NUMBERS MATTER
The numbers matter, and so does the quality
p. 06

EMPLOYEE
The rise of employee relations
p. 16

YOUTH FUND
Government raises Youth Fund age limit to 45
p. 20

THE BRIEF
News Worth Knowing

Namibia's interest payments to rise to N$14.4 billion in 2025/26

WEDNESDAY 05 NOVEMBER 2025

MAIN STORY

Namibia’s interest payments to rise to N$14.4 billion in 2025/26

Finance Minister Ericah Shafudah says Namibia’s interest payments on debt are expected to reach about N$14.4 billion in the 2025/26 financial year, accounting for roughly 15% of total government revenue.

Addressing lawmakers during her

Crucial Dates

- **Bank of Namibia Monetary Policy announcement date:**
  * 3 December 2025

response to parliamentary debates on the Mid-Year Budget Review (MYBR), Shafudah said government is implementing targeted measures under its Debt Sustainability Strategy to manage and gradually reduce the country's debt burden.

"Concerns were raised about the growing debt and interest payments. We have noted the concerns raised, and the suggestions are being considered as we implement Debt Sustainability Strategies. Indeed, debt servicing or interest payments are consuming a growing share of the budget, approximately N$14.4 billion for FY2025/26, about 15% of revenue," she said.

Shafudah explained that the government's approach focuses on phased deficit reduction, smart spending, and continued protection of social programmes, with the goal of lowering interest costs without stalling economic growth or triggering public discontent.

Following the redemption of Namibia's Eurobond on 29 October 2025, she said the country's foreign-to-domestic debt ratio has improved to 85:15. She added that 90% of foreign debt is rand-denominated, resulting in a 99% exchange-rate-free debt portfolio, which shields the budget from volatility in currency markets.

Responding to concerns that government borrowing may be used to fund consumption, Shafudah said domestic revenue remains sufficient to cover operational expenditure. She noted that Namibia's performance in revenue mobilisation compares favourably to regional peers, reflecting the effectiveness of ongoing fiscal reforms.

"Honourable Speaker, Honourable Members, turning to the low execution rate on capital projects, the Ministry of Finance, together with the National Planning Commission, is working on measures to improve the execution rate of capital projects. In addition, envisaged Public Expenditure Reviews will be critical to support the optimisation and speedy delivery of projects in an effective and efficient manner," she said.

Turning to sectoral priorities, Shafudah said green-scheme irrigation projects will be restored to full capacity through public-private partnerships to improve food production, create jobs, and stimulate growth.

She added that funding for water infrastructure has been secured in the current budget to ease shortages in affected regions, with implementation to be undertaken by NamWater and the Ministry of Agriculture, Water, Fisheries and Land Reform.

In education, Shafudah said an additional N$663 million allocated during the MYBR will strengthen the Namibia Student Financial Assistance Fund (NSFAF) and support the rollout of free tertiary education.

Further budgetary support will be considered in the 2026/27 National Budget and Medium-Term Expenditure Framework (MTEF).

Providing an update on the Sovereign Wealth Fund, the Minister reported a 16.05% annualised return, driven purely by investment performance since its initial N$267 million seed capital in 2022.

She said the Sovereign Wealth Fund Bill is with legal drafters and will soon be tabled in Parliament.

Shafudah concluded that the Ministry of Finance will present a detailed progress report on economic diversification, revenue performance, and the fiscal policy stance, including the debt matrix, during the tabling of the 2026/27 National Budget.

Local demand offsets drop in Namibia's livestock exports

Namibia's livestock industry experienced a notable shift between January and September 2025, as domestic consumption absorbed the impact of falling exports across key meat sectors.

According to the Livestock and Livestock Products Board of Namibia (LLPBN), 69% of beef and 98% of mutton produced during the period were consumed locally.

The LLPBN's quarterly review shows that despite lower output and rising input costs, the country's meat industry maintained self-sufficiency, supported by stable pricing and resilient domestic markets.

"Both the beef and mutton industries reflect a tight-supply, high-price environment. Domestic demand is absorbing a larger share of production, while the export share is gradually narrowing," the report stated.

