The numerical influence of the informal sector is clearly influential here.

Overall, the dependency on the State for business turnover is fairly high for the Rundu economy, where 25% of the annual turnover is linked to government contracts or customers.

Figure 1.13: Government Dependency: Formal Business

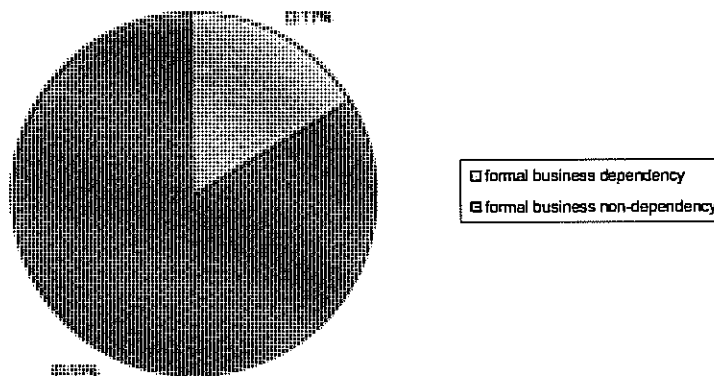


Figure 1.13: Government Dependency: Formal Industry

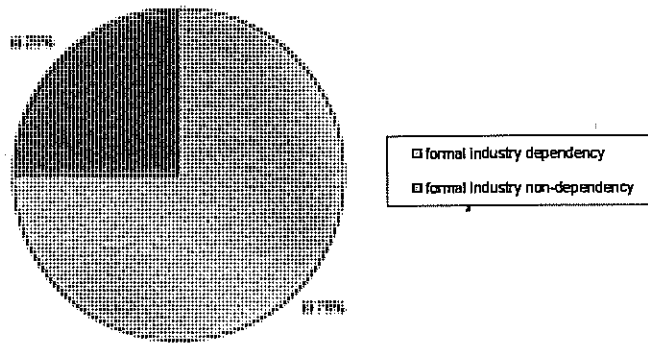


Figure 1.13: Government Dependency: Informal Business

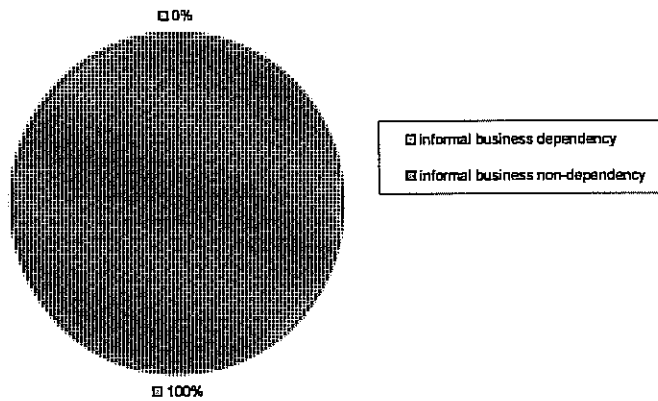
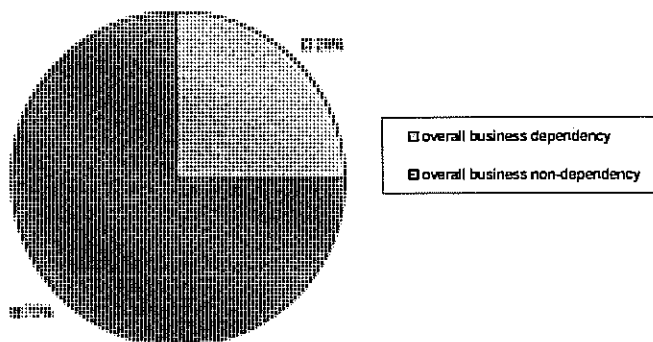


Figure 1.13: Government Dependency: Overall Business



1.8 CONFIDENCE IN RUNDU'S BUSINESS FUTURE

1.8.1 Data Table

Table 1.11: Confidence in Rundu's Future

ATTRIBUTES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
WHY RUNDU TO START BUSINESS?				
Local Resident	24 (25)	9 (35)	580 (96)	613 (85)
Nice place to live	4	1	-	5
Market Research	17 (18)	8 (31)	-	25 (3)
Market Opportunity	40 (42)	3	12	55 (6)
Service to the Community	11	1	-	12
Proximity to raw materials	-	1	6	7
No Response	-	3	5	8
ARE YOU SATISFIED?				
Yes	58 (77)	20 (77)	539 (89)	627 (88)
No	14	3	53	70
Don't know	6	3	11	20
RUNDU'S FUTURE FOR BUSINESS?				
Will improve	61 (69)	16 (62)	375 (62)	452 (63)
Will deteriorate	10 (11)	6 (23)	47 (8)	63 (9)
Stay the same	7 (8)	-	59 (10)	66 (9)
Don't know	10 (11)	4 (15)	122 (20)	136 (19)
PROBLEMS FOR BUSINESS				
Deterioration town services	1	1	-	1
The border is closed	4	-	-	4
Town council mismanagement	1	-	-	1
No manufacturing	2	-	-	2
Overtrading/stagnation	13 (54)	3 (60)	70 (60)	86 (59)
Cash loans & credit	3	-	-	3
Low skills levels	-	1	47	48 (33)
OPPORTUNITIES FOR BUSINESS				
Future markets in Angola	19 (27)	5 (26)	-	24
Trans Caprivi Highway	8	4	-	12
Natural market growth	18 (26)	5 (26)	205 (57)	228 (51)
Improving skills	1	-	-	1
Investor Confidence (inc. Gov. invest.)	24 (34)	4	152	180 (40)
Improvement in tourism	-	1	-	1
BUSINESS PLANS NEXT 5 YEARS				
Expand existing operation	26 (13)	-	252 (42)	282 (39)
Relocate or open second premises	9 (10)	6 (23)	117 (19)	132 (18)
Do other business activities	14 (16)	4	53 (9)	71 (10)
Scale down operation	2	-	-	2
Close down	4	-	23	27
Refurbish/upgrade	-	3	-	3
No plans	33 (38)	9 (35)	158 (26)	200 (28)

1.8.2 Formal Business

Sixty per cent of the formal business in Rundu was established as a result of market research undertaken or following the identification of a good market opportunity. Only 25% of formal business were started by local Rundu residence simply looking to start a business in their home town. The majority of owners and managers (77%) are satisfied with the way their businesses have performed.

Nearly seventy per cent of respondents believe that conditions for business will improve, indicating a high level of confidence in the future. Over half of all businesses (56%) have plans either to expand their existing operations or to relocate or open additional business premises within the next 5 years.

The main problem identified by the formal business is a condition of over-trading which has developed in certain market segments, especially in furniture, clothing and shoes. Other problems mentioned include the current closure of the border with Angola, the lack of manufacturing in the town, deteriorating town services and the recent proliferation of cash loans and easy credit which is eroding the disposable incomes of lower income employees.

Opportunities identified include the growing climate of investor confidence in the town by both the State and the private sector, (34%), the potential for an open trade border with Angola (27%) and the influence of additional trade which will follow from the opening of the Trans-Caprivi highway (26%).

From the survey results, it appears that respondents are more concerned about problems rather than opportunities. Whereas a total of 70 problems were referred to by the 88 owner/managers, only 55 opportunities were listed.

1.8.3. Formal Industry

Thirty per cent of industrial establishments have been set up by local Rundu residents wishing to do business in their home town, compared to only 25% who started their firms for the same reason in the formal business area. Some 40% reacted to market research or to business opportunities, compared to the 60% who established for this reason in the formal business area. Only one industrial operation considered that "proximity to raw materials" was the reason for locating in Rundu. Seventy-seven per cent of respondents are satisfied with the way their businesses have performed since establishing – exactly the same proportion as found in the formal business area.

Rundu's industries are slightly more pessimistic about the future of business in town, with 62% (compared to 69% in the formal business area) believing that conditions will generally improve in the future. Nevertheless, 54% have plans to expand their operations, relocate or to open a new business within the next 5 years.

In spite of being more pessimistic about the future, the industrial group found it easier to list opportunities than problems, finding existing over trading and stagnation in certain retail sectors as the only significant problem. Out of 26 respondents, only five problems were listed as opposed to 19 opportunities.

The four main opportunities identified were:

- Future markets in Angola
- Natural market growth
- Completion of the Trans-Caprivi highway
- High investor confidence

These are of roughly equal importance, with the potential for future tourism cited as a minor opportunity for industrial activity.

