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# BRIEF

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**Namibia's dairy industry at risk  
as only 3 farmers supply milk**

**TUESDAY 24 SEPTEMBER 2024**

## MAIN STORY



# Namibia's dairy industry at risk as only 3 farmers supply milk

**T**he country's dairy industry is facing a significant decline, with only three farmers currently supplying milk to the Namibia Dairies, an official has revealed.

According to the Bank of Namibia's Director of Research and Financial Sector Development Emma Haiyambo, this marks a steep drop from the more than 20 farmers who supplied the industry a few years ago.

### Crucial Dates

- Bank of Namibia Monetary Policy announcement date:  
16 October 2024  
4 December 2024
- Minister of Finance and Public Enterprises, Ipumbu Shiimi to deliver 2024/25 Mid-Year Budget Review on October 28, 2024.

The challenges threatening the sector are multifaceted, with a combination of rising input costs, environmental issues, and competition from cheaper imports.

“Currently, only three farmers supply milk to Namibia Dairies, a sharp decline from over 20 farmers just a few years ago. In total, fewer than 10 dairy farmers now remain in the country,” she said.

She further explained that milk production in the country has been steadily decreasing since 2019, with most dairy farms located in the Hardap region.

Haiyambo said the farmers are heavily dependent on water levels from the Hardap Dam, which have been fluctuating due to ongoing drought conditions.

Low dam levels directly impact milk production, as water is a critical resource for dairy operations.

“Milk production has been steadily declining since 2019, with most dairy farmers based in the Hardap region. These farmers rely heavily on water levels from the Hardap Dam, which have faced ongoing challenges. When dam levels are low, milk production is significantly affected,” she said.

she said adding to the pressure is the rising cost of cattle feed, which is one of the most significant expenses for dairy farmers.

Feed costs now account for up to 70% of the total production expenses, further squeezing profit margins. The dairy sector also faces competition from cheaper imports, primarily from South Africa.

Haiyambo said while fresh milk is zero-rated for tax purposes in Namibia, processed milk products are not. In contrast, South African milk products benefit from zero-rating across the board, giving them a competitive price advantage.

“The dairy industry is currently under threat. In South Africa, all milk products are zero-rated for tax purposes, while in Namibia, only fresh milk is zero-rated. Additionally, the high cost of cattle feed, a major expense for farmers, further impacts milk production,” Haiyambo said.

With fewer than ten dairy farmers remaining in the country and only three actively supplying milk, the industry is at risk of further decline.

Haiyambo warned that without intervention, such as improved support for local farmers and measures to reduce production costs, Namibia’s dairy industry may continue to shrink, leaving the country more reliant on imports.



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# Nigeria's Alpha Petroleum secures N\$3.5bn Namdeb mining contract

**N**igerian-based Alpha Petroleum has announced that it has secured a N\$3.5 billion (US\$200 million) diamond mining contract in Namibia with Namdeb.

Alpha Petroleum said the contract, awarded by Namdeb, a joint venture between the Namibian government and De Beers Group, will see it begin operations on October 1, 2024.

This is Alpha Petroleum's first major contract in Namibia, granting the company rights to mine within specified areas of Namdeb's offshore sea mining licence.

The venture is expected to yield between 30,000 and 60,000 carats annually.

Alpha Petroleum said it will deploy a state-of-the-art shallow water mining vessel to extract and process diamondiferous gravels, with the recovered diamonds to be delivered monthly to the Contractor's Treatment Facility in Luderitz.

"We're proud to have won this competitive bid and are ready to execute the largest diamond mining project in Namibia, significantly impacting the African continent," Founder and CEO of Alpha Energy Resources, Babajide



Agunbiade said.

The project by the Nigerian company which specializes in both shallow and deep marine mining, is expected to drive economic growth in Namibia, particularly in the Halifax Island and Kerbehuk mining zones.

- [miningandenergy.com.na](http://miningandenergy.com.na)

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# Weddings in the north drive regions' occupancy rate to 70.42% in August

Namibia's northern regions experienced a significant surge in tourism during August 2024, with occupancy rates reaching an impressive 70.42%, official data shows.

The surge was primarily driven by an increase in wedding-related activities, as both wedding couples and attendees sought accommodations in the region during the peak season.

In contrast, according to Simonis Storm Securities (SSS), the southern and central regions saw declines, with occupancy rates dropping to 56.38% and 51.88%, respectively.

