

ACQUISITION

ANIREP completes acquisition of 45% stake in Cerim Lüderitz Energy

p. 05



INVESTMENT

WBCG calls for increased investment in Namibia's logistics and infrastructure

p. 14



PERFORMANCE

From promise to performance: What has Regulation 13(5) delivered in 10 Years?

p. 16



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FIC freezes N\$96.6 million linked to suspected financial crimes

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FIC freezes N\$96.6 million linked to suspected financial crimes

The Financial Intelligence Centre (FIC) has frozen N\$96.6 million suspected to be proceeds of unlawful activities during the 2024/25 financial year, according to its latest annual report.

The FIC said its efforts over the past year not only disrupted potential financial crimes but also contributed N\$79.95 million towards funds preserved under the authority of the High Court of Namibia.

Crucial Dates

- **Bank of Namibia Monetary Policy announcement date:**
 - * 18 June 2025
 - * 13 August 2025
 - * 15 October 2025
 - * 3 December 2025
- **Commonwealth Business Summit 2025**
Windhoek, Namibia 18 - 20 June 2025

During the period under review, the FIC supported 148 criminal investigations and issued 852 administrative actions, the highest recorded to date. The Centre also reported a sharp increase in compliance checks, with on-site assessments rising by 729% and off-site assessments up by 297% among designated non-financial businesses and professions.

The FIC's annual report highlighted the organisation's transition to full operational independence in the 2024/25 period, following amendments to the Financial Intelligence Act.

Governance now rests with a newly appointed Board, which developed and launched the Centre's first independent three-year corporate strategy.

However, the year also presented significant challenges. Namibia was added to the Financial Action Task Force's (FATF) grey list in February 2024 due to shortcomings in its anti-money laundering and counter-terrorism financing systems.

The FIC said it is now leading efforts to address these gaps.

"These two events predominantly shaped the review period, as the FIC found itself oscillating between coordinating the FATF Action Plan to ensure the remediation of strategic deficiencies and metamorphosing into an autonomous financial intelligence unit," FIC Director Bryan Eiseb said.

The Centre reported that 25% of the FATF-identified deficiencies have already been addressed, with a deadline of May 2026 to meet full compliance under the action plan.

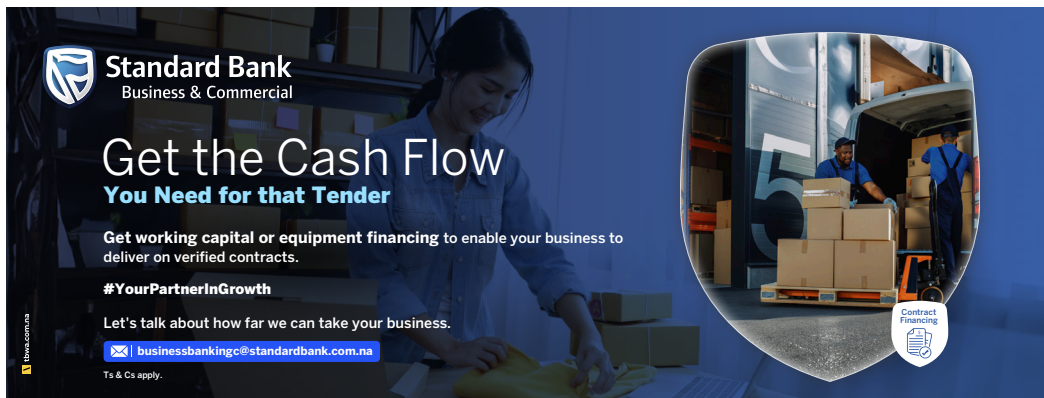
On the international front, the FIC assumed leadership positions within the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG) and signed cooperation agreements with the financial intelligence units of Madagascar and Eswatini to strengthen cross-border financial crime investigations.

The FIC said Namibia received upgrades on 16 recommendations in its Mutual Evaluation Report, reflecting improvements in the country's legal and regulatory systems.

The Centre also adjusted its approach to financial inclusion, raising the minimum customer due diligence threshold from N\$5,000 to N\$10,000 in line with FATF's risk-based guidelines.

"This annual report is more than an account of what we've done; it's a reflection of our shared responsibility to secure Namibia's financial system. We are merely the coordinating vehicle, but it is the collective effort of all stakeholders—public, private, and civil society—that drives impact," said Eiseb.