1.8.4 Informal Business

The business confidence of the informal sector is a lot simpler than that of formal business and industry. The overwhelming majority have been started by local residents looking to make a living from the local market, with nearly 90% indicating that they are happy with the way their businesses have performed since their establishment.

Confidence in the future is reasonably high, with 62% indicating that the future business environment in Rundu will improve in future, largely as a result of natural market growth and perceived investor confidence from both the government and the private sector. A relatively small proportion (8%) cited the opening of the Angola border or the Trans-Caprivi highway as opportunities which would impact significantly on their businesses in future.

The main business problems identified by the informal sector were over trading and stagnation (60%) and low skills levels among potential entrepreneurs. Nevertheless, some 70% of the 603 informal businesses identified are likely to expand, relocate or open up new businesses within the next 5 years. A very small portion (4%) indicated their intention to close down in the near future.

1.8.5 Summary

Some 88% of all businesses located in the formal, industrial and informal areas of town have indicated that they are satisfied with the way their businesses are performing, with over 60% believing that business conditions will continue to improve in future (see figure 1.14). Overall, nearly 70% of businesses have future plans to expand, relocate or branch out into new ventures within 5 years. Only 4% have made a decision to close down.

Figure 1.14: Predicted Future Status: Formal Business

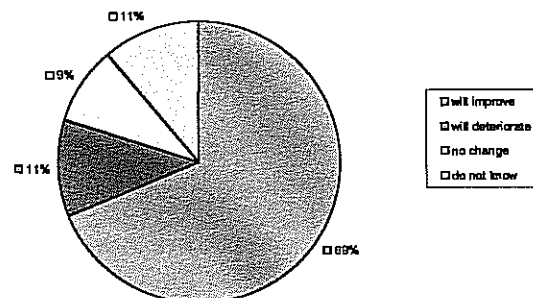


Figure 1.14: Predicted Future Status: Formal Industry

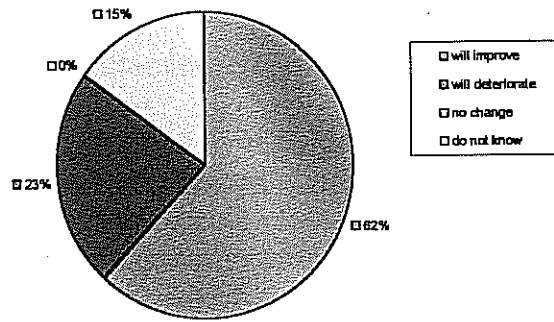


Figure 1.14: Predicted Future Status: Informal Business

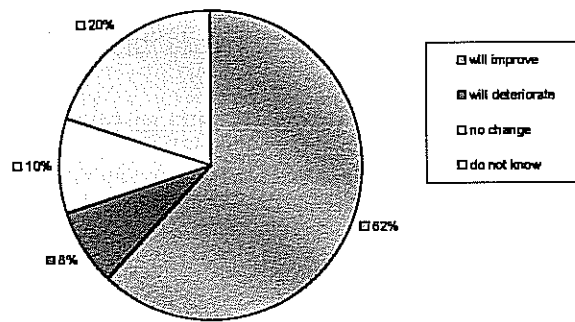
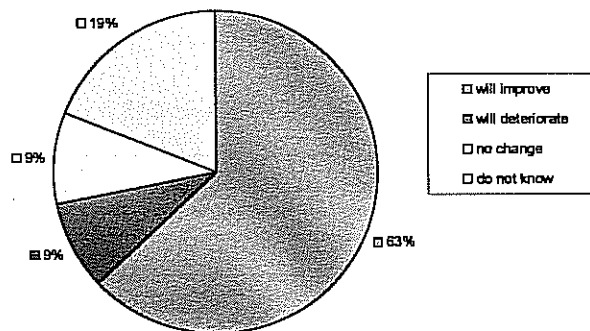


Figure 1.14: Predicted Future Status: Overall Business



The overall problems affecting business, in order of importance, are:

- Over trading and stagnation in certain sectors
- Low skills levels among potential entrepreneurs
- Current closure of the Angolan border
- Availability of cash loans and easy credit
- Lack of manufacturing
- Deterioration of town services and administration

The first two are of overwhelming importance.

The overall opportunities identified by business entrepreneurs and managers are as follows (the first two are of overwhelming importance):

- Natural market growth
- Investor confidence in Rundu from the government and private sector
- Potential future markets in Angola
- Potential from the completion of the Trans-caprivi highway
- Improving workforce skills
- Improvements in conditions for tourism

The weighted influence of the informal sector on the above overall results must be recognised.

1.9 ATTITUDES TO THE DECLARATION OF AN ECONOMIC PROCESSING ZONE (EPZ) IN RUNDU

1.9.1 Data Table

Table 1.12: Perceived Benefits from EPZ Status

ATTRIBUTES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
Will the EPZ status benefit Rundu ?				
Yes	66(75)	20(77)		86(75)
No	1	1		2
Don't know	21(24)	5(19)		26(23)
Will the EPZ benefit your firm?				
Yes	36(41)	9		45(39)
No	4	12(46)		16
Don't Know	48(55)	5(19)		53(46)

1.9.2 Summary

Only formal businesses and industries were asked to comment on the likely impact of EPZ status on the town and on their businesses in particular. Some 75% agree that the EPZ will positively benefit business and industry in Rundu once the border is opened and the financial benefits can be freely implemented. There is little difference in response pattern between retailers and industries.

There was, however, a significant difference between the owners and managers of business vs industry concerning the likely impact of EPZ on their own businesses. Whereas 41% of firms in the formal business area thought that the EPZ would be beneficial (either directly or indirectly), a lesser proportion (35%) of the industrial firms believed this to be so. On the negative side, some 46% of industrial firms felt that the EPZ status would not benefit them at all. Only 4% of retailers saw no benefit from EPZ. A significant 55% felt that they could not give an opinion.

Overall, while 75% of retailers and industrialists felt that EPZ status would benefit Rundu, only 39% believed that it would directly or indirectly benefit their own firms.

1.10 SUPPORT FOR BUSINESS NEEDED FROM GOVERNMENT

1.10.1 Data Table

Respondents were asked to indicate what actions the central government could or should take to support and nurture the growth of formal, industrial and informal business in Rundu. A total of 569 responses were received from a possible 717 firms involved in the survey. The results are summarised in table 1.13(below).

Table 1.13: Support from Government

ATTRIBUTES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
SUPPORT NEEDED FROM THE GOVT.?				
Stricter Control Over Trade Licences	2	-	-	2
Scheduled Flights To Rundu	1	-	-	1
Open border to Angola	9	-	-	9
Job creation schemes & small loans	17(18)	6(24)	217(48)	240(42)
Improve town services	29(31)	8(32)		37(7)
Improve social services	16(17)	3(12)		19
Improve regional Infrastructure	13(14)	4(16)		17
Improve tourism facilities	2	1		3
Business promotions (eg. chamber)	4	-		4
Privatise Parastatals	-	1		1
Invest in manufacturing	-	-		2
Handouts to small business	-	-	53	53(9)
Training	-	-	181	181(32)
TOTAL	93	25	451	569

1.10.2 Formal Business

The four main suggestions for government intervention from formal sector business were as follows (in order of priority):-

- Improve Town Services. The local authority should be assisted by the government to improve the standard of its urban management and the standard of the municipal services delivered, particularly in the field of roads, water supply and refuse removal.
- The government should design and implement schemes aimed at emerging businessmen and businesswomen in order to create more job opportunities in the town. The provision of small loans should be an important part of the scheme.
- The government should make a concerted effort to improve social services in Rundu, particularly for education, health and police services. This will help to attract skilled and resourced technical and professional people to invest and live in Rundu.
- Significant investment needs to be made into regional infrastructure which serves Rundu and its hinterland. Most important here are roads and other communication networks.

1.10.3 Formal Industry

Exactly the same government interventions were listed by the industrial firms, with the first two priorities (improvement of town services and job creation schemes) being identical. However, the industrial sector saw the improvement of regional infrastructure as holding a higher priority over the need to improve social services in the town.

1.10.4 Informal Business

Informal business saw the need for job creation and small loan schemes to be by far the most important government support strategy, with the provision of training schemes for emerging entrepreneurs and workers being the second priority. A small number thought that the government should actually provide cash handouts to provide seed capital to new small businesses. The need to improve municipal and social services and to improve regional infrastructure was not foreseen by informal business.

