

GERMAN BRANDS

German brands lag as Chinese vehicle brands double market share in November

p. 09



APPOINTMENT

NIPDB appoints Jessica Hauuanga as Acting Chief Executive Officer

p. 13



STRATEGIES

How turnaround strategies work

p. 17



THE

BR/EF

News Worth Knowing



Namibia's economy registers 1.9% growth to N\$66.4bn in Q3

THURSDAY 18 DECEMBER 2025

HAPPY HOLIDAYS

THE
BR/EF
News Worth Knowing

THE BRIEF WILL BE CLOSED FROM THE
19TH DECEMBER 2025 AND REOPEN
05TH JANUARY 2026.

MERRY CHRISTMAS AND A HAPPY NEW YEAR

MAIN STORY



Namibia's economy registers 1.9% growth to N\$66.4bn in Q3

The Namibia Statistics Agency says the size of the Namibian economy grew to N\$66.4 billion in nominal terms during the third quarter of 2025, up from N\$62.6 billion recorded in the corresponding quarter of 2024.

NSA Statistician General and Chief

Executive Officer Alex Shimuafeni said the domestic economy grew by 1.9% in the third quarter of 2025, representing a slowdown from the 2.1% growth recorded in the same period last year.

“The performance during the quarter under review is mainly attributable to tertiary

industries, which recorded growth of 4.1% in real value added, compared with 6.1% in the corresponding period of 2024,” Shimuafeni said.

According to the NSA’s Gross Domestic Product report for the third quarter of 2025, growth in tertiary industries was driven primarily by financial service activities, which expanded by 8.4%, up from 6.4% a year earlier. Wholesale and retail trade grew by 5.5%, compared with 11.7% in the same quarter of 2024, while education expanded by 4.9% from 2.7%, and health services grew by 4.7%, compared with 13.5% a year earlier.

Secondary industries recorded growth of 1.2% in real value added during the quarter, down from 2.2% in the corresponding period of 2024.

“This performance emanates from the electricity and water sector, which registered a 12.5% increase in real value added, compared with a decrease of 2.1% witnessed in the same quarter of 2024,” Shimuafeni said.

Primary industries continued to contract, recording a decline of 6.9% in real value added, compared with a contraction of 14.1% in the third quarter of 2024.

The NSA attributed the decline to weaker performance in agriculture and forestry, as well as mining and quarrying, which recorded contractions of 22.7% and 4.2%, respectively.

“The decline registered in these sectors is reflected in the significant reduction in total animals marketed, as farmers continue to restock, as well as a decrease in the production of diamond and metal ores, excluding uranium ore,” Shimuafeni said.

On the demand side, private final consumption expenditure grew by 5.1% during the quarter, compared with a contraction of 6.5% in the same period of 2024, reflecting increased household consumption. Government final consumption expenditure also remained positive, increasing by 4.1% in the third quarter of 2025, slightly below the 4.2% growth recorded a year earlier. The NSA attributed this performance to an increase in the number of public servants.

Gross fixed capital formation declined by 3.7% during the quarter, compared with a sharper contraction of 20.6% in the corresponding quarter of 2024, largely due to reduced investment in buildings and construction activities.

The report further noted that exports of goods and services continued to grow during the third quarter of 2025, rising by 4.7%, while imports increased marginally by 0.3%. This resulted in a narrowing of the external balance deficit, which the agency described as an encouraging development for the economy.

DRIVE YOUR GOALS THIS SPRING

see money differently

Terms and conditions apply. Nedbank Namibia Ltd Reg No 73/04561 Licensed financial institution and credit provider.

Your season. Your goals. Your ride.

Powered by rates of up to prime less **0.5%** Financing that keeps you in top form.

Apply for vehicle financing today +264 81 959 2222 nedbank.com.na

SWITCH TODAY #GetMoneyFit



MTC Launches Campaign to Promote FIXED WIRELESS INTERNET 5G Brings It Home

Access to fast, reliable internet is now essential for education, work, and participation in the economy. However, despite ongoing efforts, many Namibians still live in areas with limited or no stable connectivity.