The FIC said it would continue to work with all sectors to strengthen the country's defences against financial crime and improve technical compliance.



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ANIREP completes acquisition of 45% stake in Cerim Lüderitz Energy

Alpha Namibia Industries Renewable Power (ANIREP) has completed the acquisition of a 45% equity stake in Cerim Lüderitz Energy (Pty) Ltd for N\$60 million after meeting all conditions required for the deal.

The Namibia Securities Exchange-listed company said the necessary approvals from Namibia Power Corporation (NamPower) and the Electricity Control Board (ECB) had been secured.

ANIREP confirmed that the sales and purchase agreement had been signed and that the due diligence process was complete.

Cerim Lüderitz Energy is developing a 50 MW wind power plant located 17 kilometres south of Lüderitz in the ǀKaras Region.

The project will cover 743 hectares and includes the construction of a 40 km, 132 kV transmission line to connect to the Namib substation. Commercial operations are expected to begin within 18 months of reaching financial close.

The project is supported by a 25-year power purchase agreement with NamPower, a land lease agreement within the Tsau ǀKhaeb National Park, an environmental clearance certificate, and a transmission connection agreement.

ANIREP said the acquisition would strengthen its renewable energy portfolio, which is expected to exceed 90 MWp of installed capacity once the wind project is operational. The company noted that



the development would help address the country's limited energy supply, rising electricity costs, and growing demand.

ANIREP said the wind farm is expected to deliver an annual wind availability of around 4,300 hours, which it described as significantly above the industry average of 2,500 to 3,000 hours. The company added that the project is aligned with the targets set out in Namibia's Integrated Resource Plan and the Fifth National Development Plan (NDP5), which aim for 70% renewable energy generation by 2030.

ANIREP is also planning to develop a 100 MW solar farm near the Kokerboom substation in Keetmanshoop.

The company said it has secured a 250-hectare site and obtained an environmental clearance certificate for the project.

The proposed solar development will

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supply renewable energy to contestable customers under the Modified Single Buyer (MSB) framework, which allows large electricity users to source up to 30% of their power directly from independent power producers (IPPs).

According to the ECB, there are currently 35 registered contestable customers in Namibia, with a combined demand of over one million megawatt hours.

ANIREP was previously selected as the preferred bidder to supply 18.5 MW to a mining smelter but will no longer pursue that opportunity. The company said it is now working to secure new contestable customers to take up capacity from the Kokerboom project in phases.

ANIREP Managing Director Iyaloo Ya Nangolo said the Kokerboom project would significantly expand the company's renewable energy portfolio. "With direct access to transmission infrastructure, the site is also well-suited for future integration of Battery Energy Storage Systems (BESS) to support grid stability and enable dispatchable supply to contestable customers under the MSB framework

and the broader SAPP market," he said.

Ya Nangolo said the project builds on ANIREP's existing investments, including the Moses †Garoëb Khan 25 MWp solar PV plant and the Cerim wind project.

"Completion of the Kokerboom project will bring ANIREP's total renewable energy capacity to over 190 MWp," he said.

He added, "Backed by a robust equity base and access to capital through the N\$5 billion Green Bond listed in 2024, ANIREP is well positioned to fund this and future developments across Namibia and the region."

Meanwhile, ANIREP has secured the Certificate of Compliance from NamPower for the grid connection of the Moses †Garoëb Khan solar plant.

The company said this certification allows the plant to legally operate and supply electricity to the national grid.

Full-scale operations at the Khan solar plant have now commenced and are expected to contribute meaningfully to ANIREP's revenue while supporting Namibia's renewable energy targets.

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Understanding the difference between corporate communications and strategic communications

By Junias Erasmus

In the realm of organizational communication, the terms “corporate communications” and “strategic communications” are often used interchangeably. While they are closely related and frequently intersect in practice, they are not synonymous.

Understanding the distinction between the two is essential for any organization aiming to position itself effectively, manage its reputation, and communicate with clarity and purpose in an increasingly complex environment. Both disciplines serve critical functions, yet they differ in scope, orientation, and strategic intent.

Corporate communications is traditionally understood as the holistic management of all internal and external communications generated by a corporation. It encompasses a broad array of functions, including media relations, employee communications, investor relations, corporate social responsibility messaging, and crisis communication. The primary aim of corporate communications is to maintain a consistent and coherent brand voice across all channels and stakeholder engagements. It ensures that everything the organization says or publishes aligns with its identity, values, and corporate image.

