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THE BRIEF

News Worth Knowing



**Windhoek District Hospital to cost
N\$2.9bn, to break ground in May**

FRIDAY 26 APRIL 2024

MAIN STORY

Windhoek District Hospital to cost N\$2.9bn, to break ground in May



The Ministry of Health and Social Services (MoHSS) says the planned Windhoek District Hospital will be constructed at a cost of N\$2.9 billion and will break ground on 9 May 2024 with construction expected to be complete in 2027.

According to the Executive Director at MoHSS, Ben Nangombe, the hospital will boast a 500-bed capacity, significantly alleviating the burden on the currently strained Katutura Hospital, while the chosen Havana location will ensure convenient access for the surrounding communities.

“The hospital is strategically located in close proximity to the local community

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

within Havana informal settlement. This positioning ensures accessibility and convenience for the residents in need of healthcare services.” he said.

Nangombe further explained that the new facility will offer comprehensive outpatient and inpatient care, reducing the need for referrals and ensuring patients receive timely treatment closer to home and will feature essential services like a pharmacy, radiology department, outpatient department, kitchen, and laundry facilities.

“In addition to medical care, the hospital will be equipped with essential ancillary services including pharmacy, radiology, outpatient department, kitchen, and laundry facilities. These services are integral to supporting the overall operations and functionality of the hospital.” Nangombe said.

The new Hospital will also be equipped with solar water heating systems in order to reduce electricity costs and also contribute to lowering carbon emissions, promoting environmental responsibility and long-term financial savings.

“Furthermore, the installation of solar water heating systems underscores the commitment to energy efficiency and sustainability. Aligned with national directives, these systems not only reduce electricity bills but also contribute to lowering carbon emissions, promoting environmental stewardship and long-term cost savings” he said.

Additionally, MoHSS Minister Kalumbi Shangula says the Katutura

Intermediate Hospital will transition into a Class B referral centre, receiving patients not only from Windhoek but also from district hospitals across the country as well as serve as a training ground for interns in various healthcare professions.

“Katutura Intermediate Hospital will focus on specialist services, training and research. The Windhoek District Hospital will provide relief to the Katutura Intermediate Hospital and will free up space for specialised services. It will also reduce congestion, long waiting times and overcrowding in the wards.” he said.

Out of the 27 state hospitals, the country has five referral hospitals, including Windhoek Central, which is considered a national referral facility, while the Katutura, Oshakati, Onandjokwe and Rundu facilities are intermediate hospitals.

Overall, MoHSS is responsible for 530 public facilities, including 49 hospitals, 60 health centres and 421 clinics, according to the 2023 National Infrastructure Atlas by NSA.



TENDER: DPMT24_012

FABRICATION AND INSTALLATION OF AUSMELT BAGHOUSE OUTLET AND INLET MANIFOLD

Dundee Precious Metals (Pty) Ltd. invites registered, competent and experienced individuals or companies to tender for the Fabrication and Installation of Ausmelt Baghouse Outlet and Inlet Manifold.

Details of the Tender

Tender availability:

From Monday, 22 April 2024
Tender details and documents will be available exclusively on our e-Procurement portal at www.webportunities.net

Cost per set:

No levy

Closing date for submission:

Friday, 17 May 2024, at 16h00

Submission requirements are defined in the tender documents and the closing date for submission is final, no extensions will be granted. Technical information, bid clarifications and any enquiries pertaining to this tender can be requested at email: Tendersnm@dundeeprecious.com

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

No other method of submission will be accepted.

The Fabrication and Installation of Ausmelt Baghouse Outlet and Inlet Manifold tender will be found under the tab Quotes/Tenders.

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.



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**MINING
& ENERGY**

ECB approves 8% bulk tariff increase for NamPower



The Electricity Control Board (ECB) on Friday announced an 8% tariff adjustment for Namibia Power Corporation (NamPower) for the 2024-2025 financial year, a reduction from the 14.59% initially requested by the national power utility.

The ECB, however, expressed concerns that these adjustments, surpassing local inflation rates, may exert pressure on commodity prices.