1.10.5 Summary

The dominance of the informal sector numerically is shown in the aggregated priorities for government intervention from all business sectors. The overall priorities are as follows:

- (1) Job creation schemes and small loans (42%)
- (2) Training for workers and entrepreneurs (32%)
- (3) Handouts to small business (9%)
- (4) Improve town services (7%)
- (5) Improve social services (3%)
- (6) Improve regional infrastructure (3%)

1.11 PRIORITIES FOR THE UPGRADING OF ROADS

1.11.1 Data Table

All business owners and managers questioned in the formal business and industrial areas were asked to identify a single main road in Rundu which, should it be tarred throughout its length, would bring maximum benefit to the town in general and to their operation in particular. The results are summarised in table 1.11.1(below).

Table 1.14: Priorities For Road Upgrading

ATTRIBUTES	FORMAL BUSINESS	FORMAL INDUSTRY	INFORMAL BUSINESS	TOTAL
PRIORITY ROADS FOR UPGRADING				
Sauyemwa road to Engen past the industrial area	45(63)	21(78)		66(67)
Police HQ to the industrial area through Tutungeni	6(8)	3(11)		9(9)
Town to Vungu Vungu	11(15)	1		12(12)
Engen to Kehemu	3	1		4
Local streets in the formal industrial area		1		1
Local streets within the existing formal business area	4			4
Road on the common boundary between Kehemu and Safari	2			2
No suggestion	26			26

1.11.2 Summary

By far the most important road identified for upgrading is the gravel road connecting the main entrance into town at the Engen Garage running north past the industrial area to join with the tarred Sauyemwa road. This road carries a heavy traffic flow, including a high proportion of heavy trucks, causing an almost permanent dust cloud during the dry season and slippery conditions when it rains. Overall, two-thirds of respondents identified the importance of this road, with 78% of industry owners and managers pointing to its priority.

The two other roads identified at a lower priority are:

- the road from town to Vungu Vungu (12%); and
- the link between the tarred road running past the Municipal Offices and Police HQ, through Tutungeni to the industrial area.

The other roads listed in Table 1.14 are of relatively minor importance.

(2)

SURVEY RESULTS: RUNDU TOURIST ESTABLISHMENTS

2. BUSINESS CHARACTERISTICS

2.1.1 Data Table

Table 2.1: Business Characteristics: Tourism Establishments

ATTRIBUTES	TOURIST ESTABLISHMENT
YEAR ESTABLISHED	
1993 or earlier	5
1994	2
1995	-
1996	1
1997	2
1998	3
BUSINESS CLASS	
Registered company	3
Sole partnership	5
CC	3
Partnership	2
TYPE OF OPERATION	
Hotel/Lodge	10
Bed & breakfast	1
Accommodation only	2
MANAGEMENT	
Owner management	7
Employee Management	4
No Response	2
PREMISES	
Owned	10
Leased	1
No Response	2

2.1.2 Discussion of Results

Of the thirteen institutions surveyed, seven were operating before 1995, while six have been established or re-established within the last four years. The majority operate as sole proprietorships or partnerships, while six run as registered companies or CC's. Most are owner operated, with only 4 being managed by an employee. One of the premises are leased; the rest are "owned" under the provisions of a "permission to occupy"(PTO).

Most of the 13 institutions investigated operate as either a hotel or a lodge, with full catering and tourist support services. One provides bed and breakfast facilities, while two cater for overnight or short term accommodation. The full list of establishment surveyed within a radius of 20km of Rundu are as follows:-

	<u>Location</u>	<u>Classification</u>
Omachare River Lodge	Town	Lodge
Ngandu River Lodge	Town	Lodge
Nkwazi Lodge	River E	Lodge
Hakasembe Lodge	River W	Lodge
Sarasungu River Lodge	Town (river)	Lodge
Kaisosi River Lodge	River E	Lodge
Okavango Adventure Lodge	River E	Lodge

Manyana Lodge	River E	Lodge
Kavango Hotel	Town	Hotel
Guest House Bavaria	Town	Bed & Breakfast
Kavango River Lodge	Town	Lodge/Rest Camp
Nkarapamwe Guest House	Town	Accommodation
Rundu Service Centre	Town	Accommodation

A number of private houses to make rooms available for paying guests, but usually market their services through one of the above establishments.

2.2 HOSPITALITY FACILITIES

2.2.1 Data Table

Table 2.2: Hospitality Services in Rundu

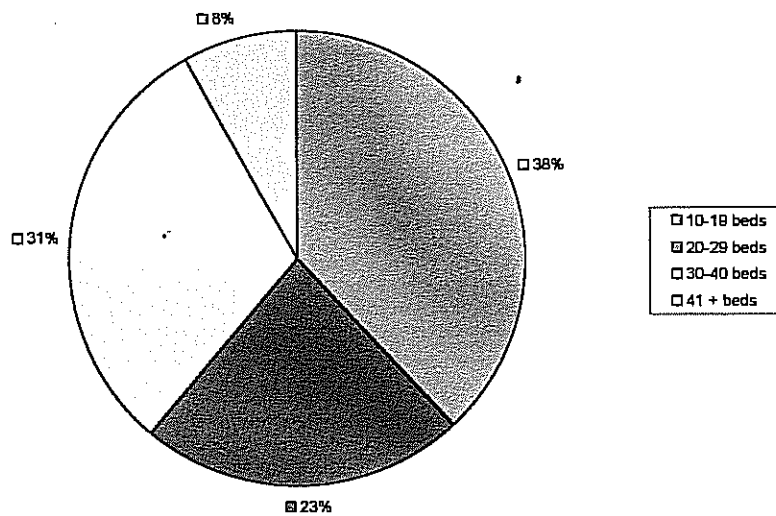
ATTRIBUTES	TOURIST ESTABLISHMENTS
ROOMS	
5-9 rooms	5
10-14 rooms	5
15-20 rooms	2
21+ rooms	1
Total number of rooms	152
Average rooms per establishment	12
BEDS	
10-19 beds	5 (38)
20-29 beds	3 (23)
30-40 beds	4 (31)
41 + beds	1
Total number of beds	329
Average beds per establishment	25
CAMP SITES	
1-20 sites	2
21-40 sites	3
41-60 sites	2
Total camp sites	226
Average camp sites per camp establishment	32
SUPPORTING FACILITIES	
Bar	13
Restaurant	10
Swimming pool	9
Boating facilities	9
Side Tours	9
Fishing facilities	7
Shop/Curios	6
Seminar facilities	5

2.2.2 DISCUSSION OF RESULTS

With 13 accommodation establishments within a 20km radius of Rundu, the town should consider itself to be well served. Obviously the remoteness of Rundu, its status as an administrative centre and its position on an important tourist route all contribute to the viability of good accommodation facilities. Generally, the tourist orientated establishments tend to be located outside the town on the banks of the river, while those which target business customers are usually located in town. There are one or two exceptions both on the river and in town which cater equally for tourists and business guests.

By Namibian standards, the accommodation establishments are small, with over half having less than 30 beds in total (see figure 2.1).

Figure 2.1: Comparative Size of Accommodation Establishments



Total Beds: 329

The total number of beds available is 329, which is an average of 25 per establishment. The total number of rooms is 152 (average 12 per establishment) while the overall number of camp sites available is 226 at an average of 32 for each of the six lodges offering facilities for campers.

Those lodges which cater primarily for tourists are Nkwasi, Hakasembe, Sarasungu, Kaisosi, Okavango Adventure and Manyana. Most offer facilities of a high standard and some, like Nkwasi, Sarasungu and Manyana also cater for campers, including high volume overland tour parties. Omashare, Kavango Hotel and Kavango River Lodge also cater for tourists (about a quarter of their guests), but do not offer facilities for campers.

The remaining establishments (Ngandu, Guesthouse Bavaria, Nkarapawe Guesthouse and Rundu Service Centre) are located in town and cater almost exclusively for business guests.

As far as supporting facilities are concerned, all offer a bar service and all but three have restaurant facilities. Most of the establishments have swimming pools and are able to offer fishing, boating and other side tours to their guests. Six lodges have a shop selling curios and daily needs, while only 5 offer seminar facilities for business and public events.

In general, Rundu is well set to offer a range of hospitality facilities to both tourist and business guests.