This function is often housed within a centralized department and works closely with senior leadership to deliver the organization’s messages in a unified and credible manner.

Strategic communications, on the other



Corporate communications is traditionally understood as the holistic management of all internal and external communications generated by a corporation.

hand, is a broader, more intentional discipline that focuses on aligning communication efforts with overarching organizational goals. It is less about managing specific corporate outputs and more about influencing perception and behavior to achieve long-term strategic outcomes.

Strategic communication is inherently goal-oriented, it begins with a clear understanding of what the organization wants to accomplish and then develops targeted messages, selects appropriate channels, and engages specific audiences in ways that support those objectives. While corporate communications is largely about message consistency and brand maintenance, strategic communications is about persuasion, impact, and outcome.

To further distinguish the two, one might consider that corporate communications is the operational engine that drives day-to-day communications, while strategic

communications serves as the compass that ensures those communications are advancing the broader mission.

For instance, when an organization needs to maintain employee morale during a restructuring process, corporate communications might handle the internal newsletters, executive memos, and staff meetings.

Strategic communications, in contrast, would develop the overall narrative, determine the right tone, assess stakeholder reactions, and integrate the communication into a larger plan to sustain trust and productivity.

Strategic communications often extends beyond the boundaries of corporate reputation management to encompass policy advocacy, change management, and stakeholder influence at national or international levels. It is used by governments, NGOs, and multinational corporations to drive social campaigns, shift public opinion, or support

legislative agendas.

Strategic communicators are therefore expected to conduct in-depth audience analysis, monitor political and economic trends, and measure the impact of their campaigns with a long-term horizon in mind.

In a modern organizational context, the two disciplines are not mutually exclusive. In fact, effective corporate communication must be strategic, and strategic communication often requires the foundational tools and infrastructure provided by corporate communication.

The distinction, however, becomes important when allocating resources, defining roles, or developing communication strategies for complex and evolving scenarios. Organizations that understand this difference are better positioned to craft communications that are not only coherent but also compelling, impactful, and aligned with measurable outcomes.

In essence, corporate communications is the structure, well-organized, consistent, and brand-oriented, while strategic communications is the strategy, fluid, adaptive, and goal-driven. Both are indispensable in the modern communication ecosystem, and when skilfully integrated, they enable organizations not only to speak but to be heard, to be understood, and ultimately, to be trusted.

As public expectations evolve and the digital age accelerates the pace of information exchange, the ability to differentiate and leverage both disciplines effectively is a hallmark of mature and forward-looking institutions.

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



Expression of Interest (EOI)

Tsau //Khaeb (Sperrgebiet) National Park: Orange River Tourism Concession (Hohenfels) Investment Opportunity

The Tsau //Khaeb (Sperrgebiet) National Park (TKNSP) is in the south-western corner of Namibia. It is approximately 320 KM at its longest, up to about 100 KM wide, and covers an area of about 25 000 KM².

The Orange River Concession within the TKNSP is situated adjacent to Oranjemund, comprising 22 150 hectares of mostly dune sea and riverine habitat. It is the only concession in the TKNSP designated for building a lodge and associated amenities.

OMDis Town Transform Agency (OMDis) invites investors and development partners to express interest in constructing and operating this concession.

Interested companies can register by submitting their company profile by Friday, 4 July 2025 at 16h00. The Terms of Reference (ToR) will be sent to the shortlisted companies only. Submission can be made to Mrs. Selma Stephanus, selma@omdis.co, cell: +264 811 651 193/ +264 63 234 344.

For further clarification please contact Ms. Ronel van der Merwe at +264 81 317 8349 or ronel@omdis.co.



Namibia to get first Holiday Inn as IHG plans three new hotels

IHG Hotels & Resorts has announced plans to open three new hotels in Namibia as part of a franchise agreement with Cadence Capital and Santiago Property Developers Pty Ltd.

The deal will introduce the Vignette Collection Dunes Resort Swakopmund, Holiday Inn Walvis Bay, and VOCO Windhoek CBD, collectively adding 347 rooms to IHG's growing Southern African portfolio.

The three properties will be managed by Valor Hospitality Partners, a global hotel management company and long-standing IHG partner.

All hotels are scheduled to open in early 2028.

