

ENERGY

Namibia calls for oil companies to speed up oil developments
p. 05



OIL

Galp seeks to sell stake in Namibia oil block
p. 11



BRANDING

Beyond brand theory: Managing with touchpoints
p. 16



THE

BR/EF

News Worth Knowing

Mining sector generates N\$51.5 billion in 2023



WEDNESDAY 24 APRIL 2024

MAIN STORY

Mining sector generates N\$51.5 billion in 2023

*- contributes N\$6.8 billion in taxes
- employs 18,000 people*

The Chamber of Mines of Namibia says the mining sector generated N\$51.5 billion during the 2023 financial year, contributing N\$6.8 billion in taxes including the pay as you earn (PAYE).

The Chamber's President, Zebra Kasete, said the mining sector's financial performance demonstrated significant growth, as evidenced by the total turnover which represents a 35.9% increase compared to the N\$37.976 billion recorded in 2022.

"Several factors contributed to this growth, including a weaker exchange rate, higher prices for gold and uranium, and increased production of gold, uranium, and diamonds. Moreover, the sector achieved an impressive improvement in overall profitability," Kasete said.

"In 2023, it recorded a collective profit of N\$2.731 billion, a stark contrast to the N\$391 million loss reported in 2022. Notably, the collective profit was driven by the exceptional performance of B2Gold's Otjikoto mine, attributed to higher gold prices, increased production, and lower operating costs."



Crucial Dates

- Bank of Namibia Monetary Policy announcement date:
19 June 2024
14 August 2024
23 October 2024
4 December 2024
- Chamber of Mines of Namibia 45th Annual General Meeting (AGM), Wednesday, 24th April, 2024 at 14.30
Arebbusch Travel Lodge, Windhoek
- AviaDev Aviation Development Summit
19-21 June 2024 at Movenpick, Windhoek
- Africa Hospitality Investment Forum (Ahif),
25-27 June 2024
Mövenpick Hotel, Windhoek, Namibia
- Global African Hydrogen Summit (GAh2S)
Windhoek, Namibia from 03 – 05 September 2024

Kasete revealed this at the 45th Chamber of Mines Annual General Meeting (AGM) where he retained his position, including the first and second Vice Presidents, George Botshiwe and John Roos, respectively.

He said the Chamber members significantly bolstered the government's tax revenue in 2023, which grew by 55.9% from N\$4.402 billion in 2022 to N\$6.861 billion.

This, he said, was primarily driven by the exceptionally high corporate taxes paid to the government which amounted to N\$3.967 billion, representing an increase of 98.5%.

"The industry's robust profitability directly contributed to these high corporate tax payments, underscoring the government's substantial gains from corporate income taxes when mines reach profitable levels. Additionally, the increased Government revenue was due to an increase in royalties and export levies which grew by 17.6% and 45%, respectively. The higher royalties and export levies were supported by increased production, a weaker exchange rate and higher prices for gold and uranium," reiterated Kasete.

Furthermore, he said direct employment increased by 12.6% in 2023 to 18,189, from

16,147 in 2022 attributed to the creation of new employment positions resulting from the restart of the Langer Heinrich mine and expansion of other operations.

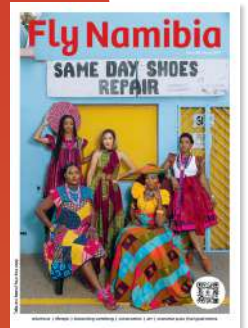
"Direct employment consisted of 8,950 permanent employees, 803 temporary employees and 8,436 contractors. Every job created by the industry also generates important sources of revenue for the government through PAYE and VAT as a consumption tax," he said.

"In 2023, employees from mining companies paid N\$1.493 billion in PAYE. The majority of individuals employed by the mining sector are Namibians, which consisted of approximately 97% of the mining workforce in 2023. This means that the wage bill of N\$6.865 billion circulated within Namibia's borders and created local spin-offs that support and benefit other sectors of the economy," he added. Furthermore, Kasete said N\$21 billion was spent on goods and services locally sourced, signifying the continued local empowerment.