2.3 GUEST PROFILE

2.3.1 Data Tables

Table 2.3: Bed Occupancy Rates

ATTRIBUTES	TOURIST ESTABLISHMENTS
High season occupancy rate	
Less than 50%	5
50%-59%	2
60%-69%	1
70%-79%	-
More than 80%	5
Average occupancy rate high season	60%
Low season occupancy rate	
Less than 20%	6
20%-29%	3
30%-39%	2
40%-49%	1
More than 50%	1
Average occupancy rate low season	20%
Annual occupancy rate	
Average occupancy throughout the year	45%

Table 2.4 : Guests Per Annum

ATTRIBUTES	TOURIST ESTABLISHMENTS
TOTAL NUMBER OF GUESTS PER ANNUM	
1000-2499	5
2500-4999	5
5000-7499	2
7500-10000	1
Total guests per annum	46 500
ANNUAL BUSINESS GUESTS	
0-24%	6
25-49%	-
50-74%	2
75-100%	5
AVERAGE % OF GUESTS AS BUSINESS GUESTS	48%
TOTAL number of business per annum	22200
ANNUAL TOURIST GUESTS	
0-24%	5
25-49%	2
50-74%	-
75-100%	6
Average % of guests as tourists	52%
Total number of tourists per annum	24300
AVERAGE DURATION OF STAY	
BUSINESS GUESTS	
1 night	2
1.1-2 nights	6
2.1-3 nights	3
no business guests	2
TOURISTS GUESTS	
1night	10
1.1-2 nights	1
2.1-3 nights	1
no tourist nights	1

AVERAGE DAILY EXPENDITURE	
BUSINESS GUESTS	
200-299 per person per day	6
300-399 per person per day	5
400+ per person per day	-
Average per person per day	260
TOURIST GUESTS	
200-299 per person per day	6
300-399 per person per day	2
400+ per person per day	3
Average per person per day	320

2.3.2 Discussion of Results

The high season for Rundu guest establishments lies largely between May and September (see Figure 2.2), while the low season for most is from December to February.

Figure 2.2: High and Low Seasons

ESTABLISHMENT	J	F	M	A	M	J	J	A	S	O	N	D
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												

HIGH SEASON

 LOW SEASON

During the high season an average bed occupancy rate of 60% is achieved for the Rundu resorts, with five of the establishments achieving over 80% during this period. Between December and February (the low season) average rates drop to 45%, with six of the resorts achieving 20% or less in this period.

The total number of guests staying in Rundu's resorts is estimated to be 46500 per annum, of which 22200 (48%) are business guests, while 24300 (52%) are tourists. Five of the resorts cater mostly for the business guests (less than a quarter are tourists) and six are orientated mostly for tourists, achieving over 75% in this category. The remaining two resorts entertain a mixture of tourists and business guests.

The average amount spent by tourists is calculated at N\$320 per person per day. Since the average duration of stay is 1.2 days and the total annual number of tourists for all resorts is estimated at 24300, then the total value

which tourism contributes to the Rundu economy is approximately N\$9,3 million per annum.

This compares to 11,0 million for the 22200 business guests who spend less (N\$260 per day), but stay longer (1.9 days) per visit. The total income from both business guests and tourists, therefore is some N\$20 million.

The fact that tourists spend no more than 1,2 nights per visit in Rundu is evidence that Rundu is seen as a transit stop rather than a destination. If tourists could be encouraged to stay for even one extra day in the town, this would inject at least an additional N\$1 million per month into the local economy.

Figure 2.3: Average Duration of Stay: Business Guests

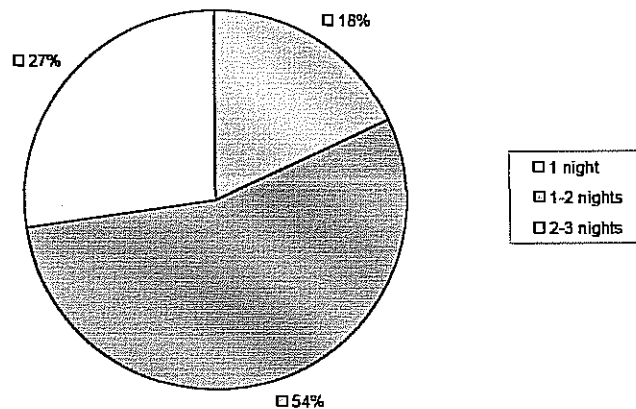
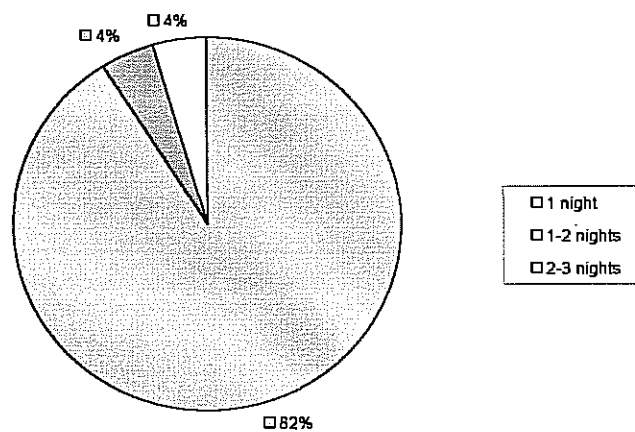


Figure 2.3: Average Duration of Stay: Tourists



2.4 EMPLOYMENT AND TRAINING

2.4.1 Data Table

Table 2.5: Employment and Training (Hospitality Sector)

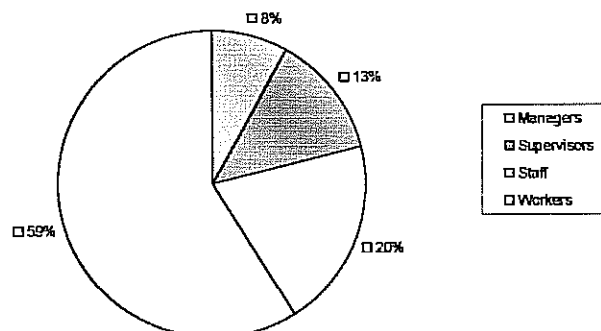
ATTRIBUTES		TOURIST ESTABLISHMENTS
EMPLOYMENT		
Managers		14 (8)
Supervisors		23 (13)
Staff		36 (20)
Workers		104 (59)
TOTAL EMPLOYMENT	Number	177
	% Women	50%
STAFF TRAINING SCHEMES		
None		3 (23)
On the job		8 (62)
Organised schemes		2 (15)
TOTAL		13

2.4.2 Discussion of Results

The total number of jobs existing in the hospitality sector of Rundu's economy is only 177, compared to 1282 in formal business, 657 in industry and 1130 in the informal business sector. The average number of employees per establishment is 9, compared to 15 and 25 in the business and industrial sectors respectively.

Half of the jobs in the hospitality sector are taken up by women. The breakdown of the 177 jobs between the different employment categories are shown in Figure 2.4 (below).

Figure 2.4: Employment in the Hospitality Sector by Category



Total Employees: 177

Over three quarters of employees have access to in-house or formal training schemes promoted by their employers. Only three establishments admitted to providing no structured training for staff.

2.5 TURNOVER AND PAYROLL

2.5.1 ANNUAL TURNOVER

Table 2.6: Turnover (Hospitality Sector)

ATTRIBUTES	TOURISTS ESTABLISHMENTS
ANNUAL TURNOVER N\$	
Resorts turning 10000-100000	1
Resorts turning 100000-500000	6
Resorts turning 500000-1million.	3
Resorts turning 1m-5m	3
TOTAL TURNOVER CALCULATION	
1X6000	60000
6X400000	2400000
3X1000000	3000000
3X4000000	12000000
TOTAL ESTIMATE OF TURNOVER	17460000
SAY	18 million

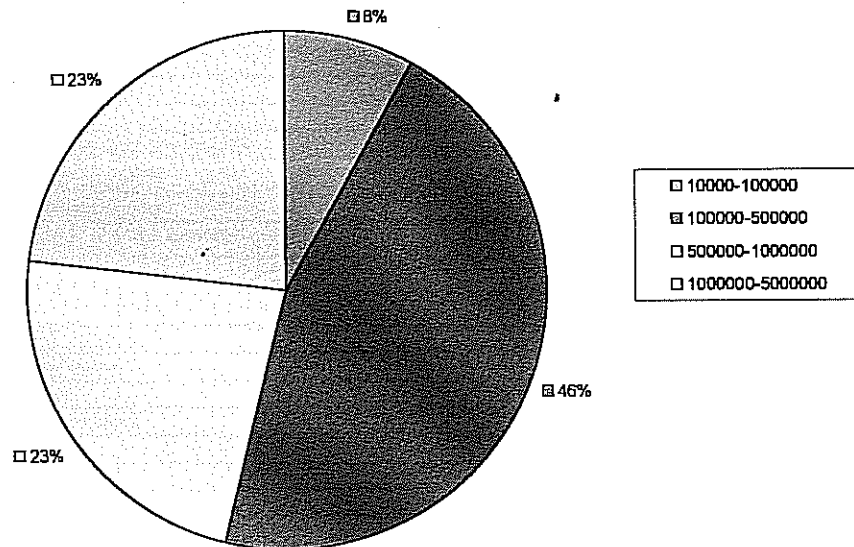
Table 2.7: Payroll (Hospitality Sector)

ATTRIBUTES	TOURIST ESTABLISHMENT
Payroll less than 10000	1
Payroll 10000-100000	6
Payroll 100000-500000	6
TOTAL TURNOVER CALCULATION	
1X6000	60000
6X60000	360000
6X400000	2400000
TOTAL ESTIMATE OF PAYROLL	2820000
SAY	3 million
Total Employment	177
Average annual wage	25600
Average monthly wage	2100

2.5.2 Discussion of Results

The majority of hospitality establishments support turnovers of N\$1million or less per annum. Three have annual turnovers of more than N\$1 million, but even these do not exceed N\$5 million. Based on this distribution, it is calculated that the total turnover for hospitality operations in Rundu is approximately N\$18 million, with the average for each of the 13 resorts being just under N\$1.4 million (see figure 2.5).