Haitham Mattar, Managing Director for IHG Hotels & Resorts – India, Middle East & Africa, said the new hotels would serve both leisure and business travellers, further strengthening IHG's presence

in key Namibian cities.


“Namibia is one of the most promising growth markets in Southern Africa, and we are proud to enhance our presence in the country with three distinctive brands in partnership with Cadence Capital & Santiago Property Developers,” Mattar said.

“This deal shows our ambition to expand our footprint in high-potential African markets through strong local partnerships and a diversified brand portfolio.”

IHG said the project supports its long-term African expansion strategy by introducing brands across the luxury and lifestyle, premium, and mid-range segments.

The Vignette Collection Dunes Resort Swakopmund, a 100-room hotel, will be located along the Swakop River in one of Namibia's most popular coastal towns.

The hotel will offer access




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to Swakopmund's adventure, heritage, and marine attractions, and will feature a dedicated conference centre and convenient access to regional road networks, appealing to both leisure and MICE (Meetings, Incentives, Conferences, and Exhibitions) travellers.

The 100-room Holiday Inn Walvis Bay will serve Namibia's main port city, which is a key hub for logistics and industrial activity.

According to the developers, the hotel is ideally positioned to meet corporate demand while offering proximity to attractions such

as the Walvis Bay Lagoon and Dune 7.

In Windhoek, the 147-room voco Windhoek CBD will cater to growing demand from the business and government sectors.

The hotel is expected to benefit from the capital's ongoing economic transformation, driven by rapid growth in oil, gas, mining, and green hydrogen projects.




Reagon Graig, Managing Director of Cadence Capital, said the partnership with IHG is a significant step for Namibia's hospitality sector. "The development of voco Windhoek CBD comes as Windhoek

is undergoing rapid transformation, driven by growth in sectors such as oil and gas, mining, and green hydrogen development," he said.


Rodrigo Pimenta, Managing Director of Santiago Property Developers, said the project is aligned with their goal of contributing to Namibia's tourism and business infrastructure.

"This comes while creating high-quality, globally recognised destinations. We look forward to welcoming guests to these hotels and contributing to Namibia's continued growth and appeal on the world stage," he said.

The agreement marks IHG's latest move to strengthen its position in Southern Africa through local partnerships and the introduction of new brands to emerging markets.

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TENDER

First date of publication: 21 May 2025

TENDER NO: DBMNE0532 GENERAL CONSUMABLES

DESCRIPTION:
 Debmarine Namibia is seeking experienced service providers for the supply of general consumables on an uninterrupted base, to Debmarine Namibia Warehouse in Lüderitz.

SCOPE OF WORK:
 The listed consumable items must be quoted inclusive cost of delivery/transportation to Lüderitz.

CLOSING DATE: 23 June 2025 at 12:00


REQUEST FOR ELECTRONIC TENDER DOCUMENT:
 Registered businesses interested in providing such services are requested to register at **Asite Marketplace:** <https://za.marketplace.asite.com/> to obtain a tender document with reference number **DBMNE0532 GENERAL CONSUMABLES**


ENQUIRIES:
 The Commercial Officer
 Tel: +264 61 297 8481
 Email address: e-tender@debmarine.com
 Subject line: DBMNE0532 GENERAL CONSUMABLES

Bidders must register on our electronic platform Asite Marketplace: <https://za.marketplace.asite.com/> to participate in this tender.

DISCLAIMER:
 Debmarine Namibia shall not be responsible for any costs incurred in the preparation and submission of a response to this tender and furthermore reserves the right not to extend this tender into any future tenders, negotiations and or engagements.

Debmarine Namibia shall not accept submissions rendered after the closing date and time.





To be my President's keeper

By Hilda Basson Namundjebo

Weeks before Mee Netumbo was sworn in as Namibia's first female president, I was significantly unnerved wondering about the capacity of Namibian women to help her lead.

An exceptionally qualified individual, it is worth noting that I have absolutely no qualms about her leadership qualities. Her leadership capabilities have been honed for more than 7 decades and I regard Namibia as blessed to have the cover of a gracious lady, one who is wise, skilled and compassionate.

As I indulged a bit further to introspect, I invited Honourable Sanet Steenkamp and Hon Maureen Hinda to a talk show to deliberate on how ready we as women are as to serve, and to do so excellently.