"As a proportion of total procurement of N\$26.388 billion, 80% was spent on local businesses. Local procurement also constituted 40.9% of the total of the N\$51.836 billion in revenue generated by the industry, overall," he said.

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**MINING
& ENERGY**

Namibia calls for oil companies to speed up oil developments

Minister of Mines and Energy Tom Alweendo has called on exploration companies with commercially viable oil discoveries to expedite the development process for full-scale production.

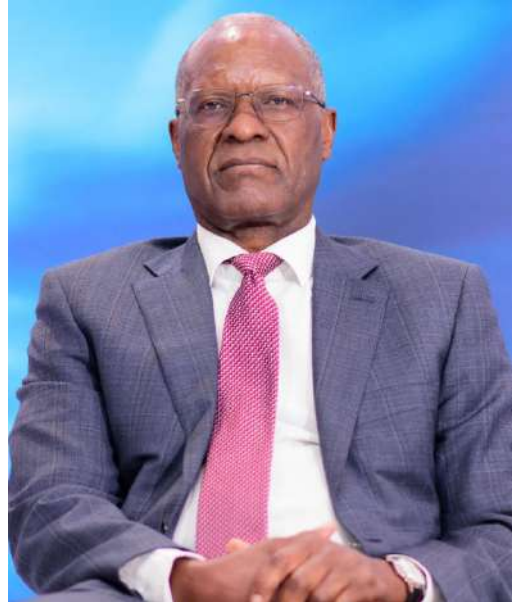
"Although I consider myself a pragmatist, the fact is that we need the resources out of the ground for the oil and gas industry to flourish; we need to develop plans now to speed up production as soon as the discoveries are determined commercially viable," said Alweendo.

He made these remarks in Windhoek on Wednesday, where he also urged the oil companies to play their role regarding the Namibian content (local content).

The Minister said this is necessary and a requirement for them to submit as part of their annual capacity building and Namibian Content Plans.

"I am alive to the fact that the Local Content Policy is still in draft form. However, that is not a good reason for the oil companies not to have their Namibian content plans in place," reiterated Alweendo.

Namibia is now a highly attractive exploration and production market following oil discoveries made in 2022 and 2023 by oil majors TotalEnergies (Venus) and Shell (Graff and Jonker-1X) off the coast of Namibia.



Galp Energia, leading a consortium with NAMCOR and Custos, has also confirmed oil discoveries off the coast of Namibia.

Based on these discoveries, which also continue to emerge, the government embarked on a National Upstream Petroleum Local Content Policy that outlines a pathway for Namibian citizens and companies to benefit from oil and gas resources.

This is to be done by increasing local participation in the oil and gas industry, from exploration and production, and through the



THE

BRIEF

MOOKS & ADORA *In the Morning*

06:40

Mon-Fri



"Namibia's offshore Walvis, Lüderitz and Namib basins hold tremendous promise, yet are mostly unexplored. We are open for business, and it is our resolve to keep Namibia attractive for investments. It is only through investment, especially private sector investment, that we will turn our oil and gas opportunities

"We are, however, happy to note that recently, when discussing the energy transition there has been a refocusing on the realities of people living without energy. The reality is that what is needed is reliable and affordable energy. What is needed is an energy that is accessible to hundreds of millions of people without access to energy, thereby improving their livelihoods."

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More exploration activities headed for Namibia – Chamber of Mines

The Chamber of Mines of Namibia anticipates more exploration activities headed to Namibia in the next few years, buoyed by an 18.1% increase in exploration expenditure from 2022 to 2023.



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The growth, according to the Chamber, reflects a vibrant mining exploration environment, particularly for critical minerals, gold, uranium, and copper.

Chamber of Mines President Zebra Kasete said Osino Resources, Bannerman, and Reptile Uranium played a pivotal role in driving this increase through their progressive exploration efforts as they positioned themselves for mine development.

Kasete said other major players in critical mineral and base metal exploration, such as Craton, Namibia Critical Metals, and Damaran, also contributed to the positive trend.