The coastal region also recorded a slight year-on-year decrease to 66.22%, yet it experienced a 6.4% month-on-month rise from July's figure of 59.8%.

"Leisure travel remained dominant in

August 2024, accounting for 92.91% of total room occupancy. Business travel saw a year-on-year increase, contributing 6.48%, while conference-related stays, though still

A promotional poster for the W!MAN 2024 Summit. At the top is the logo "W!MAN THE WOMEN IN MINING SUMMIT 2024" with a stylized woman figure. Below the logo, the name "MAKHOSAZANA 'KHOS!' SIBISI" is displayed, followed by her titles: "CHAIRPERSON OF GOLE VOP TRADES AND EXECUTIVE CHAIRPERSON OF WOMEN IN MINING BUSINESS OF SOUTH AFRICA". A circular portrait of her is on the right. Text indicates the event is on "16TH -17TH OCTOBER, 2024" at "MECURE HOTEL, WINDHOEK". A QR code is shown with the word "Register" below it. Social media handles "#W!MAN2024" and "#W!MANSUMMIT" are at the bottom left. A "SPEAKER" badge is at the bottom right. At the very bottom, logos for "IN PARTNERSHIP WITH" (Impact Desk) and "MEDIA PARTNERS" (BR/EF) are visible.

minimal, rose to 0.61% compared to the previous August," said the firm in a report.

Despite these gains, SSS noted that business and conference travel continue to play a minor role in comparison to the substantial share of leisure travellers.

This comes as in August 2024, the national occupancy rate in the hospitality sector decreased to 63%, down from 68.9% in August 2023.

However, on a month-on-month basis, the sector experienced an improvement of 3.28% from July to August 2024.

"Local travel experienced a notable rise, with Namibian visitors accounting for 14.91% of total occupancy in August 2024, up from 16.39% in July 2024. Conversely, South African tourist numbers almost halved, declining from 6.30% in July to 3.69% in August 2024," said SSS.

Visitors from the rest of Africa saw a year-on-year increase, with their share rising to 1.67% from 0.90% in the previous year.

Meanwhile, European visitors remained the largest segment, increasing from 66.33% in July 2024 to 70.28% in August 2024.

"This growth may reflect potential

seasonal fluctuations or evolving travel preferences compared to prior years. The Middle East saw a slight decline from 0.6% to 0.3% year-on-year, while Asia's share decreased from 2.0% to 1.69%," noted the firm.

Similarly, South American visitors experienced a modest decline from 0.74% to 0.63%.

"North America, however, saw a marginal increase, rising from 3.65% in August 2023 to 3.68% in the current period," said SSS.

The 'rest of the world' category registered a sharp decrease from 5.21% to 0.55%.

European tourists continued to dominate Namibia's international visitor profile in August 2024, making up 70.28% of foreign arrivals, the highest percentage recorded this year.

"Among the European countries, Austria, Germany, and Switzerland were the top contributors, collectively representing 31.68% of all European visitors," said the report.

Similarly, Italy demonstrated significant growth, with its market share rising sharply from 4.48% in July to 12.91% in August. France ranked third, contributing 9.88% to the European segment, a rise from 6.33% year-on-year.

"Spanish and Portuguese arrivals also grew, from 3.35% in August 2023 to 3.73% in August 2024. Additionally, Namibia attracted attention from emerging markets such as the Baltic countries (Estonia, Latvia, and Lithuania)," noted SSS.

The Benelux region (Belgium, Netherlands, and Luxembourg) posted impressive year-on-year growth, with their market share increasing from 0.07% to 6.20% in August 2024.

The Firm highlighted that these developments underscore the increasing significance of European tourism to Namibia's hospitality industry.

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2024

**Georgette B. Sakyi-Addo**  
FOUNDER AND EXECUTIVE  
DIRECTOR OF GEORGETTE  
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# NAB advocates for SACU review to address unfair trade practices

**N**amibian Agronomic Board (NAB) Chairperson Hubertus Hamm says there is a need for a review of the Southern African Customs Union (SACU) agreement to address pressing trade challenges.

Hamm said as a member of SACU, Namibia advocates for balanced trade and equitable development among member states.

He called for a thorough review of the SACU Agreement, stressing that reforms are necessary to prevent any single member state from extracting disproportionate value, which undermines the region's economic balance.