This milestone signifies progress, but also carries a generational responsibility. The late Dr Myles Munroe in his book entitled "The Burden of Freedom" makes the case that freedom is not free, and that countries which have gained independence must be mindful of the higher level of responsibility that accompanies freedom. He further purports that people may unconsciously prefer the perceived safety of oppression because it absolves them of the demands of freedom, which includes agency, self-discipline, hard work and the acceptance of personal political responsibility.

I am often intrigued by the manner in which a citizenry responds to a government policy statement that makes a demand on people to take responsibility and to lay claim to a stake in their future. All too often,



“

We may not like it and we may even say that you didn't sign up to be anyone's role

model but the fact is as a leader, you have influence whether you serve in corporate, a local authority or in government.

we rush into a blame game because that is how absolve ourselves of our individual and collective responsibility.

Genuine freedom requires a greater level of discipline, accountability and stewardship over one's life and environment. Embracing freedom requires a different way of conduct. And as this generation of women who lead whether we serve on boards, in the C-suite, in your community, the onus is on us to show up – for ourselves, for the broader community of females and also for H.E President Ndaitwah.

We may not like it and we may even say that you didn't sign up to be anyone's role model but the fact is as a leader, you have influence whether you serve in corporate, a local authority or in government. Shall I remind you that Dr John Maxwell defines leadership as influence? It is not a position, it is nor a title; it is responsibility.

I make the case that representation matters, and that it intersects with leadership, and therefore women must approach this moment with responsibility rather than entitlement. After all, we are not here to decorate the table—we are here to enlarge it.

Understanding the Burden of Representation

When someone from a historically marginalized group rises to prominence, they often represent more than themselves.

Their successes—or failures—become a reflection of an entire demographic. This dynamic is visible in politics, sports, and corporate spaces.

Similarly, Namibia's first female president will not simply be judged as an individual leader but as a symbol of female political leadership in the country and on the continent.

This is a legacy moment, one to which women must rise as a collective and uphold the arms of this generation's female Moses, like Aaron and Hur held up the arms of Moses during a time of great challenge and contest. It is a time where we must remember Ubuntu; that she is because we are and that we are because she is!

Leadership is not a solo act

While this achievement is momentous, women in leadership must recognize that representation alone is not the goal—effective governance is!

The presence of a female president should not lull women into a passive expectation that representation will automatically lead to transformation.

Therefore, we must lead in such a manner that the front pages of the newspapers herald the successes more than the misses. Our impact must be felt and alter the lived

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experience for Namibia who depend on us to speak for them in the rooms where they are not present.

This is an opportunity to forge closer networks and to shape leadership norms, ensuring that women leaders lead with competence, compassion for each other, integrity, and inclusivity.

These networks of collaboration will reduce the psychological pressure that engulfs women in leadership and will assist with feeling connected and less isolated.

Perception and the Extra Mile

Whether we acknowledge it or not, black women still face deeply ingrained perceptions regarding competence. It is our leadership capacity which is often met with skepticism, forcing women to go the extra mile to prove themselves.

This challenge isn't unique to Namibia—it's a reality across Africa and beyond.

Women in power must recognize that scrutiny will be heightened—not as an excuse, but as a call to excellence.

Therefore, each decision, policy, and governance approach will contribute to dismantle stereotypes.

The Responsibility of Now

Leadership is never just about holding a title—it's about impact, governance, and reshaping norms.

Women—leaders or aspiring leaders—must embrace competence over complacency, excellence over entitlement, and vision over validation.

The moment is here, and how it unfolds will be determined by the choices we make on a daily basis.

****Hilda is a business leader, public speaker and a seasoned broadcast journalist. Founder of the national brand and organisation Team Namibia, Hilda believes her purpose is to impact the world with kindness, one engagement at a time.***

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WBCG calls for increased investment in Namibia's logistics and infrastructure

The Chief Executive Officer of the Walvis Bay Corridor Group (WBCG), Mbahupu H. Tjivikua, has called for increased investment in Namibia's logistics and infrastructure sectors, as the country strengthens its position as a key trade hub in southern Africa.

Speaking this week, Tjivikua said Namibia has made significant progress since the early 1990s, when it functioned primarily as a fishing port, to now handling over 2.4 million tonnes of cargo annually. He noted that growing trade from neighbouring countries such as Zambia and Botswana is driving this expansion.