"It is against this backdrop, that the Chamber anticipates a significant increase in exploration interest and investment in the next few years, and with that, growing opportunity for Namibians to participate in

these activities," he said.

"The challenge, however, remains for Namibians to effectively raise financing for exploration projects. Namibians need to be empowered with the knowledge and skills on how to raise funds for exploration, enabling them to become active partners and contributors to projects. Overcoming this challenge requires collective collaboration between education and finance institutions, the Ministry of Mines and Energy, and other stakeholders to equip locals with the know-how and skills to successfully raise capital for exploration projects," he said while providing an overview of the mining sector's performance.

Kasete added that the 2023 GDP figures highlight the growing importance of the mining industry relative to other sectors, which is expanding its contribution to the Namibian economy.

Specifically, the mining industry's contribution to GDP increased to 14.4% in 2023, from 9% in 2021 and 11.9 % in 2022.

"Once again, Namibia's mining industry achieved remarkable growth in 2023, which registered 18.9%. The lower growth rate of 18.9% in 2023, compared to the previous year's (2022) growth rate of 24% is attributed to a slower increase in diamond mining



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**EXPRESSION OF INTEREST
FINANCE, RISK AND AUDIT COMMITTEE MEMBERSHIP**

The Environmental Investment Fund of Namibia (EIF) hereby invites expressions of interest from suitably skilled and qualified Namibian professionals to serve on the Finance, Risk and Audit Committee of the EIF. The EIF is a statutory fund established in terms of the EIF Act (Act 21 of 2001) and is classified as a state-owned enterprise. EIF's mandate is to mobilise financial resources, in perpetuity, from the government as well as other sources to support activities and projects which promote sustainable use and management of environmental and natural resources; the maintenance of natural ecological processes; the maintenance of ecosystems; and improvements of the livelihoods of all Namibians through the use of natural resources. The mobilised financial resources are disbursed as grants and concessional loans to various communities and individuals. The EIF, in terms of sections 5 and 6 of the Act, is governed by a Board of Directors.

Eligibility Criteria:

- Individuals with no less than ten (10) years of experience in senior or executive management roles.
- A minimum of five (5) years of participation in an oversight capacity.
- Advanced academic qualifications (NQF level 9 or higher) in one or more of the following fields:
 - Auditing (Internal or External)
 - Accounting and Financial Management
 - Corporate Governance
 - Risk Management
 - Compliance

Preferred Knowledge and Expertise:

- Proficiency in internal and external auditing, risk management, financial management, and compliance.
- Experience with financial reporting standards for public enterprises (maintaining compliance with financial reporting and regulatory requirements).
- An understanding of Corporate Governance Principles.
- Experience in public sector or public enterprises will be considered an asset.

Terms and Conditions of Appointment:

- Appointees will serve a term of three (3) years on the Finance, Audit, and Risk Committee, subject to annual review.
- The committee convenes a minimum of four (4) times per annum, with additional meetings scheduled as necessary.

Remuneration:

Members are not employees of the EIF and are remunerated for their services in terms of the Public Enterprises Governance Act, 2019, and the regulations and schedules thereunder.

Application Submission:

Interested candidates who meet the requirements are invited to submit: **(emailed soft copies preferred)** comprehensive CVs with traceable references and proof of their work. Applications should be clearly marked/referenced "FINANCE, RISK, AND AUDIT COMMITTEE" and sent to the designated email or address below.

Ms. Carol-lee Pick at CPick@eif.org.na

Environmental Investment Fund
8933 Heintzburg Heights, c/o Heintzburg & Dr. Theo-Ben Gurirab Streets,
Klein Windhoek, Windhoek, Namibia
www.eif.org.na

Closing Date for Applications:
Please submit your application by 3rd May 2024, no later than 16:00.

production," he stated.

For the 2023 financial year, Kasete also said there was an 18.3% growth in gross fixed capital formation (fixed investment) and exploration although only calculated on nominal terms.