"As a member of SACU, Namibia advocates for balanced trade and equitable development among member states. We must review the SACU agreement to promote collective growth and prevent the extraction of value by one member state," he said.

He further explained that the SACU Agreement, intended to democratise customs practices and ensure equitable benefits for all member states, remains largely unimplemented.

Key provisions, including the SACU Tariff Board, Industrial Policy, Revenue Sharing Mechanism, and Tribunal, have been neglected, particularly by South Africa.

"South Africa, in particular, has not fully adhered to the agreement, which affects the balance of trade and economic activity within SACU. It is imperative for South Africa to lead



a strategy to reform SACU to foster collective growth rather than competition," he said.

In the context of Namibia's agricultural ambitions, the Chairperson expressed optimism about the forthcoming Five-Year Crop Value Chain Development Strategy, set to be launched in March 2025.

The strategy aims to drive agricultural growth through targeted interventions, addressing policy gaps, and strengthening regional partnerships.

"I am optimistic that the upcoming Five-Year Crop Value Chain Development Strategy, launching in March next year, will drive further development through targeted interventions, addressing necessary policy changes, and bolstering regional relationships," he said.

# Part 1: Why is Namibia Hosting So Many Conferences Lately?

By Enos Kamutukwata

Namibia has quietly but surely started becoming Africa's latest hotspot for international conferences. From oil and gas summits to hospitality investment, insurance industry and aviation development events — the country is quickly positioning itself as a premier destination for business tourism and global investment.

Just this year alone, Namibia has hosted a series of high-profile gatherings, including the Namibia International Energy Conference, Namibian Local Content Conference (NLCC), the Africa Insurance Organisation Conference, the Africa Hospitality Investment Forum (AHIF), the Aviation Development Conference and the Namibia Oil and Gas Conference.

The Global African Hydrogen Summit (GAh2S), followed by the AU SME Forum that recently took place.

There has been a conversation on Twitter (now known as X) about the influx of Oil and Gas International Conferences and various smaller events happening at venues like the Mercure Hotel and the Country Club, but what's behind this



**Namibia's continued success in hosting major conferences underscores its readiness to engage with the global community and attract international business.**

sudden surge in conferences?

## **Strategic Push for MICE Tourism**

Namibia's recent surge in hosting international conferences, particularly in the extractives (minerals and metals), hospitality, and energy (hydrocarbons and renewable) sectors, is no coincidence.

This trend reflects a deliberate strategy by the Namibian government and key stakeholders to position the country as a premier destination for business tourism and investment.

Through agencies such as the Namibia Investment Promotion and Development Board (NIPDB) and the Namibia Tourism



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Board (NTB), the Ministry of Environment, Forestry and Tourism is implementing its tourism revival strategy which includes pro-actively promoting Namibia as a prime location for conferences.

With a strong focus on revitalising its tourism sector to pre-pandemic levels, Namibia is establishing itself as a hub for Meetings, Incentives, Conferences, and Exhibitions (MICE), to be spearheaded by the Namibia Convention Bureau.

MICE tourism leverages the country's existing infrastructure, including world-class hotels, convention centres, and transportation networks, to host major events.

This approach not only showcases Namibia's unique attractions to international delegates but also promotes knowledge exchange and strengthens Namibia's destination branding as a global business hub.

The NIPDB, the nation's foremost investment promotion agency, emphasises that the MICE industry is interconnected with various other sectors.

It both supports and depends on the leisure tourism and hospitality sector while also collaborating closely with the business, academic, and professional

communities, which are significant consumers of its services.

**Reviving the tourism sector**

The tourism sector, particularly in the post-pandemic recovery phase, is crucial for Namibia's economy. Conferences and business events provide a steady stream of visitors, helping to fill hotels, restaurants, and other tourism-related businesses. This influx of business travellers has significantly increased occupancy rates and revenue in the hospitality sector.

The Brief Newspaper and Simonis Storm Securities (SSS) notes that conferences, such as the International Energy Conference held in April, played a key role in filling hotel rooms in April 2024.

The same report also noted a significant increase in business travellers, who made up 13.3% of all visitors to Namibia—more than double the percentage seen in March 2024 and April 2023 (6.5% each).

A recent report highlighted that the Africa Hospitality Investment Forum (AHIF) alone contributed N\$7.9 million (US\$441,000) to GDP, with the average value of business opportunities generated totaling N\$46.2 million (US\$2.6 million).