While MTC continues to expand its LTE, AirFibre, and Fibre networks across the country, in some regions, terrain and infrastructure constraints make it difficult, and in some cases, unlikely that fibre will ever be deployed.

MTC is introducing 5G Fixed Wireless Access (FWA) to bridge this digital gap. This technology delivers broadband internet using 5G technology to reach customers. This helps MTC to reach customers and deliver high-speed internet where fixed infrastructure is not feasible.

To drive awareness and adoption, MTC has launched the "5G Brings It Home" campaign aimed at explaining how 5G FWA works and how it can bring more Namibians into the digital economy.

"With 5G FWA, we are bringing high-speed internet to places that fibre may never reach due to terrain or infrastructure barriers so that more Namibians can connect, learn, and grow," said Marvin Wermann, Fixed Product Executive at MTC.

Unlike mobile data, which moves with your device, 5G FWA delivers a fixed, stable connection to a registered location. A plug-and-play router or antenna installed at the premises receives a signal from the nearest 5G tower, which then connects multiple devices within your home or business.

This solution complements existing technologies. AirFibre extends the fibre's reach by using microwave links, and FTTx provides underground fibre directly to premises in dense urban zones. 5G FWA reaches locations where traditional infrastructure faces delays, complexity, or physical limitations.

"Our goal is to ensure that no community is left behind," said Managing Director Dr L. Erastus. "By extending our reach with 5G FWA, we're creating more equitable access across Namibia."

MTC is also introducing two products as part of the campaign:

SPACETRAGO

For residential use, including studying, streaming and home-based work.

SPACETRA CONNECT

For small businesses, shops and lodges/guesthouses that depend on reliable internet to serve their customers.

The services come with a plug-and-play router or professional antenna installation, as well as flexible contract terms.

"We've seen how a dropped connection can interrupt a lesson or delay a payment," said Marvin Wermann, Fixed Product Executive at MTC. "This offering is built to solve those problems practically and reliably."

MTC has already launched 5G commercially in Windhoek, Ongwediva, Swakopmund and Walvis Bay, with a broader national rollout planned in the coming months. The company is also upgrading its 4G and LTE sites under the Buffalo Project, which focuses on improving rural coverage by raising tower heights, relocating sites and enhancing network capacity. These upgrades form part of MTC's long-term plan to deliver reliable connectivity nationwide.

"Connectivity should no longer depend on where you live," said Andreas Gustav, General Manager, Product Solutions. "It should support ambition to learn, grow, or create."

SPACETRAGO



Scan the QR code
or **90111**
to get started.

SPACETRA CONNECT

13500 (toll-free)
mtcbusiness@mtc.com.na





Now everyone can be **CONNECTED**

High-quality, high-speed, reliable internet for everyone across Namibia is finally here.

With 5G, your children can learn online.
You can run your business from home.
You can speak to your doctor without leaving the house.

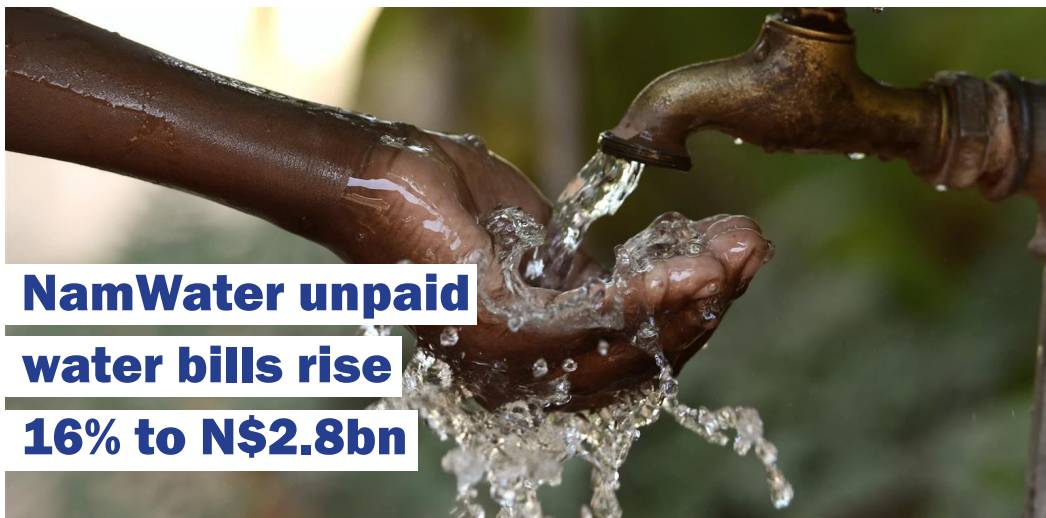
Quick to install. Ready to plug, play and connect.