Robert Kahimise, CEO of the ECB, stated that: "After careful consideration and in line with the ECB tariff review process, the board has decided to adjust the NamPower bulk tariff to 8%. This adjustment revises

the average tariff from the current approved rate of N\$1.9856 per kWh to N\$2.1444 per kWh, effective from July 2025 to June 2026."

The forthcoming adjustment, effective in July, is lower than the 9% increase implemented for the 2023/24 fiscal year.

Kahimise further elaborated on the ECB's forecast, indicating a double-digit increase of up to 14% for the 2025/26 financial year, followed by reductions to nine, four, and 5% in subsequent fiscal years from 2026/27 to 2028/29.

"In accordance with the tariff regulatory framework, the ECB conducted a thorough review, assessing the tariff application's

A promotional image for 'The Brief' featuring two people, a man and a woman, smiling. The man is wearing a dark shirt and the woman is wearing a colorful patterned shirt.

THE
BR/EF | **06:40**
Mon-Fri

MOOKS & ADORA *In the Morning*

The logo for 92 FM, featuring the number '92' in a stylized font with 'FM' below it, all enclosed in a speech bubble-like shape.

detailed analysis, financial impact on NamPower, optimal dispatch of local generation versus contracted imports, and overall economic implications. Consequently, NamPower's revenue requirement has been adjusted from N\$8.4 billion to N\$7.9 billion," emphasized Kahimise.

He added that NamPower generates revenue based on approved budgeted costs, volumes, and tariffs.

"However, actual costs and revenue often deviate from budgeted figures, resulting in annual over or under-recoveries. Therefore, the ECB has deferred under-recoveries to alleviate the impact of electricity costs on consumers."

Kahimise attributed the under-recoveries to lower-than-projected generation from the Ruacana Power Plant, necessitating higher-cost imports to compensate. Pinehas Mutota, ECB Executive for Economics

and Market Regulations, acknowledged the significance of tariff adjustments in ensuring power stability and continued generation but cautioned about their potential impact on the economy.

"Given that the tariff increase exceeds the inflation rate of around 4.5%, we anticipate pressure on future inflation and consequently on prices of goods and services," stated Mutota.

He justified the increment, citing rising generation costs, particularly expenses associated with imported electricity.

"Approximately 42% of generation costs are denominated in US Dollars, making exchange rate fluctuations directly affect the generation tariff. For example, electricity costs have increased by 10% since last year due to the exchange rate shifting from N\$17.50 to around N\$19.22 against the US Dollar," explained Mutota.

Mutota also highlighted factors such as capitalisation costs of the Anixas II power station, inflationary pressures, and commodity-related escalations.

In light of the bulk tariff adjustments, the ECB urged distribution licensees, including Regional Councils, Local Authorities, Large Industrial Transmission Customers, and Regional Electricity Distributors (REDs), to apply for tariff upgrades.



Environmental Investment Fund
of Namibia | ensuring sustainability

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 2008) 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 (NCF 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-lee Pick at CPick@eif.org.na

Environmental Investment Fund
8933 Kleininzburg Heights, c/o Heinzlburg & 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.



BoN to roll out instant payment solution in 2025

The Bank of Namibia says it will roll out instant payment solutions in 2025. The initiative prioritises financial inclusion by making essential and affordable financial services accessible to all Namibians.

The project will particularly target the rural and informal sectors, which often face challenges in using traditional banking systems.

BoN Governor Johannes !Gawaxab said the project will introduce a user-friendly instant payment solution accessible on any device, including non-smartphones.

This ensures broad participation, especially for those without smartphones or who struggle with traditional banking fees. "Despite the remarkable achievements recorded to date in the execution of the Financial Sector Strategy, as evidenced by high levels of broad financial inclusion estimated at around 78.1% of the population, segments of our population remain underserved and unserved," the apex bank governor said.

The Governor further explained that choosing the central bank to lead the project keeps costs low for financial institutions. This is in addition to keeping the new instant payment system affordable

for everyone who uses it.

He added that the system will connect all parts of Namibia, from individuals to businesses and government agencies.

"This system aims to connect individuals, businesses, and government entities across Namibia, including the payment of social grants, enabling more efficient economic interactions and supporting the growth of digital entrepreneurship," he added.