Figure 2.5: Annual Turnover: Tourist Establishments



The calculated annual turnover of N\$18million compares favourable with the amount of N\$20million estimated in section 2.3.2 by multiplying the annual number of guests (business and tourists) by estimates of the average amount spend per day by these guests.

The total estimated value of the annual payroll of the 13 resorts is N\$3million. With the total employment in this sector being some 177 personnel, this calculates to an average wage N\$25600 per annum or N\$2100 per month. This compares to N\$1750 per month in the formal business sector and N\$890 in the industrial sector.

2.6 PERCEIVED LEVELS OF SATISFACTION WITH TOWN SERVICES

2.6.1 Data Table

Table 2.3: Satisfaction with Town Services (Hospitality Sector)

ATTRIBUTES		TOURISTS ESTABLISHMENTS
WATER		
Ave.cost /month /establishment N\$		1090
Satisfied ?	Yes	1
	No	6 (86)
	No service	6
Pay more ?	Yes	1
	No	5(86)
Reasons not satisfied		
-Poor financial admin		3
-Too Expensive		1
-Frequent breakdowns		3
-Poor quality		4
-Poor pressure		1
SANITATION		
Satisfied	Yes	2
	No	5 (71)
	No service	6
Pay more	Yes	1
	no	4 (80)
Reasons not satisfied		
Frequent Breakdowns		4
ELECTRICITY		
Ave.cost/month/establishment N\$		3200
Satisfied ?	Yes	8(73)
	No	3
	No service	2
Pay more	Yes	-
	no	3 (100)
Reasons not satisfied		
Slow to fix breakdowns		3
REFUSE REMOVAL		
Satisfied?	Yes	1
	No	6 (86)
	No service	6
Pay more?	Yes	2
	no	3 (60)
Reasons not satisfied	No service	2
	unreliable	2
TELEPHONE		
Ave.cost/month/establishment N\$		2600
Satisfied?	Yes	7 (70)
	No	3
	No service	3
Pay more?	Yes	-
	no	3 (100)
Reasons not satisfied		
Frequent breakdowns		1
Slow to attend to problems		2

2.6.2 Discussion of Results

Of the main services provided by the town, the hospitality establishments are generally satisfied with only two of the five, being electricity and the telephone service. The survey responses to satisfaction levels are set out below. In reviewing the results, however, it must be taken into account that six of the resorts are located out of range of town water, sanitation and refuse removal services, while 3 and 2 resorts respectively do not have access to telephone and electricity services.

Water

Six out of seven respondents are not satisfied with water supply delivered by the Municipality. The main reasons given were poor water quality, frequent breakdowns of supply and poor financial administration by the local authority. One respondent considered the cost to be too high (the average cost is N\$1090 per month) and another that water pressure was too low. Only one dissatisfied user indicated a willingness to pay more for an improved service.

Sanitation

Whereas most of the formal business firms in Rundu indicated their satisfaction with the town's sewage disposal system, this was not the case with the town based tourist establishments. Five out of seven indicated their dissatisfaction as a result of frequent breakdowns of the system and the inability of the Municipality to effect repairs. Only one respondent indicated willingness to pay more for an improved service.

Electricity

Eight out of eleven respondents (73%) are satisfied with the supply of electricity to their establishments. The only problem cited in three cases was an alleged slowness by the electricity authority to rectify faults. The average monthly cost paid for electricity by tourist establishments is N\$3200, which is more than double the costs of formal business and on a par with costs in the industrial area. There is no support whatsoever for any increase in tariff in order to facilitate an improvement in service.

Refuse Removal

The conclusion made by formal business and industry, that this is the poorest service in Rundu, is reflected by the tourism sector. Only one respondent was satisfied with the refuse removal services which is considered to be either non-existent or unreliable. Sixty per cent of unhappy operators are willing to pay more if this service were to be brought up to standard.

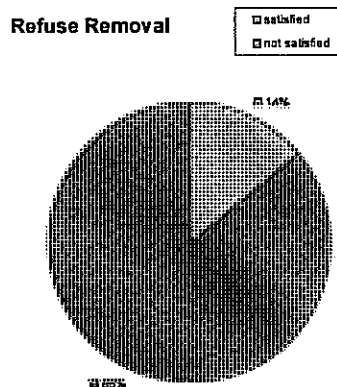
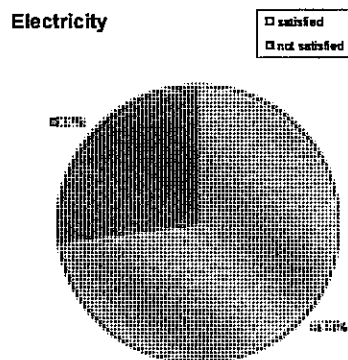
Telephone

Three of the 13 resorts do not have a service from Telecom, but are able to operate with cell phones. Of those who do get the Telecom service, however, most are satisfied. Only 3 customers complained about breakdowns and the slow response time by Telecom to rectify these. The average monthly cost for telephone is N\$2600. No one was prepared to pay more for an improved service.

Summary

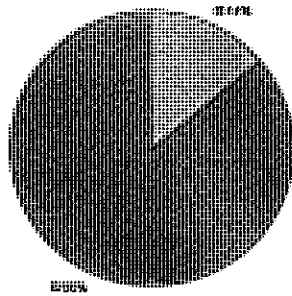
Of those establishments which receive services from the town, most are satisfied with electricity (73%) and the telephone service (70%). As was the case in the business sector, they are least satisfied with refuse removal (14%) and water supply (14%). The satisfaction levels of all five services are shown in figure 2.6.

Figure 2.6: Service Satisfaction Levels: Hospitality Sector



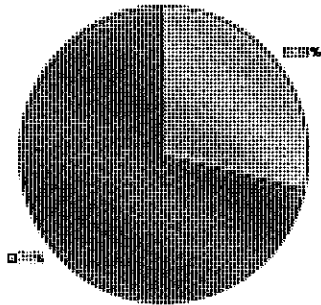
Water

□ satisfied
■ not satisfied



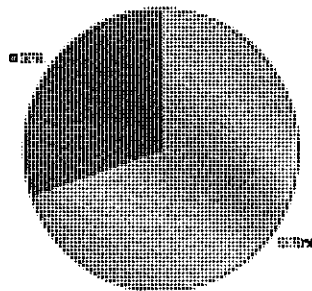
Sanitation

□ satisfied
■ not satisfied



Telephone

□ satisfied
■ not satisfied



2.7 SOURCES OF INPUTS TO RUNDU HOSPITALITY ESTABLISHMENT

2.7.1 Data Table

Table 2.9: Frequency and Sources of Hospitality Inputs

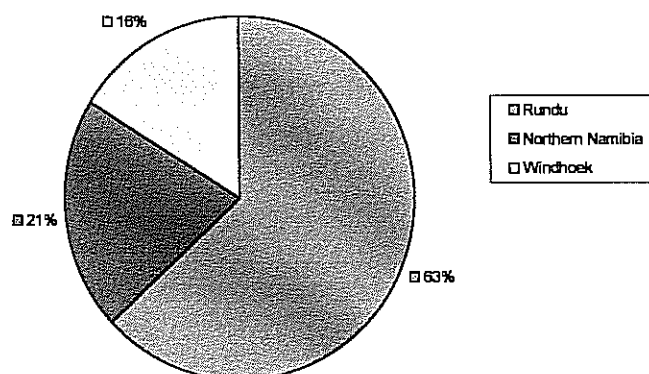
INPUT ITEM	FREQUENCY	SOURCE		
		RUNDU	N.NAMIBIA	WINDHOEK
Beverages	23	21	2	
Vegetables/Fruit	15	7	6	2
Dry food	14	8	2	4
Meat	12	3	5	4
Housekeeping	9	7		2
TOTAL	73	46 (63)	15 (21)	12 (16)

2.7.2 Discussion of Results

The five most common supplies required to maintain operations in the hospitality sector are beverages, vegetables & fruit, dry food, meat and housekeeping supplies. Most of these items (63%) are sourced in Rundu either directly (eg. fruit, vegetables and meat) or from warehouse operations which import goods and market locally.