5G brings it home



Scan the QR code or
call 90111 for more information
on our **5G Wi-Fi**. Ts & Cs apply





NamWater unpaid water bills rise 16% to N\$2.8bn

Namibia's bulk water utility, the Namibia Water Corporation, says rising unpaid water bills are placing increasing pressure on the country's bulk water supply system, with total outstanding debt reaching N\$2.8 billion as at 30 November 2025.

NamWater said arrears increased by N\$387.2 million, or 15.9%, from N\$2.44 billion recorded in February 2025, reflecting persistent payment challenges across several customer categories.

According to the corporation, town councils account for the largest share of the outstanding debt at N\$927.0 million, representing 32.8% of the total.

Rural water communities owe N\$783.1 million, or 27.7%, while private consumers account for N\$342.5 million, equivalent to 12.1%. Municipalities owe N\$253.7 million, with village councils and mines accounting for N\$169.8 million and N\$166.0 million, respectively.

"NamWater reiterates that while water is an essential service, its treatment, storage, conveyance and distribution require substantial and continuous financial resources. Persistent non-payment directly

undermines the Corporation's ability to operate, maintain ageing infrastructure and expand services to underserved communities," the corporation said.

NamWater reported that between February and November 2025, arrears increased across most sectors.

Debt owed by mines recorded the highest growth rate, rising by 53% to N\$166 million. Municipalities and town councils posted increases of 20.1% and 19.4%, respectively, while arrears from rural water communities rose by 15.8%.

The corporation said the continued accumulation of debt poses a serious risk to its operations, noting that NamWater relies almost entirely on revenue from water sales to fund the treatment, storage, conveyance and distribution of bulk water.

NamWater added that no tariff adjustments have been implemented over the past five years, despite rising operational costs and ageing infrastructure.

As a result, growing arrears are limiting the corporation's ability to maintain and upgrade critical infrastructure and delaying the expansion of water services, particularly in remote and underserved communities.

Leadership stages in the workplace

By Fenni Nghikevali

Leadership growth is rarely accidental, neither is it a title you arrive at. It is a capability you grow into.

As your role expands, the nature of your leadership must evolve. What made you effective at one level will not sustain you at the next level.

Across organisations, leadership typically develops through four distinct stages: Supervisor, Manager, Executive, and Chief Executive. Each stage demands a different mindset, a different skill set and requires letting go of what previously made you successful.

According to leadership research, one of the biggest challenges organisations face today is developing leaders internally. Only about 11% of HR leaders say they have a strong bench of talent ready to step into leadership roles, and 55% of CEOs identify developing the next generation of leaders as their top challenge.

Leadership at work follows a predictable progression. Therefore, understanding these stages is essential, and this is not only for those aspiring to grow, but also for organisations seeking to develop strong leadership pipelines. Below is a basic framework that explains the four stages of leadership growth within an organization.

Beginning Stage – Supervisor:

Leadership lies in Technical Excellence

This is the entry point and foundation stage of leadership. As a supervisor, your superpower lies in technical skills. This



According to leadership research, one of the biggest challenges

organisations face

today is developing leaders internally.

is the first step in learning self-discipline, reliability, and how to lead people. At this stage, leadership is built on competence and technical excellence.