A total of 156,297 cattle were marketed between January and September 2025, a 50.3% decline from 314,466 during the same period in 2024.

Of these, 47,594 head were exported live, while 74,814 were slaughtered at A-class abattoirs and 33,889 at B- and C-class facilities — reflecting a 27% drop in throughput at smaller abattoirs.

Market share figures showed A-class abattoirs accounting for 49.9% of marketed cattle, live exports 36.9%, and B&C-class abattoirs 13.1%. The average weaner price south of the Veterinary Cordon Fence rose to N$31.12/kg, up from N$24.64/kg in 2024, while the B2 carcass price increased to N$69.90/kg, compared to N$60.76/kg a year earlier.

"Year-to-date (YTD), 156,297 cattle were marketed across all marketing channels. This represents a decline of 50.3%, down from the 314,466 heads marketed in the same 2024 period," the report stated.

In the sheep sector, marketing fell by 39.5% to 423,174 head, driven by a 44.3% decline in live exports.

However, A-class abattoir throughput rose by 13.6%, while local market share for export-approved and B&C-class abattoirs improved to 13.7% and 17.7% respectively. The Namibian A2 producer price averaged N$91.92/kg, still below the Northern Cape's N$97.94/kg benchmark.

The goat sector also recorded a 20.4% year-on-year decline in volumes. Live exports accounted for 98.6% of total marketing, while B&C-class abattoirs handled only 1.4%.

The numbers matter, and so does the quality

By Pennina Shilongo

> A job should not only occupy one's time, it should also sustain one's life.

The youth make up over 60% of the African population, and Namibia is no exception. Namibia has been plunged into high unemployment amongst its youth, at 44.4%, the highest youth unemployment rate in SADC.

This presents a missed opportunity considering that the youth are the most productive segment of any nation.

And as we usher in the 6th National Development Plan (NDP6), one of the priorities that stand out is tackling youth unemployment.

This is both a timely and commendable focus by the government, and this commitment signals political will at the highest level of government, to confront one of our generation's most pressing challenges.

Addressing this Achilles Heel in our social fabric is therefore not merely an economic issue, but a social imperative.

Over the past months, we have seen increased efforts by government, the private sector and our development partners, to create jobs and stimulate the economy. Again, this is commendable and the momentum is quite encouraging.

However, in our collective drive to create more jobs, we ought to pause and ask ourselves: What kind of jobs are we creating?

It's easy to get caught up in the numbers game with the amount of jobs created and the number of youth employed, however the true measure of progress lies beyond these figures.

From an economic diplomacy perspective, sustainable employment is not just about absorbing people into the labour market, it is also about the strength of the market itself.

The following are some questions we need to ask ourselves: are we building an economy that produces decent work and rewards productivity? Or are we inadvertently entrenching a cycle of underemployment, low wages, and limited upward mobility?

Unfortunately, many of the jobs available to young people today are short-term, poorly paid, and lack benefits or career growth opportunities.

As a result, many are employed on paper but still struggling to make ends meet. This situation fuels frustration and disillusionment, especially as the cost of living continues to rise and the dream of a decent life drifts further away for many.

Hence, it will be vital to integrate the quality of employment as a key measure in our performance indicators. We should be asking: are these jobs sustainable? Do they contribute to long-term economic empowerment? Are we equipping young people with the skills and protections they need to thrive in an evolving economy?

A job should not only occupy one's time, it should also sustain one's life. It should offer

> I believe Namibia's youth are ready, capable and eager to contribute to nation building.

stability, dignity, and fair compensation that enables a person to afford to live a decent life and afford basic needs leading to an improved quality of life.

So in our efforts to meet employment targets, we must not lose sight of the quality of jobs being created. A narrow focus on quantity risks producing a workforce that is employed, yet economically insecure. Where jobs exist, but livelihoods do not.

I believe Namibia's youth are ready, capable and eager to contribute to nation building. What they need are not just opportunities to work, but opportunities to live and build. Let us, therefore, ensure that in our pursuit to meet employment targets, our policies and programmes are targeted to uphold the dignity and sustainability of the work we create.

Pennina Shilongo is an international development professional who holds a Master's in International Relations and Economic Diplomacy. The views expressed are her own.