The BoN will partner with the Ministry of Finance and Public Enterprises and Namclear, the national clearing house.

The Minister of Finance and Public Enterprises has also approved the establishment of an independent special-purpose vehicle tasked with implementing the Instant Payment Project in partnership with Namclear.

"The decision to partner with Namclear is a strategic imperative. Being the only clearing house, which is also designated as a systemically important financial market infrastructure, it is essential that we refrain from introducing fragmented clearing operations in the payment ecosystem. The Bank of Namibia greatly appreciates Namclear's willingness to partner with the established Special Purpose Vehicle," he said.



By Joseph Mukendwa

Harnessing local content for Namibia's green hydrogen future

Namibia is poised to become a leader in the green hydrogen sector. With vast renewable energy resources, the country has the potential to not only meet its own energy needs sustainably but also to become a significant exporter of green hydrogen. According to research, the green hydrogen sector is likely to contribute 600,000 jobs by 2040.

The key to unlocking this potential lies in the development and implementation of robust local content policies. These policies are essential for ensuring that the benefits of the green hydrogen sector are widely shared among Namibians, contributing to socio-economic development and the betterment of the livelihoods of our people.

The concept of local content is not new, and many countries have implemented policies to ensure that their citizens and local businesses benefit from their natural resource. Norway, for example, has successfully used local content policies to develop its oil and gas sector, ensuring that a significant portion of the value generated remains in the country. The Norwegian model emphasizes the development of local expertise, technology transfer, and the creation of competitive local suppliers.

Similarly, countries like Kenya and

Morocco have shown that it is possible to implement local content policies in a way that benefits both international investors and the local community. Kenya's geothermal sector has thrived due to deliberate efforts to involve local communities and businesses in the development process. Morocco's Noor Ouarzazate Solar Complex, one of the world's largest solar power plants, has been a success story in terms of integrating local content policies, with significant investment in local workforce training and development.

The Local Content Conference that took place in Luderitz from 16 to 18 April, brought together experts from various countries around the world, who shared their experiences on local content practices. Namibia can draw valuable lessons from these experiences. From the discussions, the first step should be to conduct a thorough analysis of the existing capabilities within the country and identify gaps that need to be filled to support the green hydrogen sector. This includes assessing the skills available in the workforce, the capacity of local suppliers, and the infrastructure in place.

For Namibia, the development of the green hydrogen sector presents an

opportunity to leapfrog traditional energy systems and create a modern, sustainable economy. Based on lessons learned from other countries, the sector will be able to achieve this if we develop a clear and comprehensive local content policy framework that sets out expectations for the involvement of local businesses in the green hydrogen sector. Equally, there would be a need to invest in education and training programs to build the skills needed as well as create incentives for international investors to partner with local businesses and transfer knowledge and technology.

As the green hydrogen sector does not operate in a vacuum, envisaged green hydrogen local content policies must be aligned with the country's broader economic development goals and contribute to the diversification of the economy. Whilst no formal local content policy exists for the green hydrogen sector, a framework that addresses local content is in place. With the signing of the Feasibility Implementation Agreement with Hyphen, one of the largest envisioned green hydrogen projects in the country, a social economic development (SED) framework was developed. Key elements of the SED framework include employment creation, enterprise development and skills development, to name

but a few. Monitoring of the implementation of the SED framework will be key, as this will inform the development of a local content policy for the green hydrogen sector.

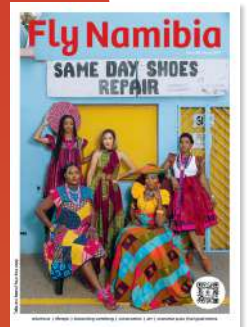
As we stand at the threshold of a new era in energy production, it is imperative that Namibia seizes this moment to ensure that the green hydrogen sector is developed in a way that maximizes the benefits for all Namibians. This will require a concerted effort from all stakeholders, including the government, private sector, and civil society, to ensure successful implementation of local content policies that are both ambitious and pragmatic.

The call to action for Namibia, for the green hydrogen sector, is clear. We should learn from the mistakes made by other countries and must manage local content in a way that truly ensures the socio-economic development of the country and the betterment of the livelihoods of its citizens. This is not just an economic imperative but a moral one. By doing so, we can ensure that the green hydrogen sector is not only a source of clean energy but also a catalyst for sustainable development and prosperity for all Namibians.