The role of Supervisors is primarily to:

- Be confident in your technical abilities
- Deliver results consistently
- Manage time, priorities and pressure
- Build trust through reliability

Middle Stage – Manager:

Leadership lies in Performance

At manager level, leadership shifts from technical oversight to enabling performance through competence and delivering output. Managers are no longer measured by how much they do themselves, but by what their teams deliver. This stage requires managing performance, processes and procedures.

The role of a Manager is primarily to:

- Develop people
- Manage performance

- Effectively delegate tasks
- Translate strategy into operational execution

Advanced Stage – Executive:

Leadership lies in Organisational Strategy
Executive leadership introduces complexity. An executive's true superpower is emotional intelligence. At this level, leadership is less about execution and more about decision-making, strategy influence, and emotional intelligence. This is the stage where you learn to balance strategy, emotions and politics.

The role of an Executive is primarily to:

- Think systemically across the organization
 - Balance strategy, people, politics, and performance
 - Be confident in decision-making skills
 - Stay composed under pressure
- Success at this stage depends on judgement, strategy, and the ability to navigate competing priorities without losing credibility.

Impact Stage – Chief Executive Officer:

Leadership lies in Legacy
As a Chief Executive Officer, your superpower lies in impact, legacy and

influence. This is the stage where you learn to balance long-term vision, purpose, risks and opportunities. At the highest level, leadership becomes enterprise-wide. Chief Executives are responsible for setting direction, shaping culture, and stewarding the organisation into the future.

The role of a Chief Executive Officer is primarily to:

- Articulate a compelling vision
- Lead transformation with intention
- Create a legacy that sustains the organisation
- Manage complexity and uncertainty

The role of a Chief Executive Officer is not about having all the answers, but about creating clarity, stability, and confidence for the organisation as a whole.

In conclusion, what is clear is this: leadership growth must be intentional and it follows an intentional journey. Understanding where you are in this journey, and what is required of you next, separates those who stagnate from those who rise.

** Fenni Nghikevali is the owner of the FENomenal leadership brand in Namibia. This article is written in her personal capacity as a leadership and governance enthusiast, and is not representative of any institution.*

BoostBundle

It's the season for
double data

Unwrap twice the contract boost data this festive season

*Promotion does not include the recurring boost bundle. Valid until 31 March 2026.

12GB DATA

2GB STREAMING DATA	2GB SOCIAL MEDIA	4GB DATA (EACH FREE DATA)
50 SMS	100 MINUTES	

R85
VAT excluded
valid 30 days

Dial *682#
Use the MyMTC app to get started

mtc



German brands lag as Chinese vehicle brands double market share in November

German brands recorded another subdued performance in Namibia’s vehicle market in November 2025, delivering 119 units and securing a 9.6% market share, according to Simonis Storm economist Almandro Jansen.

Volkswagen accounted for 85 units, followed by Mercedes-Benz with 21 units, with sales increasingly concentrated in rental and corporate fleet channels as private buyers become more price conscious.

Japanese manufacturers, however, continued to dominate the market during the month, recording 857 units sold and accounting for 68.9% of total vehicle sales. Jansen said the figures reflect the continued strength of Japanese brands despite rising competition.

On a year-to-date basis, cumulative sales for Japanese

brands reached 8,718 units, lifting market share to about 65%, up from 63% over the same period last year. Jansen said this performance points to sustained demand across both passenger vehicles and light commercial vehicles.

Toyota remained central to this performance, supported by strong demand for its core models.

“Toyota remains the cornerstone of this performance, underpinned by sustained demand for high-volume models such as the Hilux, Corolla Cross and Fortuner,” Jansen said.

However, he noted that the pace of Toyota’s monthly growth has begun to moderate, suggesting the market may be moving towards a more mature phase.

