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THE

BRIEF

News Worth Knowing

Old Mutual Namibia attracts N\$7.8 billion into Mauritius-domiciled fund

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Chicken Viennas	N\$28.99	450g
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MAIN STORY

Old Mutual Namibia attracts N\$7.8 billion into Mauritius-domiciled fund

Old Mutual Namibia has attracted N\$7.8 billion in investments into its Mauritius-domiciled fund, a key savings vehicle for foreign investors.

The fund, which offers exposure to international money markets, has seen significant inflows as investors seek stability in US dollar-based instruments.

“In Namibia, we provide access to international money markets through our unit trusts, which are domiciled in Mauritius. These trusts serve as a vital savings vehicle for Namibians. Being US dollar-based, they have attracted significant inflows, making them an appealing option for the local population and others,” said Clement Chinaka, Managing Director of Old Mutual Africa Regions, in an exclusive interview with The Brief.

Chinaka attributed the strong inflows to increased investor caution amid global market uncertainties.

“I think as people get jittery about what's happening in markets, etc., as the world over does, people prepare to invest in US dollar instruments, and we are glad to have a proposition that meets that need,” he said.

Beyond the Mauritius-based fund, Old Mutual is driving expansion efforts in Namibia, including growing its customer base through Old Mutual Rewards.

“We are going to be driving the growth and the signing up of our customers onto Old Mutual Rewards in Namibia. It's a big one



Crucial Dates

- Bank of Namibia Monetary Policy announcement date:
 - * 18 June 2025
 - * 13 August 2025
 - * 15 October 2025
 - * 3 December 2025

”
We are going to be driving the growth and the signing up of our customers onto Old Mutual Rewards in Namibia.

that we will also be driving,” Chinaka said.

He emphasized that this aligns with the broader Old Mutual Africa Regions strategy, which has shifted from business fixes in West and East Africa to a focus on organic growth.

“Old Mutual is expanding across multiple business lines, including life insurance, property and casualty insurance, asset management, and lending. We have one [lending operation] in Namibia and another one in Kenya and Zimbabwe,” Chinaka said.

The company is also introducing new savings and income products across Africa, including a SADC retail funeral policy in Malawi, Botswana, Eswatini, and Zimbabwe.

Meanwhile, in Kenya, Old Mutual is set to launch OML Thrive, a wellness and financial rewards program designed to encourage both physical and financial fitness.

This expansion comes as Old Mutual Group records its highest profit since 2019, driven by strategic restructuring and investment efforts under the leadership of Group CEO Iain Williamson.

Old Mutual Group reported a 4% increase in overall profits, reaching N\$8.7 billion for the financial year ended 31 December 2024.

According to Chinaka, this is consequent from the group’s strategy which since 2020 has been structured into two key pillars: protecting and growing core markets, primarily in Southern Africa, including South Africa, and unlocking new growth engines in banking and East and West African operations.

“The biggest performer, especially compared to last year, is Old Mutual Insure. Old Mutual Insure has suffered over the past years from weather-related issues, poor underwriting margins, and expense control. We’ve gone through a period of fixing all those, and now that business has come through quite well,” he explained.

Chinaka highlighted a broader trend of financial growth, noting that Old Mutual Wealth in South Africa has also attracted strong inflows.

The Old Mutual Africa Regions portfolio has seen notable profit increases, from R490 million in 2019 to R1.1 billion today.

“We are quite happy that all of our front-facing segments at Old Mutual Limited now deliver at least a billion Rand in profit,” he said.

EASTER HOLIDAY NOTICE

Please note that The Brief will take a short publishing break over the Easter holiday. Our last edition before the break will be published on Thursday, and we will resume regular publication on Tuesday.

We wish all our readers a safe and joyful Easter!

— The Brief Team

THE
BRIEF
News Worth Knowing



Namibia falls short of logistics hub goal, master plan under review

Namibia has missed its target of becoming a regional logistics hub by 2025, as outlined in the Fourth National Development Plan (NDP4).

A revised master plan is now under review, following delays in rail, aviation, and regulatory infrastructure.

This comes as the original phased strategy envisioned short-term expansion by 2020 and medium-term evolution into a regional distribution centre by 2030.

“We are now in 2025, and I can assure you we are not there yet. So for that reason, we are revising the master plan because there are quite a number of developments that are still pending. Some of our railway infrastructure is lacking, and in the aviation space, there’s also a lot to be done,” said Gilbert Boois, Project Manager for the Logistics Hub at the Walvis Bay Corridor Group.

The initial phase, known as the “Transport Corridor,” aimed to remove bottlenecks and grow Namibia’s share in the international transport market.