****Joseph Mukendwa is Head of Policy, Planning and Strategy at the Namibia Green Hydrogen Programme (NGH2P)***

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GIPF effects 5% increase in pension, disability benefits

The Government Institutions Pension Fund (GIPF) has effected an increase of 5% to active annuitants' pension as well as members with disabilities, effective 1 April 2024.

Equally, pensions and disability income that have been in place for a year or more are eligible for a full 5% increase, whereas those that are under a year are eligible for a pro rata increase based on the number of months the pension has been in effect.

GIPF currently has 51,484 annuitants.



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“A pension increase serves to cushion pensioners from unexpected changes in their purchasing power and hence the incessant ability to increase members’ benefits annually. The Fund aims to match the Namibian Consumer Price Index (NCPI)” to ensure that pensioners retain their purchasing power over time, subject to affordability”, said Martin Inkumbi, GIPF CEO and Principal Officer.

“The increase was because of a thorough actuarial due diligence process that was undertaken and that informed the Board of Trustees who also took into consideration that this group of members last received a disability income increment seven years ago. Therefore the Fund is committed to guarding and growing all members’ financial security, hence the increase in the disability income which serves to cushion disabled members from unexpected changes in their purchasing power,” stressed Inkumbi.

In addition, he said, by awarding annual pension increments, the Fund considers creating a delicate balance by considering the volatile investment environment, global geo-political circumstances, the need to manage expectations regarding pension increases while ensuring that our active annuitants live reasonably within inflation parameters.

“The Board of Trustees took this decision after a thorough

actuarial due diligence process and in consideration of various factors such as the inflation rate, cost of living, and reasonable benefit expectations of its active annuitants, affordability on the part of the Fund and the average annual return over the last five years, as well as the current and future liabilities and the assets of the Fund to ensure that the Fund’s assets can adequately cover its liabilities,” he explained.

"However, given the fact that returns on investments are volatile from year-to-year, the Fund has adopted a 3-year averaging method for the GIPF, with the returns of each December year-end serving as a reference point."

The Fund is a statutory pension body which provides guaranteed pension and related benefits to over 98,623 civil servants, and employees of participating employers in Namibia.



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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 mobilize 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 mobilized 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 Heinltzburg Heights, c/o Heinltzburg & 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.

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.

Namibia to take over AIO Presidency

Namibia is poised to take the helm of the African Insurance Organisation (AIO) with the appointment of Patty Karuaihe-Martin, Managing Director of Namibia National Reinsurance Corporation (NamibRe), as the incoming President.

Karuaihe-Martin is set to officially take the reins during the AIO Conference in Windhoek slated for 1 to 5 June 2024.

She said the AIO Conference serves as a platform for knowledge exchange, capacity building, networking, and policy advocacy within the African insurance sector.

It addresses emerging trends and challenges, with this year's theme focusing on "Coping with Rising Natural Disasters in Africa."

"The AIO Conference serves as a platform for collaboration, knowledge sharing, and networking among insurance professionals across the African continent," she said.

She further explained that this year commemorates the 100th AIO Board Meeting, a significant milestone Namibia is proud to host.

The occasion not only showcases Namibia on a global scale but also offers a valuable opportunity for local corporate leaders to establish connections and exchange insights on pertinent topics such as climate change, and the evolution of the insurance sector, and promote sustainable enterprises.

"It was anticipated that the event would convene approximately 1,000 CEOs and professionals from the finance and insurance sectors across Africa," she said.

Karuaihe-Martin also said that the conference harbours long-term goals aimed at fostering sustainable growth and development.

These include driving innovation and



digital transformation, enhancing financial inclusion, advocating for regulatory reforms, and creating a conducive environment for industry advancement.

The African Insurance Organisation is a non-governmental entity established in 1972 and acknowledged by all African nations.

It aims to advance insurance education tailored to African markets, champion best practices, undertake projects showcasing insurance benefits, and foster alliances with African insurance associations.