Competitive pressure is also becoming more pronounced,

CRAZY
DISPLAY
DEALS

STANDARD PULL-UP
Banners

NS\$1 000.00

EXECUTIVE PULL-UP
Banners

NS\$1 200.00

PULL-UP
BANNER

Orbital

PVC BANNER
WITH EYELETS

PVC BANNER
with Eyelets

NS\$250.00 per SOM

CANVAS FRAME

A3 - NS\$250.00
A2 - NS\$400.00
A1 - NS\$500.00
A0 - NS\$850.00

Custom Sizes Available
Prices Excludes VAT

Orbital
media

CALL US
TODAY

+264 81 434 3154

particularly from fast-expanding Chinese brands that are reshaping purchasing decisions.

Looking ahead, Jansen said the expected rollout of new-generation models, including the ninth-generation Hilux anticipated in 2026, could stimulate renewed demand and recalibrate competition within the bakkie segment.

Chinese manufacturers continued to increase their presence in the market, with sales reaching 122 units in November, translating into a 9.8% market share, more than double the level recorded a year earlier.

“Chinese manufacturers are expanding their footprint at a rapid rate, with sales reaching 122 units in November and market share more than doubling year on year,” Jansen said.

GWM maintained its position as the leading Chinese brand with 26 units sold, while

momentum is also building among newer entrants such as Omoda, Jetour and Jaecoo. Jansen said these brands are becoming more visible as dealership networks expand.

“The appeal of these brands continues to rest on competitive pricing, contemporary SUV designs and improving dealership coverage, with new Jetour models entering the market in November 2025,” he said.

Within the American segment, Jansen said Ford led sales with 66 units, representing 5.5% of total monthly volumes, although pricing remains a constraint in the local market.

Overall, Jansen said the November figures point to a gradual structural realignment in Namibia’s automotive market. While Japanese brands continue to command a clear lead, he said Chinese manufacturers are increasingly emerging as credible mainstream competitors.

aweK

DOUBLE DATA

is Back, and It's Twice as Nice!

Subscribe today. We will double your data so you can double the joy and gift it to your favourite people!

aweK Super 3GB + 200MB SM 6GB + 1.4GB for SM Double Data valid for 1 day	aweK VOICE 500 MB 1GB 1000 MINUTES 1000 SMS 500MB DATA Double Data valid for 1 day	aweK VOICE 5GB 10GB 3000 MINUTES 4000 SMS 5GB DATA Double Data valid for 7 days
aweK Data 7GB 14GB 500 MINUTES 100 SMS 7GB DATA Double Data valid for 1 day	aweK Data 25GB 50GB 500 MINUTES 150 SMS 25GB DATA Double Data valid for 7 days	aweK Ultra 16GB 32GB 1500 MINUTES 1000 SMS 16GB DATA Double Data valid for 7 days

Dial *682#

Select 3 | Select Transfer and follow the prompts

Promo valid until 31 January 2026. Ts and Cs apply.

make the connection

mtc

When we explain nature well, people listen. When people listen, we act, collectively.

By Disney Andreas

Namibia faces urgent environmental challenges, from accelerating biodiversity loss to climate instability.

These issues are deeply personal here, as our landscapes, wildlife, and natural resources underpin livelihoods, food security, tourism, and national resilience.

Yet the science explaining ecosystem changes and necessary protections is often locked in technical jargon, global frameworks, and policy documents that feel remote from everyday life.

In a country defined by community-based conservation and shared natural resources, effective communication is essential, and not optional. It bridges the gap between strategies on paper and those understood, trusted, and owned by the people they serve.

This piece uses Namibia's development of its Third National Biodiversity Strategy and Action Plan (NBSAP III) as a case study to highlight communication's central role in biodiversity policy.

Countries like Namibia do not develop biodiversity strategies in isolation, they align them with internationally agreed targets that shape how conservation, sustainable use, and public engagement are approached

A key example is the Aichi Biodiversity Targets, particularly Target 1 under Strategic Goal A, which aims to address underlying causes of biodiversity loss by mainstreaming it across government and society.

This target requires people to be aware of



“

In a country defined by community-based conservation and shared natural resources, effective communication is essential, and not optional.

biodiversity's value and the steps needed for its sustainable conservation and use. Success depends on translating these concepts into relatable, everyday terms.