"Although this figure hasn't been adjusted for inflation, it's reasonable to assume that real fixed investment also saw positive growth due to the robust performance in nominal terms. This surge was primarily driven by capital expenditures in mining operations aimed at enhancing production and mining processes. Additionally, a significant portion of the fixed investment resulted from the restart activities at the Langer Heinrich mine," he added.

However, on the flipside, the Chamber president said total exploration spending by mining and exploration companies declined attributed to reduced exploration expenditure by mining companies, likely influenced by their increased capital spending.

Kasete said Namibia achieved record gold and uranium production, reaching 9,800 kilograms and 8,283 tonnes, respectively, representing an annual growth of 31% for gold production and 24.5% for total uranium production.

"Gold production benefited from expanded mining and processing capacity at the Navachab mine, as well as

better-than-expected grades from the underground Wolfshag operation at B2Gold's Otjikoto mine," he said.

"Meanwhile, the increase in uranium production resulted from several factors, including reduced production delays caused by better management of water supply disruptions, enhanced efficiency in processing plants at Husab and Rössing, and a positive uranium price environment.

"Despite a slowdown in demand and declining diamond prices, Namibia managed to increase diamond production by 6.3%. This achievement was attributed to expanded mining capacity and successful operational ramp-up efforts by Namdeb and higher production from Debmarine's offshore operations," he added. - miningandenergy.com.na



EXPRESSION OF INTEREST
HUMAN RESOURCES AND REMUNERATION COMMITTEE MEMBERSHIP

The Environmental Investment Fund of Namibia (EIF) extends an invitation for expressions of interest from qualified and experienced Namibian professionals to join the Human Resources and Remuneration Committee of the EIF. The EIF is established under the EIF Act (Act 21 of 2001) and functions as a state-owned enterprise. Its mandate includes mobilizing financial resources from governmental and alternative sources to support projects that contribute to the sustainable use and management of environmental and natural resources, ensuring ecological balance, ecosystem maintenance, and enhancing the livelihoods of Namibians through natural resource utilization. These resources are allocated as grants and concessional loans to various beneficiaries. The governance of the EIF is overseen by a Board of Directors, as stipulated in sections 5 and 6 of the Act.

Eligibility Criteria:

- Individuals with a minimum of ten (10) years of experience in senior or executive human resources roles or related fields.
- At least five (5) years of experience in a strategic human resource oversight or governance role.
- Advanced academic qualifications (NQF level 9 or higher) in one or more of the following areas:
 - Human Resources Management
 - Business Administration with a focus on human resources
 - Organizational Development
 - Psychology with a focus on Organizational Psychology
 - Any related field emphasizing Human Resources and Personnel Management

Preferred Knowledge and Expertise:

- Expertise in strategic human resources planning, talent management, and organizational development.
- Strong understanding of remuneration strategies, compensation, benefits management, and compliance with related legislation.
- Proficiency in dealing with human resources governance issues within public enterprises or state-owned entities.
- Knowledge of Corporate Governance Principles relevant to human resources and remuneration practices.
- Experience in public sector or public enterprises will be considered an asset.

Terms and Conditions of Appointment:

- Successful candidates will be appointed to serve on the Human Resources and Remuneration Committee for a term of three (3) years, subject to annual performance reviews.
- The committee is expected to meet at least four (4) times per year, with the possibility of additional meetings as required.

Remuneration:

Committee members are not EIF employees but will receive remuneration for their services in accordance with the Public Enterprises Governance Act, 2019, including any other relevant regulations and schedules.

Application Submission:

Interested candidates who meet the requirements are invited to submit **(emailed soft copies preferred)** comprehensive CVs with traceable references and proof of their work to: Ms. Carol-lea Pick at CPick@eif.org.na

Environmental Investment Fund
8933 Heintzburger Heights, c/o Heintzburger & Dr. Theo-Ben Gurirab Streets,
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Closing Date for Applications:
Please submit your application by 3rd May 2024, no later than 16:00.