According to the plan, this included scaling capacity by 2.5 times by 2020. The second “Economic Corridor” phase

targeted Namibia’s transformation into a regional supply and distribution depot, ultimately contributing to Vision 2030 and industrialisation.

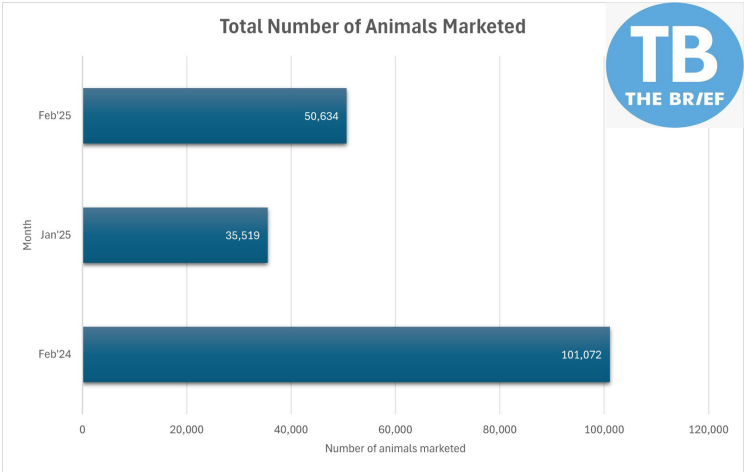
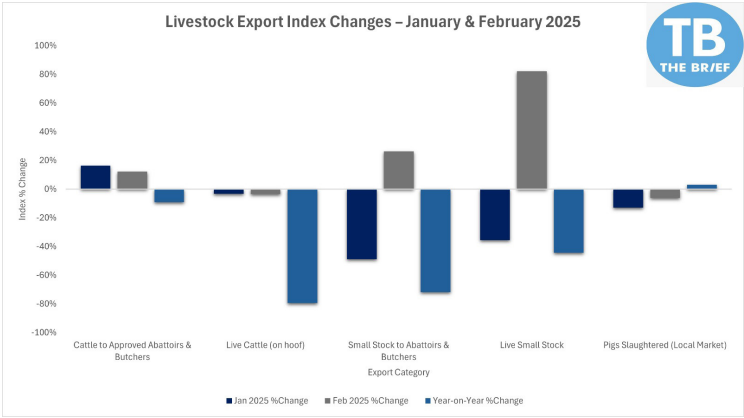
He added that while port infrastructure has progressed, with private concessions now operating under a landlord model, other key components such as rail networks, border facilities, and aviation remain underdeveloped.

“When you envisage positioning yourself as a logistics hub, you have to have all these different elements. First and foremost, you need to have an efficient port. Of course, you have to think about your intermodal setup—your road, your rail, your border infrastructure, regulatory environment, policy environment, and legislative environment,” said Boois.

Namibia’s corridor network consists of four main routes—three via Walvis Bay and one via Lüderitz.

These connect to regional markets, with copper, fertilisers, and consumables among the main commodities moved through the system.

“Logistics is essentially a volume game.



It's just a volume game. And it's really about how you drive volumes in order to achieve the desired economies of scale," Boois explained.

Governance of the hub development includes oversight from Cabinet, steering committees, and mixed-sector working groups.

"In 2015, we started with a logistics hub initiative that we are spearheading on behalf of the Namibian government. It's not our project. It's a Namibian

government project that we are implementing on their behalf," noted Boois.

The Walvis Bay Corridor Group serves as the main implementing agency and coordinates efforts with both public and private actors.

"These working groups consist of public and private sector stakeholders. So it really holds us accountable in terms of how we track progress and achievements in this endeavour," said Boois.

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Cabinet develops plan to remove red line – Agriculture Minister

Minister of Agriculture, Water, Fisheries and Land Reform, Mac Albert Hengari, has announced that Cabinet has developed a strategy for the removal of the veterinary cordon fence, commonly known as the red line, which he will soon present in Parliament.

“We will also come to this House because Cabinet has a strategy in mind in terms of removing the red line,” Hengari told lawmakers this week.

The red line, which separates northern communal areas from commercial farming zones in central and southern Namibia, has long been a contentious issue, with critics arguing that it stifles economic growth and perpetuates inequality in the livestock sector.

Hengari’s statement comes shortly after the National Assembly approved a report by the Parliamentary Standing Committee on Economics and Public Administration recommending the removal of the red line.

In a further development, the minister revealed that his ministry had been directed to re-evaluate Namibia’s resettlement programme, which has faced ongoing criticism for inefficiencies and a lack of equitable land redistribution.