Namibia's approach resonates strongly with this target. Through the globally recognized Community-Based Natural Resource Management (CBNRM) programme, conservation is tied directly to livelihoods.

In communal areas, biodiversity is lived through wildlife management, conservancy governance, and ecosystem interactions, delivering tangible benefits like tourism income and local decision-making.

Progress has also come from environmental education initiatives led by government, NGOs, schools, and communities. Organizations like NaDEET (Namib Desert Environmental Education Trust), EduVentures, and Wakapinya excel at turning complex concepts into hands-on learning, youth empowerment, and community action.

A key example is the Aichi Biodiversity Targets, particularly Target 1 under Strategic Goal A, which aims to address underlying causes of biodiversity loss by mainstreaming it across government and society.

Despite these advances, awareness remains uneven. Rural and conservation-adjacent communities are often reached, but again, less engaged.

Much underlying information on biodiversity finance, ecosystem services, global targets, and policies, remains highly technical, inaccessible beyond expert circles. Aichi Target 1 reminds us that awareness is not a byproduct but a prerequisite for success, demanding effective communication.

As Namibia crafts NBSAP III, aligning with the Kunming-Montreal Global Biodiversity Framework, it involves diverse stakeholders such as government, environmental organizations, scientists, traditional and local authorities, communities, private sector, and civil society. Consultation is vital, but insufficient alone.

Success hinges on clearly communicating the rationale, science, and actions to all Namibians from rural residents interacting daily with wildlife, to urban citizens feeling detached, policymakers navigating trade-offs, and youth seeking relevance for their future.

Strategic communication transforms complex frameworks into accessible

messages that resonate. By addressing questions like What does biodiversity loss mean for farmers? How does it impact water security? Why should youth care about distant wetlands? It connects abstract ideas to real lives.

It fosters understanding of conservation decisions, encouraging participation and local leadership. Ultimately, people support what they understand and protect what they value.

Namibia's biodiversity is core to its identity and economic future. As communicators, we must shape public understanding and support for the next decade of conservation through telling resonant stories, sharing empowering knowledge, and presenting science to inspire collective action.

Strong communication ensures Namibians not only grasp biodiversity's value but feel connected to the strategies protecting it.

** **Disney Andreas is an Environmental Communicator | Namibia. Stay connected with me: disney.andreas@gmail.com || LinkedIn***

**FOR DAILY NAMIBIAN
FINANCE AND
BUSINESS NEWS**



SUBSCRIBE



Daily PDF
version sent
via email

NIPDB appoints Jessica Hauuanga as Acting Chief Executive Officer

The Namibia Investment Promotion and Development Board (NIPDB) has appointed Jessica Hauuanga as Acting Chief Executive Officer following the impending departure of its founding Chief Executive, Nangula Uandja, who is set to leave office on 31 December 2025, the board said.

The appointment comes as the board prepares to launch a recruitment process for a substantive chief executive in the new year, according to the NIPDB.

During the interim period, Hauuanga will oversee the institution's ongoing work, including positioning Namibia as a preferred investment destination, supporting micro, small and medium enterprises (MSMEs), and strengthening engagement with domestic and international investors, the board said.

Hauuanga has served as Executive for Investor Experience at the NIPDB since 2021 and brings experience in investment facilitation and stakeholder engagement. The board said it is confident in her ability to ensure continuity and maintain investor confidence during the transition.

"In the interim, Ms Jessica Hauuanga will serve as Acting CEO until the recruitment process is concluded," the NIPDB said. "Ms Hauuanga has served as the Executive: Investor Experience since 2021, and we have full confidence in her capabilities to lead the NIPDB during this transitional phase of its

growth."

Since the establishment of the NIPDB, Namibia has recorded a sharp increase in foreign direct investment, according to official data cited by the board.

In 2023, foreign direct investment reached a record N\$48.2 billion, more than double the N\$17.3 billion recorded in 2022. Between 2021 and 2023, average FDI as a percentage of gross domestic product stood at 12.1%, rising to 21% in 2023, compared with Namibia's historical average of 7%, the NIPDB said.