MultiChoice Namibia hosts Masterclass with South African Filmmaker Muneera Sallies

... female filmmakers inspired to “own their professional space”

MultiChoice Namibia teamed up with famed South African director, producer and KykNET commissioning editor, Muneera Sallies, to host a masterclass for women in the local film and tv industry, themed: ‘owning your professional space’.

Muneera Sallies has been part of the MultiChoice Namibia local content project Ombura, as a fiction commissioning editor, assisting with script writing and casting this year.

Muneera Sallies, a South African award-winning filmmaker has been a part of the arts for many years, making significant contributions to the film and television industry. Muneera started her career at an early age as an actress, having taken part in many theatre, television, and film productions. She was born and raised in Cape Town and made her big screen debut at the age of 15 when she was the lead in the Documentary film “Through The Eyes Of My Daughter” and a year later debuted as the lead actress in the feature film “Don’t Touch” both films receiving great reviews and awards at various local and international film festivals.

At the masterclass Sallies encouraged the audience to tell stories that move, inspire, touch, and provoke their audience to engage with themselves internally and externally, transporting and living within the space and world created on screen.

She also highlighted how important it is for filmmakers to ‘know and embrace their roots’ in order to capture the essence of Namibian culture.

“Learn from every environment you step into,” Sallies said. “Break the hierarchy. It starts with us.”

Other topics discussed at the masterclass were boundaries, gender pay gaps, safety on sets, the importance of networks, and supporting our local communities.

“Create the ethos of how you run your productions,” said Sallies, “it’s important to set a positive tone when on set. Talent and skill will only get you so far. It is everything else that gets you there – hard work, hours, and owning your space.”



Galp seeks to sell stake in Namibia oil block

Portuguese company Galp Energia is reportedly planning to sell half of its stake in an exploration block offshore Namibia, where it has made a major oil discovery estimated to hold at least 10 billion barrels of oil and gas equivalent, according to Reuters. Galp is reported to have hired Bank of America to run the sale process, which could raise several billion dollars for Galp, although the exact value is unclear. Bank of America declined to comment.

Galp has an 80% stake in Petroleum Exploration Licence 83 (PEL 83), which covers almost 10,000 square kilometres (3,860 square miles) in the Orange Basin, with Namibia's national oil company NAMCOR and independent exploration group Custos each holding another 10%. Lisbon-based Galp is also reported to be offering to cede control of the development of the project to the potential buyer, expected to be a major international rival with a strong track record in project management. Galp declined to comment, but has previously indicated it could launch a process to raise capital for the development of its projects in Namibia, as they could reach a large scale.

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Why complying with Competition Law is good for your business

By Mr Vitalis Ndalikokule

Chief Executive Officer and Secretary to the Commission

The Namibian Competition Act No.2 of 2003's mandate is to safeguard and promote competition in the Namibian market. This law is basically a body of rules on how companies should compete in the markets where they operate. The purpose of this law is to promote, and safeguard undistorted fair competition and to punish business conduct that undermines innovation and harms consumers. Given this broad mandate it is of cardinal importance that compliance with the Competition Law is one of the key aspects of achieving the mandate. In this context, education and sharing of information on how and why it is necessary for market participants to comply with Competition law is crucial.

The Competition Act encourages businesses to better themselves, whilst positively impacting consumers who have a better range of products and services to choose from due to market competition. Consequently, it is important for businesses to remain compliant with Competition law to ensure the market is dynamic and valuable. In the words of Warren Buffett, "it takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you will do things differently". Compliance with Competition law thus makes good business sense.

Competition law seeks to create a level playing field so that vibrant, competitive, and innovative markets can develop. The law assists in fostering innovation by pushing business to constantly improve, bringing in new equipment and products which are competitive and offering wide choice for consumers.

Getting things wrong affects the bottom line. Fines can be imposed of up to 10% of your business worldwide turnover for a single infringement, customers may sue you for damages if they have been affected by illegal practices, and individuals can have their reputations and in some cases careers destroyed. Compliance helps prevent or mitigate exposure.

Competition law compliance puts you ahead of the game and helps you fight others who are not playing by the rules. By having a credible approach to Competition law compliance, your company could enjoy a strong corporate culture and employee's commitment to business integrity.