By Victor Songa Musiwa

Customer service framework: A blueprint for customer service excellence

Many organizations in both the public and private sectors prioritize customer service excellence as a strategic objective. Despite this emphasis, only a few manage to achieve it. This article aims to demonstrate how a customer service framework can serve as a blueprint for attaining customer service excellence.

At the heart of delivering exceptional customer service lies a well-defined framework—a blueprint, if you will—that guides every interaction, decision, and initiative aimed at delighting customers and building long-lasting relationships. Let's delve into what constitutes this Customer Service Framework and how it serves as a beacon for achieving customer service excellence.

1. Customer-Centric Culture: At the foundation of any effective customer service framework is a culture that places the customer at the center of everything the organization does. From the C-suite to frontline employees, fostering a customer-centric mindset ensures that meeting and exceeding customer expectations is not just a departmental goal but a shared organizational ethos.

2. Clear Customer Service Standards: Clarity is key. Establishing clear and

transparent customer service standards sets the baseline for performance and behavior. This includes defining response times, escalation procedures, communication guidelines, and service level agreements (SLAs) to ensure consistency and reliability across all customer touchpoints.

3. Empowerment and Autonomy: Empowering employees to take ownership of customer issues and make decisions autonomously is a hallmark of exceptional customer service. By providing the necessary training, resources, and trust, organizations enable frontline staff to resolve issues promptly, efficiently, and with a personal touch that resonates with customers.

4. Effective Communication Channels: In today's omnichannel world, customers expect seamless and accessible communication options. A robust customer service framework encompasses a diverse range of channels—including phone, email, live chat, social media, and self-service portals—ensuring that customers can engage with the company on their preferred platform with ease.

5. Training and Development: Investing in the ongoing training and development of customer service teams is essential for equipping them with the skills

and knowledge needed to excel in their roles. Communication skills, problem-solving techniques, empathy training, and product knowledge are just some areas where continual development can drive meaningful improvements in service delivery.

6. Customer Feedback Mechanisms: Feedback is the lifeblood of any customer-centric organization. Implementing robust mechanisms for collecting, analyzing, and acting upon customer feedback—such as surveys, reviews, and Net Promoter Score (NPS) assessments—provides invaluable insights into areas for improvement and opportunities to enhance the customer experience.

7. Continuous Improvement: A commitment to continuous improvement lies at the core of every successful customer service framework. By regularly evaluating processes, soliciting feedback, benchmarking against industry standards, and embracing innovation, organizations can stay ahead of the curve and continually raise the bar for service excellence.

8. Employee Engagement and Recognition: Engaged and motivated employees are the driving force behind exceptional customer service. Recognizing and rewarding employees who embody the organization's customer-centric values fosters a culture of excellence and reinforces the importance of delivering outstanding service at every opportunity.

9. Technology and Automation: Leveraging technology and automation can

enhance efficiency, streamline processes, and elevate the overall customer experience. From AI-powered chatbots and self-service portals to sophisticated CRM systems and analytics tools, technology can play a pivotal role in driving operational excellence and delivering personalized service at scale.

10. Alignment with Business Goals: Ultimately, the success of any customer service framework hinges on its alignment with broader business goals and objectives. Whether it's increasing customer retention, driving revenue growth, or enhancing brand loyalty, every customer service initiative should be strategically aligned to deliver tangible business outcomes and drive sustainable growth.

In conclusion, a well-crafted Customer Service Framework serves as the blueprint for achieving excellence in customer service. By embedding a customer-centric culture, establishing clear standards, empowering employees, embracing feedback, fostering continuous improvement, and leveraging technology, organizations can create a customer service experience that not only meets but exceeds expectations, driving customer loyalty, advocacy, and long-term success.

****Victor Songa Musiwa, CCXP, XMP, MSc, is Namibia's first globally certified experience management professional (CCXP & XMP), Founder, and Chief Executive Officer of Relentless CX cc.***

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Diamantaire Enterprise Development Program (EDP) graduate inauguration and strategic media briefing





Dundee's Community Trust invests N\$500,000 in Mathematics, Science Clinic

The Oshikoto Directorate of Education partnered with the José Eduardo dos Santos UNAM Campus to launch a Mathematics and Science Clinic at Opawa Secondary School Hall in Tsumeb.