"We were just merely a fishing port, but we have evolved. There are investment opportunities that are coming up with various goods and cargo. For example, we have not been handling any fertiliser for the neighbouring countries, so we have to set up fertiliser warehousing," he said.

Tjivikua stressed the need for urgent private and public sector investment in fuel storage facilities, fertiliser warehouses, and air cargo logistics to support rising regional demand.

"We need infrastructure such as the silos for grain when we are importing them. We need cold storage facilities to



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expand our capacity. We want to import chicken and beef from Brazil. These are big numbers, but our storage capacities are limited,” he said.

He also pointed to the gaps in agro-logistics and dry port facilities that Namibia must address to remain competitive and meet the increasing needs of the region’s import and export markets.

Highlighting Namibia’s competitive edge, Tjivikua said the country boasts the best road infrastructure in the region, as well as a modernised port at Walvis Bay, which now includes a recently developed container terminal.





“In Namibia, we are ranked number one in terms of road infrastructure. We also have a modern, state-of-the-art port and recently developed a new container terminal. The infrastructure that we develop in Namibia is not only for Namibia but for SADC,” he said.

Tjivikua urged investors to explore opportunities in transport, agriculture, and manufacturing, emphasising that Namibia’s growing logistics sector can support broader industrial diversification.


“We are ready to

engage and to support the various industries because it’s not only about the transport sector. We support various other industries, such as agriculture and manufacturing,” he said.

The Walvis Bay Corridor Group plays a leading role in promoting Namibia as a logistics gateway, offering transport routes that link the country’s ports to markets in the region, particularly landlocked neighbours.

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TENDER

First date of publication: 23 May 2025

TENDER NO: DBMNE0534 WELDING ACCESSORIES AND GASES

DESCRIPTION:
 Debmarine Namibia is seeking experienced service providers for the supply of welding accessories and gas on an uninterrupted base, to Debmarine Namibia Warehouse in Lüderitz.

SCOPE OF WORK:
 The listed consumable items must be quoted inclusive cost of delivery/transportation to Lüderitz.

CLOSING DATE: 24 June 2025 at 12:00


REQUEST FOR ELECTRONIC TENDER DOCUMENT:
 Registered businesses interested in providing such services are requested to register at **Asite Marketplace:** <https://za.marketplace.asite.com/> to obtain a tender document with reference number **DBMNE0534 WELDING ACCESSORIES AND GASES**


ENQUIRIES:
 The Commercial Officer
 Tel: +264 61 297 8481
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 Subject line: DBMNE0534 WELDING ACCESSORIES AND GASES

Bidders must register on our electronic platform Asite Marketplace: <https://za.marketplace.asite.com/> to participate in this tender.

DISCLAIMER:
 Debmarine Namibia shall not be responsible for any costs incurred in the preparation and submission of a response to this tender and furthermore reserves the right not to extend this tender into any future tenders, negotiations and engagements.

Debmarine Namibia shall not accept submissions rendered after the closing date and time.





From promise to performance: What has Regulation 13(5) delivered in 10 Years?

By Vincent Shimutwikeni

In 2015, the Namibian Government introduced a transformative regulatory measure aimed at stimulating domestic economic development through long-term institutional capital. This was formally enacted through Regulation 13(5) of the Pension Funds Regulations.

The regulation mandates that all registered pension funds allocate a minimum of 1.75% and up to a maximum of 3.5% of the market value of their total assets to unlisted investments, in accordance with Part 8 of the Regulations.

At the heart of this policy intervention was the rationale that unlisted investments, typically channelled through Special Purpose Vehicles (SPVs) or Unlisted Investment Managers (UIMs) could unlock funding for sectors traditionally underserved by mainstream capital markets.

The Government's intention was clear: to crowd in pension fund capital into domestic productive sectors such as infrastructure, SMEs, agriculture, renewable energy, and industrialisation, thereby fostering economic diversification, job creation, and inclusive growth.

These unlisted investment vehicles were structured predominantly as 10-year closed end funds, with optional two-year extensions, a design reflective of global private equity norms. This approach aligns with the illiquidity premium theory, where long-term investors such as pension funds



“

The Government's intention was clear: to crowd in pension fund capital into domestic productive sectors such as infrastructure.

are expected to tolerate liquidity constraints in exchange for higher returns.

Now, a decade since the inception of Regulation 13(5), many of these funds have either reached or are approaching the end of their initial investment terms. This provides a timely opportunity for reflection.