Doing the right thing in Competition law compliance requires any business to follow five critical elements to tackling Competition law compliance:

a) **Commitment:** The most critical success factor in establishing compliance culture is tone from the top. All



leaders and senior managers must make a clear, visible, and personal commitment to do the right thing, so all employees are confident about making the right choices and speaking up. A well-publicised statement helps embed commitments to integrity and compliance with the law.

b) **Identify your risk profile:** You must understand the real Competition law risks your business faces.

c) **Mitigate your risks:** Deploy appropriate controls to mitigate your risks.

d) **Review how you are doing:** Decide how you check, in practice that everyone representing your company is really complying with the law and if needed, improve your policies and controls where concerns emerge.

e) **Keep it up:** Nothing ever stands still. Constantly renew your commitment to do the right thing so compliance becomes part of the way your company does business and reflects your company's evolving risk profile.

If you are not sure whether or not the conduct you are engaged in as a business complies with Competition law, kindly contact the Namibian Competition Commission for advice. This will ensure that you remain compliant with the law.



Bank of Namibia eyes digital currency, FinTech collaboration with Ghana

The Bank of Namibia (BoN) says it is exploring new avenues for cooperation, particularly on financial inclusion, digital innovation, and FinTech regulation with Ghana's Reserve Bank.

This builds on a partnership established through a Memorandum of Understanding signed in 2022 between the two central banks where BoN expressed particular interest in learning from Ghana's eCedi, the country's digital currency pilot programme.

Namibia says it sees potential in leveraging Ghana's experience with the eCedi to explore similar initiatives and promote financial inclusion within its borders.

"Identifying potential areas of collaboration for 2024, the Bank of Namibia expressed enthusiasm for exploring new avenues for cooperation and innovation. Some of the highlighted areas include leveraging Ghana's successful eCedi pilot, learning from the establishment of Ghana's Central Securities Depository, and exchanging insights on sustainable banking principles," BoN's Acting Director for Strategic Communications and International Relations Naufiku Hamunime said.

This comes as BoN Governor Johannes !Gawaxab recently embarked on a visit to strengthen collaboration with regional central banks. His tour encompassed the Bank of Ghana, the Reserve Bank of Zimbabwe, and the Bank of Botswana.

According to Hamunime, during his visit to Zimbabwe, the Governor and his team focused on Central Bank Digital Currencies (CBDCs) with both central banks expressing eagerness to explore the financial instrument and its potential benefits.

Meanwhile, the visit to Botswana highlighted mutual interest in collaboration on monetary policy, sovereign wealth fund management, and financial stability.

"The meeting also marked a significant milestone in deepening collaboration between the two central banks, paving the way for substantive collaboration and innovation," she said.

Last year, the Bank of Namibia and Banco Nacional de Angola also signed a Memorandum of Agreement in Luanda which formalised a technical collaboration and partnership between the two institutions.



Namibia records 49.2% hotel occupancy rate in March 2024



TENDER: DPMT24_012

FABRICATION AND INSTALLATION OF AUSMELT BAGHOUSE OUTLET AND INLET MANIFOLD

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Details of the Tender

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All tender proposals must be submitted via our e-Procurement portal at www.webportunities.net

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For any assistance on the portal, please call the Tara Nawa team on +26464402403 or send an email to the Contact Us page on the portal.

Dundee Precious Metals Tsumeb employs an equal opportunity policy. Calls for tenders will be awarded through a competitive bidding process which is transparent and open to all. Any persons or companies that qualify as per the tender's evaluation criteria, may bid.

dundeeprecious.com

Namibia achieved a national hotel occupancy rate of 49.2% in March 2024, marking a significant improvement from February's 36.3% and surpassing the 43.7% recorded in March 2023, latest data reveals.

According to a tourism report by Simonis Storm, the average occupancy rate for the first quarter of 2024 was 40.3%, compared to 54.0% in the previous quarter and 37.5% in the same period of 2023.