“Cabinet has taken a decision that my ministry needs to develop an ancestral land policy that will inform our resettlement



programme,” Hengari said.

According to government data, N\$2.4 billion has been spent between 1990 and 2023 on acquiring 3.4 million hectares of land – equivalent to 571 farms – under the Land Reform Programme. A total of 5,458 beneficiaries have been resettled over the same period.

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When tenure turns toxic: The hidden risk of know-it-all employees

By Junias Erasmus

Experience is undeniably valuable in any workplace. Employees who have been with an organization for many years often carry deep institutional knowledge, historical context, and a sense of loyalty that can be priceless.

However, experience alone is not always an asset, especially when it morphs into arrogance. The concern arises when long-term employees begin to see themselves as immune to feedback or incapable of error simply because they've "been around the longest."

These so-called know-it-all employees cannot even complete their own tasks, and their behavior has far-reaching negative consequences on team dynamics, productivity, and organizational culture.

Such employees often operate under the assumption that their tenure equates to superior insight. This mindset makes them difficult to work with, as they frequently disregard new ideas, challenge authority, and resist change.

They become defensive when flaws in their work are pointed out, taking constructive criticism as a personal attack rather than an opportunity for growth. Over time, they create a hostile environment where others feel discouraged from speaking up, collaborating freely, or suggesting innovative solutions.



“

These so-called know-it-all employees cannot even complete their own tasks, and their behavior has far-reaching negative consequences on team dynamics, productivity, and organizational culture.

Their unwillingness to accept input, coupled with a tendency to deflect blame and make excuses, erodes trust and cohesion within the team.

What makes this behavior especially toxic is that it can go unchecked for years, because they have too many corridor friends in the organization.

These individuals are often incompetent in their tasks, but their deeper impact on organizational performance cannot be overlooked. Even one irrational and defensive employee can cast a long shadow.

They may not sabotage projects intentionally, but their dismissiveness, condescension, and resistance to feedback alienate colleagues and create a culture of resentment.



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In time, morale plummets, communication breaks down, and productivity takes a hit because people can't do their jobs effectively, and the environment no longer supports healthy collaboration or innovation.

It's important to remember that organizations are not static entities. They evolve continuously in response to external market shifts, technological changes, policy reforms, and internal restructuring. What was effective or correct ten years ago may no longer be relevant today. Longevity in a company doesn't guarantee that an individual understands the current landscape or the nuances of newer systems, processes, or strategic goals. When seasoned employees refuse to learn, adapt, or accept that others may have valuable contributions, they become obstacles rather than assets.

This doesn't mean that long-serving employees should be marginalized or excluded. On the contrary, they should be encouraged to lead with humility, curiosity, and a willingness to grow. Experience should be paired with openness, not used as a shield against accountability. Managers must create environments where feedback is normalized, not feared, and where respect is based on contribution and character, not just years of service.

An organization thrives when every member, regardless of tenure, remains a student of change, willing to listen, learn, and lead with empathy. True expertise lies not in knowing everything, but in knowing that there is always more to learn. By addressing the challenges posed by know-it-all employees and fostering a culture of continuous growth and mutual respect, organizations can unlock the full potential of every individual and build high-performing, harmonious teams equipped for the future.

****Junias Erasmus works in the Financial Sector. He is a Management Scientist, a Strategic Scholar & a Motivational Speaker. This article is written in his personal capacity. For inquiries, contact him at Junias99@gmail.com***



Namibia's livestock market rebounds in February, up 42.5%

Namibia's livestock sector recorded a notable recovery in February 2025, with the number of animals marketed increasing by 42.5% to 50,634 from 35,519 in January, according to the Namibia Statistics Agency (NSA).

Despite the monthly rebound, the sector remains under strain when compared to February 2024, which saw 101,072 animals marketed.

"In February 2025, the Livestock Marketed Composite Index increased by 12.6%, compared to a growth of 2.9% recorded in the preceding month. However, the index experienced a decline of 42.6% year-on-year," the NSA said in its latest report.

Cattle exports to approved abattoirs and butchers rose by 12.2% during February, although this represented a slowdown from

the 16.3% growth recorded in January. On an annual basis, the index contracted by 9.1%.

"During the period under review, the Cattle Export to Approved Abattoirs and Butchers Index slowed down by registering an increase of 12.2%, compared to a growth of 16.3% recorded in the preceding month. However, on a yearly basis, the index contracted by 9.1%," the agency stated.

The index for live cattle exported on the hoof continued to decline, falling by 3.4% in February following a 3.3% drop in January. Year-on-year, the index registered a substantial 79.5% decrease.