AHIF also sustained or created 274 annualised employment opportunities

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in Namibia, with direct expenditure amounting to N\$7.0 million (US\$396,000). The government's focus on MICE tourism leverages Namibia's existing infrastructure to attract international delegates, thereby showcasing the country's unique attractions and hospitality.

Beyond Leisure Tourism

Many investors initially experience a country as tourists, which can shape their perceptions and decisions. Unfortunately, misconceptions about Namibia can

still linger. Addressing misconceptions about Namibia requires more than just promotional materials; it involves inviting investors to engage with the country directly.

By hosting events that tie into their interests, we can offer firsthand experiences that showcase Namibia's potential, easing concerns and making the country more appealing for investment. Such summits not only highlight Namibia's unique business opportunities but also create a more inviting atmosphere for potential investors.

Ultimately, combining tourism with targeted business events can transform perceptions and attract valuable investments.

More coming

Namibia's continued success in hosting major conferences underscores its readiness to engage with the global community and attract international business.

As the country capitalises on this momentum, it is set to lead in sectors like energy and hospitality, positioning itself as a key player on the world stage.

\* E n o s  
Kamutukwata is an  
economist, and these  
views are his own.  
He can be reached  
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- Perform industrial systems and applications administration and ongoing maintenance.
- Drive infrastructure hardware lifecycle management – hardware maintenance, capacity management and timely replacement.
- Identify problems with IT services requests, categorizes and describe user requests and ensure processes and procedures are adhered to.
- Identify and suggest areas of improvement to the supervisor.
- Supply second level technology support to end users and contractors.
- Provide training and information to end users to ensure understanding and compliance with safety protocols.

**QUALIFICATIONS AND EXPERIENCE REQUIRED:**

- A Bachelor of Science in Information Technology (IT) or related.
- Knowledge of IT frameworks such as ITIL (Information Technology Infrastructure Library) and COBIT.
- A minimum of 3 years of working experience in IT field.
- Working knowledge of helpdesk tools, database infrastructure and mobile devices.
- Proven experience in computer networks, information systems and Cyber Security.
- Experience in operating main types of technical, software and network tools.
- A valid Driver's license: Code B.

**CLOSING DATE: FRIDAY, 04 OCTOBER 2024, AT 16H00**

Only short-listed candidates will be contacted. Applicants, who are not contacted within two weeks after the closing date, should consider their application unsuccessful. The recruitment process will be administered as prescribed by Namibian Affirmative Action Act. Women and person with disability are encouraged to apply. Sinomine Tsumeb Smelter is an Equal Opportunity Employer

**APPLICATION PROCEDURES**

All applications meeting the minimum requirements must be accompanied by a non-returnable detailed curriculum vitae, certified copies of qualifications and identification documents. Applications should clearly indicate the position being applied for and should be sent as one PDF attachment. Applications not adhering to these rules will not be considered

Please forward application to the email: stsrecruitment3@sinomine.na



## Namibia expands food production initiative with N\$17.3 million support from Japan

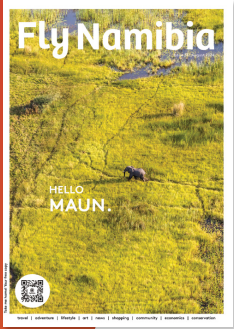
The Ministry of Agriculture, Water and Land Reform says it will invest a N\$17.3 million contribution from Japan to expand its food production initiative with the establishment of eight new agricultural sites across the country.

Speaking at the official handover ceremony at the Kuwoko Kondja Agriculture site in Kavango West, Minister of Agriculture, Water and Land Reform Calle Schlettwein said the project will be implemented in eight sites.

The sites include Ongombo West in the Khomas Region, Coenbelt in the //Kharas Region, the Peter Nambezi Farming project and Ugongo Wamupanda Community Garden in the Omusati Region, Omitumbirua Community Garden in the Kunene Region and Ngatuvatere Orphanage Garden, Kalkfeld community garden in Otjozondjupa.

“Through an additional US\$1,039,000 the project was scaled up to eight sites being handed over today focused on supporting respective

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“We are pleased to announce that we are establishing one of the eight additional sites across the country since this work started in 2020.

communities with capacities to produce their own food,” said Schlettwein.