The firm's researcher Halleluya Ndimulunde noted that this marks the highest quarterly occupancy rate since the start of the pandemic, signalling

a positive beginning for the local tourism sector.

Meanwhile, March 2024 saw the coastal areas of Namibia achieving the highest occupancy rates, peaking at 55.3%, this was closely followed by the central regions, which posted rates of 53.9%, and the southern areas at 49.5%.

"Conversely, the northern regions experienced the lowest occupancy, with a rate of 45.8%. In March 2024, a total of 26,533 rooms were sold, marking a year-on-year increase of 19.1% and also the highest number of rooms sold nationwide since October 2023," said Ndimulunde.

This comes as leisure tourism remains the cornerstone of the industry, drawing 93.1% of all visitors in March 2024.

The segment for business travellers also showed growth, increasing to 6.5% from 4.7% the previous month, while conference attendees made up a modest 0.4%.

Ndimulunde observed that the demographics of March's visitors reveal a predominance of Europeans, who constituted 56.3% of the total.

"This was significantly higher than the proportion of local guests, who accounted for 27.1% of occupancy in hospitality establishments, and South Africans, who represented 7.1%. This distribution highlights the continued appeal of Namibia as a prime destination for diverse tourist activities, particularly from European markets," she explained.

The firm projects a GDP growth rate of 3.4% for 2024, with the tourism sector playing a crucial role in achieving this target.

Ndimulunde said the sustained increase in both international arrivals and domestic occupancy rates highlights the industry's vital contribution to the national economy's dynamism.

"While business and conference tourism has yet to reach pre-pandemic levels, the significant potential for expansion in these areas remains untapped. The recent surge in passenger numbers not only indicates a revival in tourism activities but also points to a broader enhancement in economic operations and increased revenue generation for the country," she said.

During the period between January and February 2024, the collective number of international arrivals at various nationwide airports amounted to 71,584 passengers, showing an increase from the 57,921 passengers recorded during the corresponding period in 2023.

However, it is noteworthy that these figures, while showing improvement, remain lower than the pre-pandemic benchmark of 88,907 passengers observed in 2019, said the report.

On a monthly average, Ndimulunde highlighted that the first two months of 2024 saw 35,792 arrivals, compared to an average of 28,961 in 2023, indicating a sustained positive momentum.

In February 2024, Hosea Kutako International Airport (HKIA) continued to lead as the primary gateway for passenger arrivals in Namibia, recording the highest number of passengers.

Eros Airport and Walvis Bay also showed increased activity, with 3,487 and 3,070 passenger arrivals, respectively.

"The data emphasizes the significant position of HKIA within Namibia's aviation industry, while also highlighting the valuable role played by smaller airports in facilitating regional travel and tourism. Additionally, this distribution of arrivals offers insights into the preferred geographical locations and travel behaviours within the country," said Ndimulunde.



The Brand Guy

Beyond brand theory: Managing with touchpoints

Where does the brand have an impact? There's a lot of management theory and internal managerial practice entailed in the brand, but to make the brand stick and work for the business goals, it needs to be operationalized and have an impact on the audience.

The points where theory and practice are operationalized are known as touchpoints. Touchpoints are where the consumer or audience interacts with the brand. This should mainly be the external audience of consumers, but it may also be employees, the audience for the internal brand.

For the purposes of this column, I will use a notional, tangible product, possibly in a consumer goods category, and leave the heavy lifting to your imagination.

Not all touchpoints are created equal. Some have a greater impact, others a lesser

effect. The larger the scale of the enterprise and the greater the margin to the brand, the easier it will be to assign budget to the activity of managing them. Some will be obvious, for instance visible soft drink freezers in stores.

Others may be less obvious, such as the quality of the bulk packaging in which the soft drinks are delivered to the store, which can affect the retailer's willingness to stock the goods.

The trick will be to decide which touchpoints should be central focuses, and which should be kept in consideration and observed but do not justify a central focus and high budget. The best recommendation I can give is that if no touchpoints are immediately apparent, engage a research company for an audit and prioritize on the basis of valid findings.