Those supplies not sourced in Rundu are imported by the hospitality sector from Northern Namibia (mainly Grootfontein, Tsumeb, Otavi and Otjiwarongo) and from Windhoek. Northern Namibia is an important source for fruit, vegetables and meat, while Windhoek is also a supplier of meat and dry food. The main sources of inputs to the hospitality sector are indicated in figure 2.7, below.

Figure 2.7: Hospitality Sector: Source of Supplies



It would appear that no supplies are imported from South Africa or other countries outside Namibia.

2.8 CONFIDENCE IN RUNDU'S FUTURE IN TOURISM

2.8.1 Data Table

Table 2.10: Confidence in Rundu's Tourism Future

ATTRIBUTES	TOURISTS ESTABLISHMENTS
WHY RUNDU TO START A BUSINESS ?	
Local resident	5 (38)
Nice place to live	1
Market opportunity	5 (38)
Service to community	1
No response	1
ARE YOU SATISFIED ?	
YES	9 (70)
NO	2
DON'TKNOW	2
RUNDU'S FUTURE FOR TOURISM	
Will improve	7 (54)
Will deteriorate	2
Will stay the same	2
Don't know	2
PROBLEMS FOR TOURISM	
Border with Angola is closed	5
Poor perception of the area for tourism	2
Lack of economic growth	1
OPPORTUNITIES FOR TOURISM	
Good potential for economic growth	5
Trans Caprivi highway	2
BUSINESS PLANS FOR NEXT 5 YEARS	
Expand & improve facilities	8
No plans	5

2.8.2 Discussion of Results

Of the 13 tourist and guest establishments, 5 were set up by local residents to start their own business and another 5 were started by non-residents who saw a good market opportunity. The majority of owners (70%) are satisfied with the way their businesses have performed. Two are not satisfied and two are unsure.

Confidence in the future is not as high as the formal business sector. Only 54% (compared to 70%) believe that conditions for business in tourism will improve in the future. Nevertheless, 8 of the establishment have future plans to expand their existing premises or to improve or extend current facilities for tourists and business guests within the next 5 years.

The main problems identified to be constraining growth in the tourism sector are the closure of the border with Angola. This limits the source and destination of tourists and business visitors and serves to maintain the status of Rundu as a transit location rather than a tourist destination. This situation is exacerbated by a poor perception of the area (there is very little to do in Rundu or its hinterland) and a current lack of economic growth in the region.

It is generally agreed that there is a high potential for economic growth in the Rundu area and this is recognised as an opportunity for the improvement of tourism in the future. The completion of the Trans-Caprivi highway is a very important part of realising that potential.

2.9 ATTITUDES TO THE DECLARATION OF AN ECONOMISE PROCESSING ZONE (EPZ) IN RUNDU

2.9.1 Data Table

Table 2.11: Received Benefits from EPZ Status (Hospitality Sector)

ATTRIBUTES	Tourism Establishment
WILL THE EPZ STATUS BENEFIT RUNDU ?	
Yes	7
No	1
Don't know	5
WILL EPZ BENEFIT YOUR FIRM?	
Yes	3
No	1
Don't know	9

Half of the tourist establishments interviewed felt that the proposed EPZ status of the town would provide positive benefits to business generally once the border was opened and the financial benefits could be freely implemented.

In spite of this, only three respondents felt that the EPZ status would provide positive benefits to their own establishments. One respondent was certain that no benefits would accrue directly to the tourism sector, while the rest (70%) were uncertain about the value of the proposed EPZ on their businesses.

2.10 SUPPORT FOR TOURISM NEEDED FROM GOVERNMENT

2.10.1 Data Table

Respondents were asked to indicate what actions the central government could or should take to support and nurture the growth of tourism in Rundu. The results are summarised in Table 2.12 (below).

Table 2.12 Support needed from the Government

ATTRIBUTES	TOURIST ESTABLISHMENT
SUPPORT NEEDED FROM GOVERNMENT ?	
Develop local alterations in Rundu to keep tourists longer	6 (55)
Develop an independent tourist information centre	1
Promotion overseas	1
Improve regional road infrastructure	1
Improve quality of services. Introduce training in hospitality skills	1
Open border to facilitate the flow of tourism	1

2.10.2 Discussion of Results

The overwhelming call by the owners of tourist establishments is for the development by the government (central, regional or local) of attractions in Rundu and its vicinity, which would serve to tempt tourists to stay longer than the average of 1,2 nights which is currently the situation. Suggestions include a local nature & game park, craft village and adventure activities related to the river. Other ideas for government support included :-

- improved tourism promotion and information activities
- improved regional roads
- hospitality training
- the opening of the border and the construction of a bridge across the river.

Because the average duration of stay in Rundu is so short, any increase in the existing average of 1,2 nights per tourist will contribute significantly to the tourism economy of the town.

2.11 RESULTS OF THE MINI TOURIST SURVEY

2.11.1 Data Table

In addition to the questionnaire completed with the owner or manager of each of the 13 establishments, a very simple survey was conducted with small sample of tourists themselves. A single page questionnaire (see Annexure "C") was left at the reception of all main resorts. Managers were requested to ask departing tourists to complete these. A total of 32 forms were completed. Although this cannot be regarded as a scientific sample, the results at least give a perspective on local tourist facilities from the point of view of tourists themselves.

The results of the Tourist survey are summarised in Tables 2.13 and 2.14 (below).

Table 2.13: Summarised Results: Tourist Characteristics

ATTRIBUTES	TOURIST RESPONSE
TOURIST CHARACTERISTICS	
Average size of touring party	2,96
Adults	2,56
Children under 12	0,4
COUNTRY OF PERMANENT RESIDENCE	
Namibia	10
Germany	12
South Africa	3
UK	3
USA	3
Holland	2
Spain	1
Italy	1
Australia	1
MODE OF ENTRY TO NAMIBIA	
Air	17
Road	15
REASON FOR VISITING RUNDU	
Business	7
Transit	14
Local Attraction	3
Relaxation	9
DURATION OF STAY	
One night	22
Two nights	8
Three or more nights	2

Table 2.14: Summarised Results: Impressions

ATTRIBUTES		TOURIST RESPONSE
LOCATION OF ACCOMMODATION?		
In Rundu		16
Outside town		16
TYPE OF ACCOMMODATION?		
Rooms		29
Camp site		4
SATISFIED WITH ACCOMMODATION		
YES		32
NO		
IMPRESSION OF RUNDU?		
Favourable		21
Non favourable		11
REASONS FOR NON FAVOURABLE IMPRESSION		
Untidy/dirty		10
Too many beggars		5
Boring town -no centre		3
Poor road signage		3
No information available		2
SUGGESTION TO IMPROVE ATTRACTIONS		
Clean up the town		11
Develop interesting local attractions		9
Develop realistic traditional village		2
Improve information & marketing		2
Offer a local town tour		1
Introduce scheduled air services		1
Develop a local game park		1
AMOUNT SPENT IN RUNDU (Ave)		
For accommodation	NS	570 per tour party
Other expenditure	NS	275 per tour party
TOTAL Expenditure	NS	845 per tour party
Average daily expenditure per adult	NS	330

2.11.2 Discussion of Results

The average size of a touring party is 3 persons, and these are largely adults. Most respondents (33%) were from Germany. The Namibian contingent was the second largest, but most of these were business guests rather than tourists. The majority of visitors described themselves as being in transit (42%) or on business (21%). Nearly 70% of respondents stayed for one night only, with the average duration of stay being 1,4 nights.

Of the sample of 32 respondents, half stayed in accommodation outside of Rundu town. Ninety percent stayed in rooms or bungalows rather than camp sites. All indicated that they were satisfied with their accommodation.

Two thirds of respondents have a favourable impression of Rundu as a town. Those who have an unfavourable impression cited untidiness and the nuisance of beggars and street children as being the main problems. Poor urban aesthetics, poor road signage and the difficulty in obtaining tourist information were other problems listed.

The most common suggestions made towards improving the town's tourist environment were the cleaning up of the town and the planning and

development of local tourist attractions, including a local game park and a realistic traditional village. Other suggestions were the introduction of a scheduled air service, the holding of regular town tours and the improvement of marketing efforts.