Sanlam | Allianz Brief Sessions: Namibia told to rethink jobs, training and youth empowerment

Technical and vocational education and training (TVET) has been identified as a "quick win" for tackling Namibia's escalating youth unemployment crisis, which experts say now requires urgent and results-driven reforms.

Speaking at the Sanlam | Allianz Brief Session, Namibia Statistics Agency (NSA) Statistician-General, Alex Shimuafeni, said vocational training offers one of the fastest ways to equip young people with practical skills and absorb them into the workforce.

"When we talk about skills mismatch, we must look at all angles. Formal employment, informal work, and the vocational sector all matter. The TVET route can immediately create opportunities for young people who can take up skilled trades while helping the economy diversify beyond white-collar jobs," said Shimuafeni.

He called for the government to expand apprenticeships and link TVET qualifications directly to procurement and infrastructure projects, saying such steps could help address structural unemployment while stimulating local enterprise.

Shimuafeni warned that Namibia's youth unemployment crisis has reached alarming levels, with 44.4% of Namibians aged 15 to 34 unemployed, rising to 61.4% when including discouraged jobseekers.

He noted that 71.1% of the country's population is under the age of 35, warning that the crisis will intensify without bold reforms.

"The worry is that we have more people joining the employment market, and we need to create those jobs. People don't eat roads; they want jobs. We must focus on what gives jobs and take deliberate steps to support the youth instead of repeating the implementation song every year," said Shimuafeni.

He urged both government and the private sector to create employment beyond traditional industries, focusing on manufacturing, tourism and logistics, which he described as labour-intensive and growth-enabling sectors.

Shimuafeni also said deliberate procurement reform could drive job creation, citing that in 2024, Namibia imported bed linens worth over N$36 million, a market that could have supported young local producers.

"When we import more than we export, we create jobs outside the country. Government, as one of the biggest buyers, must take bold steps to procure locally. That way, we create jobs internally and support youth-led enterprises that are ready to produce goods and services here at home," he said.

Economist Almandro Jansen of Simonis Storm described youth unemployment as a "ticking time bomb", warning that unless targeted action is taken, it will deepen inequality and social instability.

"Mining and oil contribute to GDP, but they are minimal job creators. We need to direct funds to sectors like tourism, construction and logistics that have stronger employment effects. The challenge is not planning — the solutions exist — it's implementation and ensuring that growth translates into actual jobs," said Jansen.

He also called for tax reform to be linked to youth employment, suggesting that companies benefiting from incentives should demonstrate measurable job creation for young workers.

"There's a big gap between university and the workplace. It's not just about academic background; we must build practical and entrepreneurial skills. Entrepreneurship needs to start in secondary school because we have the drive, but we just don't know how to practically do it," said Jansen.

Psychology student Tamia Diergaardt said long-term unemployment has severely affected young people's mental wellbeing, often leading to depression and hopelessness.

"Unemployment leads to frustration, and that frustration leads to desperation. When we are desperate, we do anything just to survive. I think we should see this not only as a problem but as an opportunity to build resilience and invest in young people with proper guidance and support," said Diergaardt.

Media student Quinteline Nunuhe said Namibia's education system must adapt to modern economic realities by teaching digital and practical skills from an early stage.

"Most of the time, more investment is put into theoretical teaching than practical experience. We need to expose learners to real work environments early and introduce skills like computing, financial literacy and digital media at school level. If we bridge that gap, young people will leave education ready for actual jobs," said Nunuhe.

She added that Namibians must learn to work with artificial intelligence (AI) instead of fearing it, noting that adaptability and technological awareness will define employability in the years ahead.

Sanlam|Allianz Brief Session - Youth Unemployment











Namibia's Eurobond redemption is a moment to reflect

By Arinze Okafor, CFA, CAIA

"Debt becomes problematic when it finances consumption or recurrent expenditure.

Namibia's successful redemption of the USD 750 million Eurobond is a commendable milestone.

It reaffirms government's fiscal credibility, reinforces investor confidence, and places Namibia among the few African countries that have met all external debt obligations fully and on time.

But beyond this achievement lies an opportunity, a chance for our leading economists, policymakers, and strategists to chart a more resilient path.