Touchpoints come into play at three



points in the consumer journey: before the purchase, at the time of the purchase and post-purchase.

Most of the work will be during the pre-purchase phase. This phase involves a lot of content and story development. Following the story brand methodology (The SB7 narrative elements) is a useful way to codify the development activities. At this point, you will want to create a compelling demonstration of and argument for consumer transformation. Among other things, you should focus on owned media such as your website and email, and paid media, such as your social media channels.

The purchase phase focuses on the so-called intrinsics, the nature and positive experience of the product. The consumer needs to evaluate the product at the point of purchase, so the product must conform to the promise of the pre-purchase phase. This phase also entails development of the brand for retailers and partners.

The third phase is the post-purchase phase, which takes a longer-term view, aiming to reinforce satisfaction and retain the customer for repeat purchases. Tools in this phase will include customer service, surveys such as the net promoter score as

well as customer education to deal with complaints.

Interesting to note is that the third phase loops back to the first phase. By the post-purchase phase, the customer should be experiencing the transformation promised in the first phase. The customer experience observed in the post-purchase phase should inform evolution of the brand and the first phase messages.

As you can tell, touchpoints must be managed carefully and conscientiously with current sales and marketing in the immediate view, as well as with a view to longer range retention and repeat sales on the horizon. Without effective touchpoint management, spend on the brand is wasted.

****Pierre Mare has contributed to development of several of Namibia's most successful brands. He believes that analytic management techniques beat unreasoned inspiration any day. He is a fearless adventurer who once made Christmas dinner for a Moslem, a Catholic and a Jew. Reach him at pierre.june21@gmail.com if you need help.***

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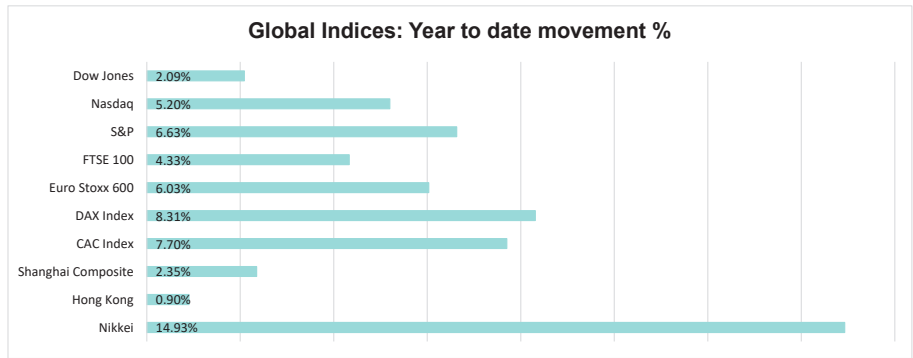
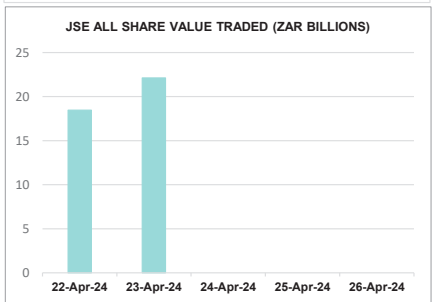
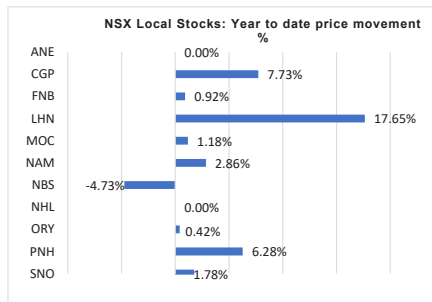
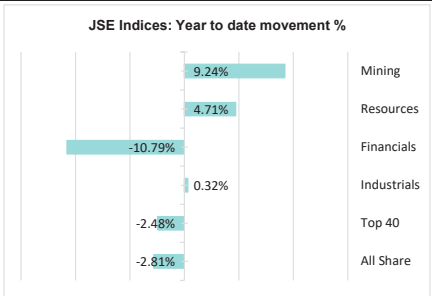


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