He further explained that the eight new sites will build on the success of four previously established locations in Hardap, Erongo, Khomas, and Kavango East, launched in 2020 with initial funding of N\$17.33 million (US\$1,000,000) from Japan.

“We are pleased to announce that we are establishing one of the eight additional sites across the country since this work started in 2020. Back then four sites (Hardap, Erongo, Khomas and Kavango East) were established through support of the Government of Japan (US\$1,000,000) and are still operational, addressing household food insecurity and improving livelihoods of communities,” he said.

He also said the project has already reached over 223 direct participants, 60% of whom are women, benefitting more than 557 additional household members.

The initiative includes the provision of critical infrastructure, such as shade nets, renewable energy-powered boreholes, irrigation systems, storage facilities, and agri-bikes to improve market access.



Reconnaissance Energy Namibia (REN), a subsidiary of ReconAfrica – a Canadian oil and gas company, specializes in oil & gas and currently exploring for conventional oil and gas in the Kavango East and West Regions of Namibia.

REN is expanding and has an opportunity for a **Supply Chain Manager – Rundu based Position**. Reporting to the REN Vice President Country General Manager (“VP & CGM”) and the Company man.

**Job Title: Supply Chain Manager**

**Job Overview:**

The Supply Chain Manager will be responsible for developing and managing the supply chain strategy to ensure the efficient and cost-effective delivery of materials and services required for our operations. This role involves coordinating with various departments, suppliers, and logistics partners to optimize the supply chain process, improve operational efficiency, and ensure timely delivery of goods and services.

**Key Responsibilities:**

- **Supply Chain Strategy:** Develop and implement supply chain strategies and processes to improve efficiency, reduce costs, and enhance overall performance. Align supply chain activities with company goals and objectives.
- **Vendor Management:** Identify, evaluate, and manage relationships with suppliers and contractors. Negotiate contracts, terms, and pricing to ensure favorable conditions and quality standards.
- **Inventory Management:** Oversee inventory levels to ensure optimal stock levels are maintained. Implement inventory control practices to minimize excess inventory and reduce carrying costs.
- **Logistics Coordination:** Manage logistics operations, including transportation, warehousing, and distribution. Ensure timely and accurate delivery of materials and equipment to support operational needs.
- **Procurement:** Oversee the procurement process, including sourcing, purchasing, and managing supply orders. Ensure that procurement activities are conducted in compliance with company policies and industry regulations.
- **Process Improvement:** Analyze supply chain performance and identify areas for improvement. Implement best practices and process enhancements to streamline operations and improve overall efficiency.
- **Budget Management:** Develop and manage the supply chain budget. Monitor expenditures and financial performance, ensuring cost-effective practices while meeting operational requirements.
- **Cross-Functional Collaboration:** Work closely with other departments, including Operations, Engineering, and Finance, to ensure alignment of supply chain activities with overall business objectives. Provide support and coordination for project-specific supply chain needs.
- **Risk Management:** Identify potential risks in the supply chain and develop mitigation strategies. Monitor and address supply chain disruptions and challenges to minimize impact on operations.

**Qualifications:**

- **Education:** Bachelor’s degree in supply chain management, Business Administration, Engineering, or a related field. Professional certifications (e.g., APICS, CPIM) are highly desirable.
- **Experience:** Minimum of 7-10 years of experience in supply chain management, with at least 3-5 years in a managerial role within the oil and gas industry or a similar sector.
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- **Technical Aptitude:** Ability to analyze complex data and make informed decisions. Familiarity with industry regulations and standards related to supply chain operations.

ReconNamibia offers a market-related total cost to company package based on work experience and qualification. Please note that certified copies of qualifications and identification documents should be attached to your application. Only short-listed candidates will be contacted and no documents will be returned.

As per Affirmative Action (Employment) Act, Act 29 of 1998, Namibian Citizens from disadvantaged groups and persons with disabilities will receive preferential treatment and are encouraged to apply.

Interested candidates are invited to submit their CV and application letter to [Florencia.s@ReconAfrica.com](mailto:Florencia.s@ReconAfrica.com)

Closing date: 02 October 2024





# Windhoek, Bremen ink agreement on waste management, water treatment, youth and education

The City of Windhoek and Freie Hansestadt Bremen have solidified sister-city ties, focusing on waste management, wastewater treatment, youth, education and culture.

The cities formalised their long-standing relationship by signing a Sister-City Agreement.