Namibia's performance has also attracted international recognition. In May 2025, FDI Intelligence ranked the country first in Africa and second globally in the Greenfield FDI Performance Index, which measures how effectively countries attract greenfield investment relative to the size of their economies. Namibia climbed 10 places from the previous year to secure the top position on the continent.

On the domestic front, the NIPDB said it has strengthened support for MSMEs, recognising their role in driving private sector activity and economic growth.

These efforts contributed to improvements in the entrepreneurial ecosystem, with Namibia ranking 85th in the 2025 Global Start-up Ecosystem Index, up from 87th a year earlier. Windhoek recorded a 74% improvement, securing fourth place in the Southern Africa region, according to the index.





**We rise
by lifting
others.**

Click below to read
the latest issue of
FlyNamibia Magazine
—your onboard guide
to travel inspiration,
aviation and proudly
Namibian stories.

[READ ONLINE](#)



Egypt's Suez Canal Authority eyes expansion through Namport deal

The Suez Canal Authority (SCA) has signed a memorandum of understanding with the Namibian Ports Authority to strengthen cooperation in port development, maritime services and training, as part of Egypt's broader efforts to expand its presence across the African continent.

Under the agreement, the two authorities will exchange expertise and collaborate in areas including maritime construction works, the sale

and chartering of marine units, and advanced maritime training through the SCA's maritime training and simulation academies.

"This cooperation reflects the depth of Egyptian–Namibian relations and will help promote stronger ties between the two countries," Namport Chairperson Nangula Hamunyela said.

She added that the SCA's advanced technology and extensive experience in maritime construction and

Under the agreement, the two authorities will exchange expertise and collaborate in areas including maritime construction works, the sale and chartering of marine units, and advanced maritime training through the SCA's maritime training and simulation academies.

training could help accelerate the development of Namibia's ports while reducing reliance on expertise from outside the continent. Hamunyela said the memorandum presents an important opportunity to support Namibia's port development plans through skills transfer, technology sharing and specialised training.

SCA Chairman and Managing Director Ossama Rabiee said the authority was ready to begin practical cooperation with Namport, noting that the agreement aligns with the SCA's strategy to enter new markets and deepen engagement with African countries.

He pointed to the SCA's recent role in developing and reopening Libya's Port of Sirte after a 14-year closure as a potential model for future cooperation elsewhere on the continent.

Rabiee said full institutional support would be provided to ensure the swift implementation of joint projects, highlighting the SCA's integrated maritime and logistics services delivered through its affiliated shipyards and companies.

"We are ready to commence cooperation and seek to enter new markets while strengthening our engagement with the African continent," he said.

The visit also included inspections of maritime units produced by SCA-affiliated shipyards, as well as tours of the Floating pontoons and Concrete Buoys Factory and the Authority's Maritime Training and Simulation Academy.

For Daily Namibian Finance and Business news

SUBSCRIBE



Daily PDF
version sent
via email





Namibia's fish exports reach N\$4.2bn in Q3 2025

Namibia's exports of fish, crustaceans, molluscs and other aquatic invertebrates rose to N\$4.2 billion in the third quarter of 2025, up from N\$3.6 billion in the same period last year, according to the Namibia Statistics Agency's Quarterly Fishing Indicator Statistical Bulletin.

Statistician General and NSA Chief Executive Officer Alex Shimuafeni said Spain was the main export destination during the quarter under review, accounting for 39.8% of total fish exports.

"The main product exported to Spain was frozen hake fillets. The second and third largest export destinations were Zambia, with a share of 22.7%, and South Africa at 7.4%. The main products exported to Zambia and South Africa were frozen jack mackerel and horse mackerel, respectively," Shimuafeni said.

The NSA noted that the import bill for fish, crustaceans, molluscs and other aquatic invertebrates amounted to N\$175.0 million during the quarter, up from N\$93.7

million recorded in the corresponding period of 2024.