As stewards of pension savings, it is imperative that we ask critical and honest questions: Have these investments delivered on their developmental promises? Are the underlying assets secure and returns aligned with fiduciary obligations to pensioners?

Have we struck the right balance between national interest and the retirement security of workers?

In the spirit of transparency and accountability, there is a growing need to evaluate whether Regulation 13(5) has achieved its policy objectives or whether it now requires recalibration in light of market realities and the overriding duty to protect pensioners' money. We need to carefully examine the outcomes, challenges, and

future prospects of mandatory unlisted investments in Namibia's pension fund landscape.

How have they performed

In theory, Regulation 13(5) was meant to stimulate a new asset class and drive capital into productive sectors. In practice, however, the landscape in 2015 was not sufficiently mature to absorb the incoming capital efficiently.

At the time, Namibia had a very limited pipeline of viable, investment-ready unlisted projects. The ecosystem lacked experienced fund managers, credible business proposals, proper governance mechanisms, and robust oversight structures. The necessary architecture to deploy this capital prudently was simply not in place.

As a result, many pension funds were forced into a constrained investment universe with few quality options, leading to suboptimal portfolio allocations. Several of these investments, now at or near maturity, have underperformed significantly. Many stand in a position where they are unable to return even the initial capital invested, let alone generate the returns expected to justify the risk.

These investments may have underperformed due to a combination of factors, including an underdeveloped investment ecosystem with a limited pool of experienced fund managers, possible shortcomings in due diligence by trustees, and potential weaknesses in governance within some UIMs.

High fees, low transparency, and misaligned incentives could have further eroded value. Moreover, external shocks such as COVID-19 and the lack of well-developed exit opportunities in Namibia's market environment may have made it challenging for funds to realise meaningful returns.

From a timing perspective, the economic

downturn that began around 2016 particularly affecting the construction sector would have also negatively impacted unlisted private equity investments, many of which were exposed to this industry.

What this means for pensioners:

At the core of this policy's impact is the pensioner, whose long-term financial security depends on prudent management of retirement savings. When unlisted investments fail to preserve capital, pension fund growth is compromised, potentially leading to lower retirement benefits, difficulty in meeting future liabilities, and even adjustments to contribution rates or benefit structures.

This underperformance also increases pressure on trustees to account for past decisions and consider more cautious investment strategies going forward.

Should the cap be revised?

Some stakeholders advocate for increasing the 3.5% cap on unlisted investments, arguing that the current threshold is too low to meaningfully drive sustainable economic development or allow pension funds to play a stronger role in reducing socio-economic inequality. They propose that raising the cap, coupled with a focus on responsible investment, could enhance the developmental impact of pension fund capital.

However, any increase in the cap must be carefully assessed in light of its impact on pension fund members, especially in defined contribution (DC) funds, where each member's retirement outcome is directly linked to the performance of their individual investment. In these funds, increased exposure to unlisted investments could raise the risk to members' savings if those investments underperform.

The Government Institutions Pension Fund (GIPF) is uniquely positioned in this regard, as it operates under a defined benefit

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(DB) model. In DB funds, members are guaranteed a specific pension benefit upon retirement, regardless of investment performance, with the employer (typically government) bearing the investment risk.

This buffer allows GIPF to absorb potential shortfalls without directly impacting member benefits.

In contrast, most other funds in Namibia are DC in nature, meaning members bear the full investment risk.

Therefore, increasing the unlisted investment cap without safeguards could jeopardise members' retirement security. Any change in policy must consider this fundamental difference and strike a balance between developmental ambitions and fiduciary responsibility.

Alternative Strategies for Economic Growth

Instead of solely increasing the unlisted investment cap, alternative strategies to boost the economy could include creating a stronger pipeline of bankable projects, improving the Regulation to allow for investments in socially uplifting asset classes like housing, and enhancing SME support and participation in agribusiness for Namibia's push towards food self-sufficiency.

Government can also focus on reducing red tape, supporting SME development

through targeted grants or blended finance, accelerating growth of Agri-sector and investing in infrastructure that unlocks economic potential.

Strengthening financial markets and encouraging local entrepreneurship can further stimulate inclusive, sustainable growth without placing undue risk on pensioners' savings.

Conclusion

Ten years later, it is essential to ask whether Regulation 13(5) should be recalibrated. While the developmental intent remains noble, the implementation has exposed systemic weaknesses that must be addressed.