The initiative is backed by a N\$500,000 investment allocated to cover expenses such as textbooks, stationery, transport, accommodation, and per diem.

The clinic will entail tutoring in Mathematics, Physical Science and Chemistry scheduled for every Saturday, starting 27 April until 28 September 2024 to prepare the Advanced Subsidiary (AS) Level learners for their final examination in October 2024.

"In 2023, Dundee Precious Metals Tsumeb Community Trust allocated over N\$900,000 towards education projects, supplementing the efforts of the Namibian Government," Chairperson for Dundee Precious Metals Tsumeb Community Trust Max Johnson said.

"Notably, in October of the same year, Dundee Precious Metals Tsumeb

Community Trust donated grade 12 teaching materials valued at N\$32,000 to the José Eduardo dos Santos UNAM Mathematics and Science Clinic, marking the beginning of a collaborative effort to establish a Mathematics and Science Clinic in Tsumeb."

A workshop held on August 17 to 24 last year, by the Dundee Precious Metals Community Trust, brought learners and teachers together respectively, to address critical issues affecting education in the region.

During the workshop, participants raised concerns about shortages of essential resources such as furniture, textbooks, sports facilities/activities, and IT equipment.

Participants expressed their concerns regarding the poor performances by the Grade 10, 11 and 12s in the town encouraging them to explore various avenues to support schools in enhancing academic outcomes, the Mathematics and Science Clinic being one of them.



Financial Market Monitor

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Enriching Generations

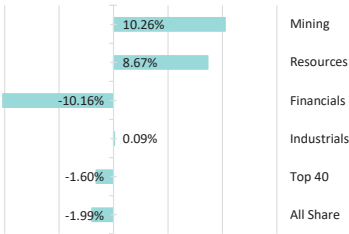
Commodities

Spot Gold	2340.75
Platinum	915.60
Palladium	963.45
Silver	27.53
Uranium	89.75
Brent Crude	89.42
Iron Ore	107.34
Copper	9768.65
Natural Gas	1.58
Lithium	14.95

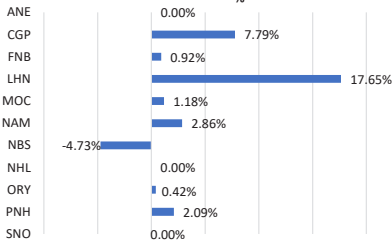
Currencies

USD/ZAR	18.7751
EUR/ZAR	20.0878
GBP/ZAR	23.4548
USD/CNY	7.2468
EUR/USD	1.0699
GBP/USD	1.2492
USD/RUB	91.9543
CPI	4.46%
Repo Rate	7.75%
Prime Rate	11.50%

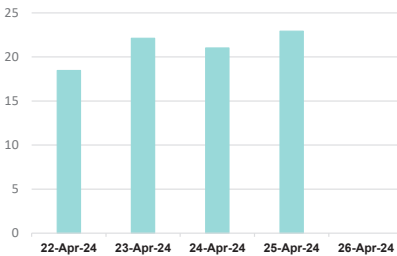
JSE Indices: Year to date movement %



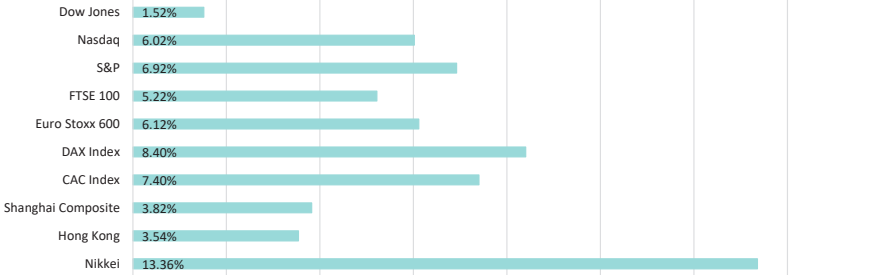
NSX Local Stocks: Year to date price movement %



JSE ALL SHARE VALUE TRADED (ZAR BILLIONS)



Global Indices: Year to date movement %



*Prices as at 16:18, 26-Apr-2024