Small stock exports to approved abattoirs and butchers rebounded by 26.3% in February after a sharp 48.9% drop in January. However, the index remained significantly lower on an annual basis, declining by 71.8%.

“Small Stock Export to approved abattoirs and butchers indexes recovered on a monthly basis, registering an increase of 26.3% in February 2025, following a reduction of 48.9% in January 2025. On the other hand, the index dropped by 71.8% on a yearly basis,” the NSA reported.

In total, 3,080 small stock were sold to export-approved abattoirs and butchers in February. Of these, 3,075 were sourced from south of the Veterinary Cordon Fence (S-VCF), while only five originated from the

north (N-VCF).

“In absolute terms, 3,080 of small stock were sold to export-approved abattoirs and butchers in February 2025. Of these, 3,075 of small stock were sourced from the South of the Veterinary Cordon Fence (S-VCF), while only 5 were sourced from the North of the Veterinary Cordon Fence (N-VCF),” the agency noted.

Live small stock exports saw a strong resurgence, with the index increasing by 82.1% in February, reversing a 35.5% decline in January. Nevertheless, this still represented a 44.3% decline compared to February 2024.

Pig marketing trends were mixed. The Pigs Slaughtered Index contracted by 6.1% in February, an improvement on the 12.9% drop observed in January. Year-on-year, however, the index grew by 3.1%.

“The number of pigs slaughtered locally stood at 3,965 heads in February 2025, lower than 4,222 heads slaughtered in January 2025 and higher than 3,847 heads slaughtered in the corresponding month of 2024,” the NSA stated.

Despite February’s positive month-on-month figures, the livestock sector continues to feel the effects of broader market challenges and climatic pressures, reflected in the significant year-on-year declines across several indices.



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The overlooked purpose of a national brand

By The Brand Guy

I recently sat on a panel discussion on the national brand. Hats off to MTC for introducing the topic.

My initial pitch was going to be that an agency was needed to act in a consulting and advisory capacity, however it turns out that there is already an unannounced taskforce operating in the Office of the President.

I got a preparatory list of possible questions, one of which gave me pause for some deeper thought. “Is there is a difference between the narrative told to market the country and the realities experienced by Namibians?”

The current popular model is Anholt-GfK Roper (Nations Brand Index). It covers six facets: exports, governance, culture and heritage, tourism, immigration and investment and people.

The latter deals with perceptions of friendliness, hospitality and openness to incomers.

What you will immediately notice is that the facets are externally directed. In the case of Namibia, the tourism brand is taken as a given. The main preoccupation appears to be foreign direct investment (FDI).

My question to myself was what is



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Is there is a difference between the narrative told to market the country and the realities experienced by Namibians?

the experience of tourism and FDI by Namibians, who should be the beneficiaries of a national brand?

I realise that tourism is a major distributor of jobs, however a look at local restaurants shows that it is not a great distributor of income. My observation is that the salaries tend to be low and tipping is negligible. The example I gave was tourists tipping with loose silver change. That translates to a couple of dollars for four or five servers assisting a table of ten to twenty guests.

FDI is more troubling. The investment will potentially need national capital support and the initial estimate of jobs will decline as technical efficiency grows.

The royalties earned by Namibia will likely be needed to recapitalize the source of initial support or be used to



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fund infrastructure needed for either the project in question or other projects. The translation into direct jobs and income will be tenuous.

Taken in totality, there may be an impact on national pride, but the functional aspect of the brand and its direct benefit to Namibians will be limited.

Contrast this to standard commercial brand practice. Theoretically the brand should have an external component, however the brand should also have an internal component, the ability to look after the people who deliver it. If not for the ability to deliver prosperity, the national brand is non-functional and can contribute to dissatisfaction. South Africa's brand presentation showed this with depictions of the xenophobic attacks and looting of foreign stores. The likely upshot of that is declines in tourism and FDI indexes.

Anholt-Roper is clearly not enough to develop a sound national brand. Without a strong internal brand, one that opens the way for sustainable jobs, incomes and wellbeing for the citizens of the country, the externally projected national identity will be weak. As it stands now, Namibia's identity is inextricably linked to a massive degree of economic inequality.

What this implies is that the Anholt-Roper index must be mirrored by existing indexes of socio-economic wellbeing and the policy mechanisms that underpin the quality of those indexes.

This expands the scope and responsibility of a national branding agency. On the other hand, many of the policy mechanisms to address the inequality are already in place but scattered and uncoordinated. The remit of the notional agency needs to be that of a cheerleader and coordinator of effective local economic development.

If not, the externally projected national brand is effectively a low-value luxury.