The bulk of these products were sourced from the Falkland Islands, which accounted for 32.6% of imports. The main products imported from the Falkland Islands were cuttlefish and squid.

"The second-largest source of imports was South Africa, accounting for 28.5%, with hake being the main product imported. The United States ranked third with a share of 17.4%, with sole being the main product imported from that market," Shimuafeni said.

The bulletin further showed that total landings of quota species during the third quarter of 2025 amounted to 68,700 metric tonnes, representing a decrease of 14.1% compared with 79,976 metric tonnes recorded in the same quarter of 2024.

Hake recorded the highest landings at 40,005 metric tonnes, followed by horse mackerel with 24,929 metric tonnes. Monk landed in third place with 2,823 metric tonnes.

How turnaround strategies work

By Christof Steenkamp

When a business hits distress, recovery is not about bold statements, but about disciplined, practical action.

In previous articles, we explored how business turnaround begins, with early warning signs, structured planning, and clear collaboration.

But what happens after the plan is agreed? That is when recovery truly begins. When a business is in distress, time, energy, and cash are all in short supply. A strong turnaround strategy focuses on what can realistically change and follow through.

Financial reset

The priority is almost always cash flow. Missed payments, supplier arrears, or tax debts create pressure and limit flexibility. A financial reset means rescheduling debt, reducing short-term obligations, and aligning repayments with actual income.

This approach can include negotiating revised loan terms, requesting supplier concessions, or arranging structured payment plans with revenue authorities. These measures are most effective when addressed early, before financial pressure becomes unmanageable.

Operational adjustments

Distressed businesses often try to sustain too many moving parts. A key step in any turnaround is identifying what still works and eliminating what does not. This might mean ending low-margin services, cancelling underused subscriptions, reducing operating hours, or pausing expansion plans.



“

The priority is almost always cash flow.

Missed payments, supplier arrears, or tax debts create pressure and limit flexibility.

These are not just budget cuts; they are strategic decisions aimed at restoring focus and strengthening the core business.

Asset decisions

In some cases, non-core assets can be sold or leased to improve cash flow. This may include idle vehicles, outdated equipment, or surplus stock.

Letting go of underused assets is not always easy, but it prevents reliance on additional debt and can free up much-needed working capital.

Revenue focus

A successful turnaround does not rely only on cost-cutting; it also restores steady revenue. Reconnecting with reliable customers, offering modest loyalty discounts, or improving invoice follow-ups can all help stabilise cash inflows. The immediate goal is not rapid growth; it is predictability.

Execution over perfection

A successful turnaround does not require a perfect plan; it requires practical action. One small printing business stopped

Recovery does not mean returning to how things were.

offering underpriced rush jobs, negotiated longer payment terms with its supplier, and focused only on two high-margin services.

Within three months, the owner was no longer behind on rent and had cleared part of an old tax debt. It was not dramatic, but it was effective. These are the kinds of small, cumulative wins that lead to lasting recovery.

The real meaning of recovery

Recovery does not mean returning to how things were. It means stabilising the

business so it can meet commitments and plans again. That might look like paying staff on time, addressing one creditor at a time, or simply having two consecutive good months. These milestones matter more than overnight success. The comeback does not start with a big decision; it starts with the first well-executed one.

** Christof Steenkamp is Bank Windhoek's Business Turnaround Senior Manager*



**LAUNCH YOUR
BRAND INTO ORBIT
WITH PREMIUM
CORPORATE WEAR**

- 🔴 Corporate Lounge Shirts
- 🔴 Branded Golf Shirts
- 🔴 Formal & Casual Trousers
- 🔴 Workwear & Overalls
- 🔴 Corporate Dresses & Skirts
- 🔴 Branded Winter Jackets
- 🔴 Body Warmers & Fleece
- 🔴 Safety Boots & PPE Wear
- 🔴 Caps, Beanies & Accessories
- 🔴 Custom Embroidery & Branding

**CONTACT US TODAY
TO PLACE YOUR ORDER**



orbitalmedianam@gmail.com



+264 81 434 3154