Perhaps the policy should evolve towards a performance-based compliance framework where investment in unlisted assets is encouraged through incentives rather than mandates, and where governance, transparency, and investor protection are significantly strengthened.

In the end, the conversation must return to first principles: fiduciary duty, accountability, and long-term sustainability.

The future of unlisted investing in Namibia will depend not just on regulation but on building an ecosystem that genuinely supports growth, innovation, and, most importantly, the retirement dreams of the people.

***Vincent Shmutwikeniiis**
RFS Fund Administrators,
Manager: Legal Support



NamWater studies Botswana model to fast-track smart water meters rollout

NamWater is stepping up its Smart Water Metering Rollout Project with a five-day benchmarking mission to Botswana aimed at improving its approach to smart prepaid water systems.

The visit, taking place from 16 to 20 June 2025, is hosted by Botswana's Water Utilities Corporation (WUC) and focuses on operational models, customer engagement, and digital water management.

NamWater's Chief Executive Officer, Abraham Nehemia, who is leading the delegation, said the mission will help Namibia adopt proven smart metering solutions.

"The benchmarking mission underscores NamWater's commitment to modernising water supply and revenue systems. The knowledge gained from WUC's proven approaches will play a critical role in shaping Namibia's Smart Water Metering Rollout Project, particularly the pilot initiative currently underway in BUNW, Olweege-Okashandja Branch Line," the company said.

NamWater and WUC management have held formal discussions on smart water management systems and the importance of regional collaboration.

The team also reviewed WUC's Smart Prepaid Solution Project, which is fully integrated with SAP systems and managed from a central Smart Prepaid Water Meter Operations Centre.

NamWater's team was given a full tour of the centre, where WUC handles real-time data, billing, and customer support.

The second day focused on technical operations, including WUC's meter installation, performance reporting, and the Meter-to-Cash process. NamWater also visited live installation sites to gain practical insights into how smart meters are deployed and maintained.

The mission is part of NamWater's plan to modernise its water management and improve revenue collection by using smart prepaid metering across the country.



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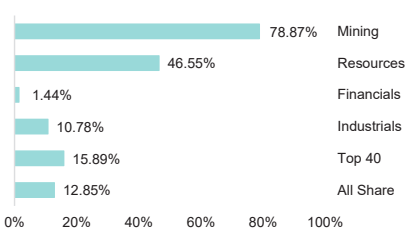
Commodities

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Platinum	1267.52
Palladium	1045.44
Silver	32.17
Uranium	75.00
Brent Crude	76.44
Iron Ore	87.92
Copper	9665.28
Natural Gas	3.97
Lithium	7.85

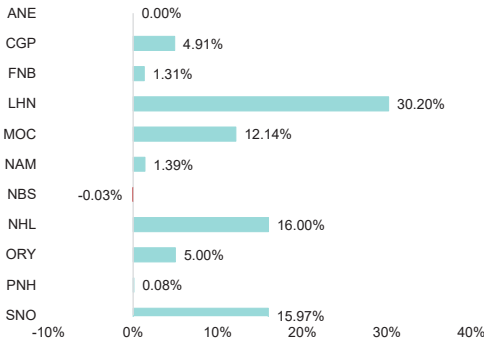
Currencies

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EUR/ZAR	19.2300
GBP/ZAR	24.2410
USD/CNY	7.1776
EUR/USD	1.1504
GBP/USD	1.3466
USD/RUB	78.4760
CPI	3.50%
Repo Rate	6.75%
Prime Rate	10.50%

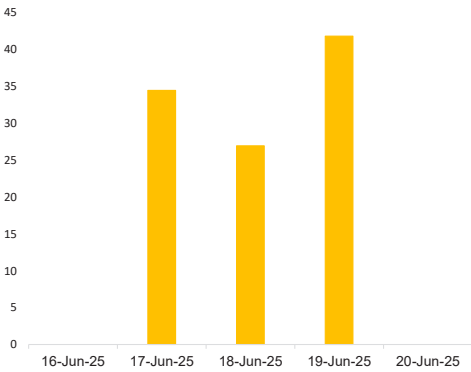
JSE Sectors: Year to Date in %



NSX Local Stocks: Year to Date in %



JSE ALL SHARE VALUE TRADED (ZAR BILLIONS)



Global Indices: Year to Date in %