The average daily expenditure per adult in the sample group was N\$330 per day. This compares to the N\$320.00 per day estimated by the owners and managers of the 13 establishments surveyed (see section 2.3).

ANNEXURE "A"

FORMAL BUSINESS AND INDUSTRIAL QUESTIONNAIRE

ANNEXURE "A"

FORMAL BUSINESS AND INDUSTRIAL QUESTIONNAIRE

RAW MATERIALS
(INPUTS)

	4 MAIN GOODS/ SERVICES/ PRODUCTS	WHERE FROM (SOURCE) ?	TRANSPORT	A - AIR B - ROAD HEAVY C - ROAD LIGHT D - FOOT E - OTHER
1				
2				
3				1 - OWNER 2 - CONTRACTOR 3 - SUPPLIER
4				4 - MAILPOST 5 - OTHER

PROBLEMS

PRODUCTS
(OUTPUTS)

	4 MAIN GOODS/ SERVICES/ PRODUCTS	WHERE TO (MARKETS) ?	TRANSPORT	MAIN CUSTOMER
1				1 - EXPORT 2 - PRIVATE 3 - GOVT
2				4 - PARAST 5 - OTHER
3				
4				

PROBLEMS

MAINTENANCE

	SPECIFY	SERVICED FROM RUNDU ? YES NO	PROBLEMS ?
BUILDINGS			
MACHINERY			
PLANT			
EQUIPMENT			

WHY RUNDU ?

RESIDENT MATERIALS MARKETS TRANSPORT OTHER

ELABORATE

ARE YOU STILL SATISFIED ? ELABORATE

YES OR NO

RUNDU'S FUTURE FOR BUSINESS ?

WILL IMPROVE WHY ?

WILL DETERIORATE

WILL STAY THE SAME

DON'T KNOW

BUSINESS PLANS ?

NEXT 5 YEARS ?

NEXT 20 YEARS ?

HELP ?

BY GOVERNMENT ?

BY REG COUNCIL ?

BY MUNICIPALITY ?

BY OTHERS ?

EPZ

WILL YOUR BUSINESS BENEFIT ?	YES-NO	WILL RUNDU BENEFIT ?	YES-NO
WHY ?		WHY ?	

ANNEXURE "B"

INFORMAL BUSINESS QUESTIONNAIRE

INFORMAL BUSINESS QUESTIONNAIRE

RESPONDENT
NAME OF FIRM

	OWNER
	MANAGER
	ESTABLISHED

MANAGEMENT
PREMISES
LOCATION

OWNER	EMPLOYEE		
PERMANENT STRUCTURE	TEMPORARY STRUCTURE	OPEN STRUCTURE	OTHER
BUSINESS CENTRE	RESIDENTIAL SUBURB	OUT OF TOWN	OTHER

TYPE OF ACTIVITY

	RETAIL	<input type="checkbox"/>			ELABORATE
			SHABEEN		
			FOOD		
			ENTERTAINMENT		
			CLOTHES		
			SHOES		
			GENERAL GOODS		
			OTHER		
			OTHER		
	INDUSTRIAL	<input type="checkbox"/>			
			WELDING		
			VEHICLE REPAIR		
			SHOE REPAIR		
			ELECTRICAL REPAIR		
			ELECTRONIC REPAIR		
			BUILDING SERVICES		
			WOODCRAFT		
			OTHER		
			OTHER		

EMPLOYMENT

	TOTAL	FEMALE
MANAGERS		
SUPERVISORS		
TOTAL		
% FEMALE		

TURNOVER

	, 10K	10K TO 100K	100K TO 500K	, 500K
INCOME				
PAYROLE				

SERVICES
USED

	HOW PROVIDED?	SATISFIED?	HOW CAN SERVICE BE IMPROVED?	PAY MORE?
	YES NO	YES NO		YES NO
WATER				
SEWER				
ELEC				
REFUSE				

RAW MATERIALS
(INPUTS)

	4 MAIN GOODS/ SERVICES/ PRODUCTS	WHERE FROM (SOURCE) ?	TRANSPORT	A - AIR B - ROAD HEAVY C - ROAD LIGHT D - FOOT E - OTHER
1				
2				
3				1 - OWNER 2 - CONTRACTOR 3 - SUPPLIER 4 - MARKET 5 - OTHER
4				

PROBLEMS

WHY RUNDU ?

RESIDENT MATERIALS MARKETS TRANSPORT OTHER

ELABORATE

ARE YOU STILL SATISFIED ? ELABORATE

YES OR NO

RUNDU'S FUTURE
FOR BUSINESS ?

WILL IMPROVE WHY ?

WILL DETERIORATE

WILL STAY THE SAME

DON'T KNOW

BUSINESS PLANS ?

NEXT 5 YEARS ?

HELP ?

BY GOVERNMENT ?

ANNEXURE "C"

TOURIST ESTABLISHMENT QUESTIONNAIRE

TOURIST ESTABLISHMENT QUESTIONNAIRE

RESPONDENT
NAME OF LODGE
BUSINESS CLASS
OWNER
MANAGEMENT
PREMISES
LOCATION

						OWNER MANAGER				
SOLE PROP		PTNERSHIP		CC		COMPANY		GOVT		PARASTATAL
						ESTABLISHED				
OWNER		EMPLOYEE		GROUP		ONE OF				
OWNER OWNED		LEASED		INFORMAL		OTHER				
BUSINESS CENTRE		SUBURB		OUT OF TOWN		OTHER				
EFF No						RIVER / R / INLAND (11)				

TYPE OF ACTIVITY

HOTEL/ LODGE	<input type="checkbox"/>	ROOMS	<input type="text"/>	RESTAURANT	<input type="text"/>	FISHING	<input type="text"/>
		BEDS	<input type="text"/>	SHOP/ CURIOS	<input type="text"/>	BOATING	<input type="text"/>
		CAMP SITES	<input type="text"/>	POOL	<input type="text"/>	SIDE TOURS	<input type="text"/>
			<input type="text"/>	SEM HAR	<input type="text"/>	ENTERTAINMENT	<input type="text"/>
			<input type="text"/>		<input type="text"/>		<input type="text"/>
BED AND BREAKFAST	<input type="checkbox"/>	ROOMS	<input type="text"/>	RESTAURANT	<input type="text"/>	FISHING	<input type="text"/>
		BEDS	<input type="text"/>	SHOP/ CURIOS	<input type="text"/>	BOATING	<input type="text"/>
		CAMP SITES	<input type="text"/>	POOL	<input type="text"/>	SIDE TOURS	<input type="text"/>
			<input type="text"/>	SEM HAR	<input type="text"/>	ENTERTAINMENT	<input type="text"/>
			<input type="text"/>		<input type="text"/>		<input type="text"/>
ACCOMMODATION	<input type="checkbox"/>	ROOMS	<input type="text"/>	CAMP SITES	<input type="text"/>	POOL	<input type="text"/>
		BEDS	<input type="text"/>	OTHER	<input type="text"/>	OTHER	<input type="text"/>
			<input type="text"/>		<input type="text"/>		<input type="text"/>

OCCUPANCY

HIGH SEASON PERIOD (3 MONTHS)	LOW SEASON PERIOD (3 MONTHS)										
AVERAGE BED OCCUPANCY (%)	AVERAGE BED OCCUPANCY (%)										
TOTAL GUESTS PER ANNUM											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th>BUSINESS</th> <th>NAM TOUR</th> <th>REG TOUR</th> <th>OTHER TOUR</th> <th>TOTAL</th> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </table>		BUSINESS	NAM TOUR	REG TOUR	OTHER TOUR	TOTAL					
BUSINESS	NAM TOUR	REG TOUR	OTHER TOUR	TOTAL							

EMPLOYMENT

	RUNDU	KAVANGO	NAM BIA	OTHER	TOTAL	FEMALE
MANAGERS						
SUPERVISORS						
STAFF						
WORKERS						
STAFF TRAINING ?	ELABORATE				TOTAL	
YES -NO						% FEMALE

TURNOVER
(PER ANNUM)

	< 10K	10K TO 100K	100K TO 500K	500K TO 1M	1M TO 5M	5M TO 10M	> 10M
COSTS							
SALES							
PAYROLE							

SERVICES
USED

	PROVIDED YES NO	COST/ MONTH	SATISFIED YES NO	HOW CAN SERVICE BE IMPROVED?	PAY MORE? YES NO
WATER					
SEWER					
ELEC					
REFUSE					
TELE					
POST					
OTHER					

TOURISTS

	BUSINESS	NAM TOURIST	REGION TOURIST	OTHER TOURIST	LOCALS
AVE DURATION OF STAY (NIGHTS)					
AVE AMOUNT SPENT PER PERSON PER DAY					
MAIN REASON FOR STAY ? -	BUSINESS				
	TRANSIT				
	LOCAL ATTRACTIONS				
	REGIONAL ATTRACTIONS				
	OTHER				

SUPPLIES

1	2	3	4	5
1				
2				
3				
4				
PROBLEMS				

4 MAIN GOODS/ SERVICES/ PRODUCTS WHERE FROM (SOURCE) ? TRANSPORT A - AIR
 B - ROAD HEAVY
 C - ROAD LIGHT
 D - FOOT
 E - OTHER
 1 - OWNER
 2 - CONTRACTOR
 3 - SUPPLIER
 4 - HANDPOST
 5 - OTHER

MAINTENANCE

SPECIFY	SERVED FROM RUNDU ? YES NO	PROBLEMS ?
BUILDINGS		
MACHINERY		
PLANT		
EQUIPMENT		

WHY RUNDU ?