The Mayor of Windhoek, Queen Omagano Kamati, said the agreement represents a renewed commitment to sustainability and innovation between the two cities.

She highlighted the significance of the partnership during the signing ceremony, emphasising the shared history between the two cities.

"Through this Sister-City Agreement, we are opening new avenues of cooperation in areas such as water management, waste treatment, education,

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and cultural exchanges. This partnership reflects our shared values of sustainability, innovation, and solidarity, guiding us as we embark on this exciting new chapter," she said. Kamati further underscored the historical significance of Bremen's support during Namibia's liberation struggle, dating back to 1975.

"Our cooperation of today is built on the signing in 2000 of the Charter Agreement on the Local Agenda 21, built on a commitment that through knowledge and creativity we can develop a stable lifestyle for the future, planning and administering our cities with the aim of sustainability and respect for the environment," she noted.

Kamati also recognised the progress

made through this partnership over the past decades with various projects that focus on recycling and poverty alleviation as important milestones.

"Since then, Windhoek and Bremen have successfully collaborated on various projects that have made significant contributions to the sustainable development of our city. Projects, such as the Decentralised Wastewater Treatment System (DEWATS) and our innovative Solid Waste Management initiatives, reflect our mutual commitment to addressing challenges around poverty, unemployment, and environmental management," she said.

Bremen Mayor Andreas Bovenschulte, during his address, spoke about the partnership's deeper meaning, stressing that while formal agreements are important.

"It is important to have formal agreements. As a lawyer, I'm very much into formal agreements because that gives you structure and guidelines. But to tell the truth, the core of a partnership is not the agreements, it's the human beings living this partnership and working on common goals with both their minds and hearts," he said.

As the two cities face increasing global challenges such as climate change, migration, and social inequalities, Bovenschulte expressed hope that the Sister-City Agreement will serve as a framework for cooperation in addressing these issues at the local level.

"We are increasingly confronted with global challenges, challenges that we also have to tackle at a local level and that we can only work on together. The areas mentioned in our agreement will be important milestones in reaching this task," he noted.



2025/26 NAMIBIA HOUSEHOLD INCOME AND EXPENDITURE SURVEY: *PILOT SURVEY*

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Regions:	Constituency	Specific areas
Erongo	Swakopmund	Ocean view (Streets are Sandpaper, Goswk, Sharewater, Plover, Emerald, Stick and Onyx).
Hardap	Mariental urban	Commercial Farms behind the Hardap Green Schemas
Zambezi	Kabbe South	Kasika area
Kavango West	Ncamangoro	Ncamangoro: Farms and Kaukuvisa West, Kulimina, Sihova and Mukuta
Kunene	Epupa	Otjihende, Oukavatye, Ombitisaori, Oruyombo, Oozonduuombe, Otjite, Okomukandi and Owakapaue
Khomas	Windhoek East	Ludwigsdorp (streets: Maria, Karin, Lanie, Gloudina, Qenta and Lyona Street).
Omusati	Oshikuku	Outapi
Omaheke	Kalahari	Commercial farms on the road to Drimopsis

# Ally Karaerua elected as Chairman of FENATA

Ally Karaerua has been elected Chairman of the Federation of Namibian Tourism Associations (FENATA).

FENATA, a voluntary organisation for Namibian Tourism Associations, represents the diverse travel and tourism industry.

These associations, while representing specialized fields such as Travel Agencies, Car Rentals, Tour Operators, Emerging Tourism, Tour Guides, Hunting, and Accommodation, act as the united voice of tourism in Namibia on common matters to promote and foster the sound development of sustainable tourism in the country.

The key functions of FENATA, founded some 30 years ago following a call by the then Tourism Minister of Namibia, include lobbying for the sector with relevant stakeholders in both the public and private sectors.

This is to ensure that Namibia provides a conducive environment for sustainable tourism development across the entire country.

Within FENATA, member associations have the opportunity to address cross-cutting issues that are relevant to the overall tourism sector and to advise on the general destination marketing of Namibia as a travel destination of choice.

The Federation's key focal areas include accessibility to and within Namibia as a destination, safety, tourism sustainability, and general economic development affecting Namibia's landscapes and environment, as well as affordability.



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A photograph showing a landscape with several wind turbines and rows of solar panels under a warm, orange-hued sky, likely at sunrise or sunset.

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