****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. Reach him at contact@pressoffice7.com if you need thought-leadership, strategy and support.***

Own your title: There's no such thing as "just" a Secretary

By Tuyenikelao Shipoke

Have you ever hesitated when asked, "What do you do for a living?" Perhaps you've responded with, "I'm just a secretary," or "I'm just an executive assistant." It's time to change that mindset.

There is no "just" in what we do. Administrative professionals play a critical role in the smooth running of every organisation. Yet many downplay their contributions, overlooking the immense value they bring. As an expert in Office Administration, I want to challenge this thinking and remind every secretary, receptionist, personal assistant and executive assistant of their significance.

THE POWER BEHIND THE DESK

Administrative roles are far more than answering phones and managing diaries. These positions demand a blend of efficiency, organisation, leadership, and discretion, skills essential in any professional setting. Consider the core responsibilities of an administrative professional:

1. Supporting senior leadership through the coordination of high-level administrative functions.
2. Managing diaries, scheduling appointments, and ensuring meetings run seamlessly.
3. Drafting and editing important documents, maintaining professionalism in every communication.
4. Handling confidential information



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When you say, "I'm just a secretary," you do yourself and your profession a disservice.

with care and integrity.

5. Planning travel and logistics, ensuring that executives are always prepared and punctual.
6. Acting as a communication bridge between executives and stakeholders, both internal and external.

This is not a minor role - it's a leadership function. Without skilled administrative professionals, organisations would face inefficiencies, missed deadlines, and communication breakdowns.

CHANGING THE PERCEPTION

Why then do many in this field feel the need to diminish their roles? The answer lies in outdated societal perceptions. Administrative work is often wrongly seen as simple or routine, when in fact it demands a high level of technical proficiency, emotional intelligence, and strategic foresight.

Executives rely heavily on their assistants - not just for administrative tasks, but to pre-empt issues, solve problems, and often make time-sensitive decisions. A capable administrative professional doesn't simply

Behind every successful CEO or executive is a dedicated administrative team.

take notes - they help steer the ship.

CONFIDENCE IN YOUR ROLE MATTERS

When you say, "I'm just a secretary," you do yourself and your profession a disservice. Confidence in your role isn't only empowering - it reshapes how others perceive and respect you.

The next time someone asks what you do, say it with pride:

a) "I am an Executive Assistant, providing strategic support to senior management."

b) "I am a Receptionist, the first point of contact and the face of my organisation."

c) "I am an Office Administrator, ensuring seamless operations and communication."

Your job is essential. Own it. Be proud of it.

THE BACKBONE OF EVERY

ORGANISATION

Behind every successful CEO or executive is a dedicated administrative team. Organisations cannot thrive without structure - and it is administrative professionals who provide that structure. They create order from chaos and enable departments to function effectively.

It's time we acknowledge the crucial contributions of those in administrative roles. If you are one of them, stand tall and own your title. You are not "just" anything - you are a professional, a leader, and an indispensable part of your organisation's success.

So, what do you do for a living? Say it with confidence.

****Tuyenikelao Shipoke is an Office Administration Expert***

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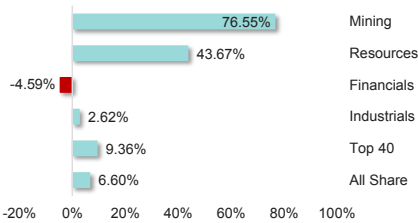
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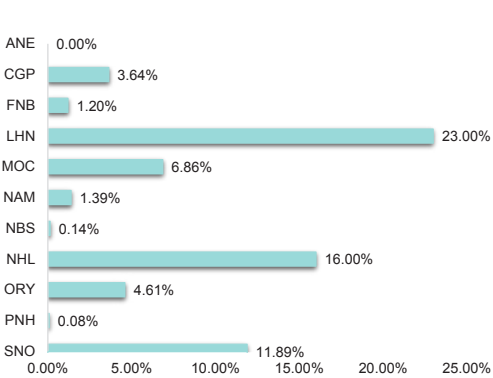
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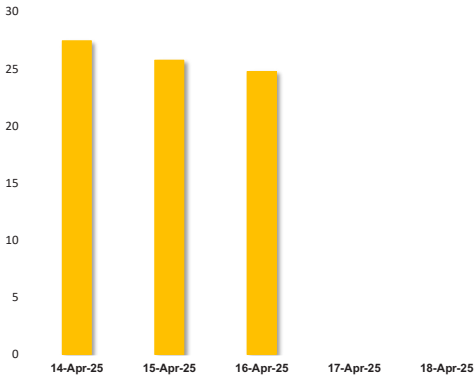
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Global Indices: Year to Date in %