RESIDENT MATERIALS MARKETS TRANSPORT OTHER

ELABORATE

ARE YOU STILL SATISFIED ? ELABORATE
 YES OR NO

RUNDU'S FUTURE FOR TOURISM ?

WILL IMPROVE WHY ?
 WILL DETERIORATE
 WILL STAY THE SAME
 DON'T KNOW

BUSINESS PLANS ?

NEXT 5 YEARS ?

NEXT 20 YEARS ?

HELP ?

BY GOVERNMENT ?

BY REG COUNCIL ?

BY MUNICIPALITY ?

BY OTHERS ?

EPZ

WILL YOUR BUSINESS BENEFIT ? YES-NO WILL RUNDU BENEFIT ? YES-NO

WHY ?

ANNEXURE "D"

MINI TOURIST SURVEY QUESTIONNAIRE

RUNDU TOWN COUNCIL

OFFICE OF THE TOWN CLERK

P.BAG 2128

RUNDU


PHONE : (067) 255040 FAX : (067) 256718

DEAR VISITOR,

RUNDU TOURIST SURVEY

THE TOWN COUNCIL OF RUNDU IS UNDERTAKING A STUDY AIMED AT IMPROVING FACILITIES FOR BUSINESS PEOPLE AND TOURISTS IN RUNDU. TO ASSIST US IN EVALUATING OUR PROBLEMS AND OPPORTUNITIES, I WOULD BE GRATEFUL IF YOU WOULD COMPLETE THE FEW QUESTIONS BELOW AND HAND THIS FORM TO THE RECEPTIONIST.

YOUR CO-OPERATION IS MOST APPRECIATED.


 M. M. M. M. M. TOWN CLERK

NUMBER OF PEOPLE IN YOUR PARTY ?	ADULTS		CHILDREN UNDER 12	
COUNTRY OF PERMANENT RESIDENCE ?				
MODE OF ENTRY INTO NAMIBIA ?	AIR	SEA	ROAD	RAIL OTHER
WHY DID YOU COME TO RUNDU ?	BUSINESS	TRANSIT	LEISURE/JOBS	RELAXATION OTHER
HOW LONG DID/ WILL YOU STAY IN RUNDU ?	NIGHTS			
WHERE DID YOU STAY IN RUNDU ?				NAME OF ESTABLISHMENT
TYPE OF ACCOMMODATION ?	ROOM/ B	CAMP SITE	OTHER	
SATISFIED WITH THE ACCOMMODATION ?	YES	NO	REASONS	
WHAT WERE YOUR IMPRESSIONS OF RUNDU ?	FAYGURABLE	NOT FAYGURABLE	REASONS	
WHAT DOES RUNDU NEED TO DO TO TEMPT YOU TO STAY LONGER IN THE TOWN ?	SUGGESTIONS			

APPROXIMATELY HOW MUCH MONEY DID YOU SPEND IN RUNDU ?

ACCOMMODATION NS

OTHER (EG. FUEL, CURIOS, PROVISIONS, ETC.) NS

ANNEXURE "E"

LIST OF FORMAL BUSINESS AND INDUSTRIES SURVEYED

LIST OF FORMAL BUSINESSES SURVEYED

NAME OF FIRM	FULL INTERVIEW	PARTIAL INTERVIEW	N/A OR REFUSE (ESTIMATE)
Rundu Truck Shop	✓		
Paradise Quick Service Garage	✓		
Mbangwa Co-Operative	✓		
Hunters Tavern, Take Away & SOS Club	✓		
RSC Supermarket	✓		
RSC Garage And Bottle Store	✓		
P & L Engineering	✓		
Sanlam	✓		
Cymot	✓		
Rundu (Kavango) Liquor Sales	✓		
Kavango Toyota	✓		
Rundu Power Save	✓		
Barnetts	✓		
First National Bank	✓		
Bergers	✓		
Furniture Mart	✓		
Square Shoe Centre	✓		
Cash Bazaar	✓		
Kavango Discounters CC	✓		
Big Daddy	✓		
Tyre World	✓		
Rundu Tourist Centre	✓		
Rundu Security Services	✓		
Bank Windhoek	✓		
Oxford Furniture	✓		
Rite Price / Discount Shoes	✓		
CIS Trading	✓		
Ellerines	✓		
Issv Bottle Store	✓		
China Shopping Square	✓		
Salmay	✓		
Ackermans	✓		
Snipe No.1	✓		
Select-A-Shoe	✓		
Plaza Inn & Upland Grow	✓		
Guys & Girls	✓		
Bears	✓		
Cash Loans / Dept. Collections	✓		
Enaid Financial Service	✓		
Grace Fashions	✓		
Fish Eagle Take Away / Media Stationers	✓		
Kavango Garage & Mini Market	✓		
Smart Centre	✓		
Kavango Supermarket & Bottle Store	✓		
Supreme Furnishers	✓		
Kaure Sewing Co-Op	✓		
Northern Electricity	✓		
AEC Milling	✓		
Portuguese Restaurant & Take Away	✓		
Cool-Tech	✓		
Metro Cash & Carry	✓		
Atlantic Fish Market & Oceano Atlantic & New World	✓		
Casa Mourisca	✓		
Pep Stores No.1 And 2	✓		
Rundu Photo Kab & Kavango Bus Machines	✓		
Dynamic Financial Brokers	✓		
Mahangu Store & Square Deal	✓		
Cola Cola Wholesalers, Supermarkets, Bakery, Bottle Store	✓		
Kavango Apteek	✓		
Kavango Amusement & Gambling House	✓		
F.C.Meat	✓		
Independence Caterers	✓		

Namibia Breweries	✓		
Rundu Hardware	✓		
Rundu Furniture	✓		
Karsland Cooling	✓		
Sabina Watch Makers	✓		
Uzuni Radio Repair	✓		
Blitz Gas & Electrical Repair	✓		
Metroopolitan Life Namibia	✓		
Kwata O Kwateka Supermarket & Tuka Feni Bar	✓		
Rundu Open Market	✓		
Edumeds	✓		
B & H Motor Spares	✓		
Barros Supermarket		✓	
Swabou Brokers 1		✓	
Style		✓	
Zorba Hair Salon		✓	
Kapuou Dry Cleaners			✓
Kavango Video Shop			✓
Cash Loans 2			✓
NP Financial Services			✓
Yi Tai China Shop			✓
Elunia Namibia Trading House			✓
Snipe NO.2			✓
Rundu Salon			✓
Swabou Brokers Office 2			✓
Chinese Square			✓
List Of Industries Surveyed			
DBC Forestry Division	✓		
Rundu Automobile Repairs	✓		
Meatco	✓		
Cool Properties	✓		
Building Construction & Transport Warehouse	✓		
Pro Electrician & Country Look	✓		
RIN Motor Spares & Kavango Car Hire	✓		
Gabus Garage	✓		
Sakka Elektrical	✓		
Vermev du Building Construction	✓		
Kavango Construction	✓		
D.A.D.P.	✓		
Likeourura Kavango Trust	✓		
FDS Electrical	✓		
Auto Body Works	✓		
OPX Depot	✓		
Nova Tyre Rundu	✓		
Rundu Garage	✓		
Steel Construction And Maintenance	✓		
Rundu Furniture & Coffins (Kwatako)	✓		
Dresser Scrap	✓		
Nizeni Bakery	✓		
Slabbies Repairs	✓		
Kavango Garage Worksnop	✓		
Quick Panel Beaters	✓		
Namibia Radio & TV Repairs	✓		