The real question now is how Namibia transitions from external dependence to domestic resilience in financing its growth.

From redemption to reflection

The Eurobond redemption has revived the conversation around Namibia's rising debt-to-GDP ratio.

While the numbers are important, they only tell part of the story. What matters more is the nature of the debt, who holds it, what it finances, and whether it drives productivity.

Globally, advanced economies such as Japan and the United States maintain debt-to-GDP ratios well above 100 percent.

Yet their economies remain stable because their debt is predominantly domestically funded. The composition of debt matters as much as its size.

Domestic debt reduces exposure to foreign-exchange volatility and aligns repayment obligations with local-currency revenues, both of which were significant concerns throughout the Eurobond servicing period.

For Namibia, and leveraging of my previous article is that we can, and should, leverage our domestic savings pool, particularly pension funds, insurers, and development finance institutions to fund transformative national priorities.

The case for productive domestic borrowing

Debt becomes problematic when it finances consumption or recurrent expenditure. It becomes a catalyst when it funds transformational investment in infrastructure, renewable energy, logistics, agriculture, and skills development which are the key building blocks of productivity and competitiveness.

Domestic borrowing, if structured prudently, enables government to tap into local liquidity to finance long-term assets while deepening the country's capital markets. It keeps value circulating within Namibia and provides institutional investors with new, stable-return instruments.

Our objective should not simply be to minimize debt, but to maximize its developmental impact. Every borrowed dollar must be channeled into initiatives that multiply economic value, create employment, and enhance Namibia's export capacity.

A call for analytical leadership

This is where Namibia's leading economists and strategists have a pivotal role to play. The next phase requires constructive, evidence-based recommendations on how to strengthen the country's domestic debt strategy while maintaining a careful balance between fiscal sustainability and growth.

Priority should be given to broadening the range of domestic debt instruments to accommodate different investor profiles, while channelling institutional savings toward productive infrastructure and industrialization.

At the same time, Namibia must work to reduce foreign-currency exposure over the medium term to stabilize debt servicing costs and strengthen fiscal resilience. Equally important is enhancing coordination between fiscal and monetary authorities to ensure macroeconomic stability and sustain investor confidence.

A cohesive and pragmatic analytical effort along these lines will enable Namibia to transform debt management from a fiscal constraint into a genuine instrument of national development.

Lessons from the public–private sector forum

If there was one clear message from last week's Public–Private Sector Forum, it is that pragmatism and execution must now define our policy posture. Strategy documents and policy pronouncements alone will not move the needle; coordinated, results-driven implementation will.

Namibia's economic potential is evident, but unlocking it requires an intentional shift from discussion to delivery, bridging public policy, private capital, and institutional capacity.

The Eurobond redemption demonstrates that we can meet our obligations. The next step is to prove that we can deploy capital intelligently to fuel inclusive and sustainable growth.

From fiscal honour to strategic renewal

Namibia's Eurobond redemption closes one chapter from fiscal honour and discipline and opens another to strategic, locally driven economic renewal.

The focus must now shift toward mobilizing domestic capital prudently, reducing external vulnerabilities, and ensuring that borrowed resources build tangible assets that expand Namibia's productive base. This approach not only safeguards against currency risk but also strengthens the foundations of a self-sustaining economy.

Debt is not a weakness. When managed wisely and directed toward value creation, it becomes an enabler of transformation. Namibia has proven it can honour its obligations; now we must demonstrate that we can leverage debt to build national wealth.

It is time to treat debt not merely as a risk to be minimized, but as a responsibility to be optimized and a tool that, in the right hands, can power the next chapter of Namibia's development story.

Arinze Okafor CFA, CAIA is a seasoned investment professional with a strong passion for fostering impactful investments and skills and capacity building. He currently serves as Executive Investment Director at Mopane Asset Management, is the Treasurer of the Namibia Tennis Association, and is the founder of the Namibia Investment and Finance Academy (NIFA). The views expressed herein reflect his independent perspective.


TB
THE BR/EF
THE BR/EF
News Worth Knowing
NEW CEO, NEW VISION FOR DESTINATION NAMIBIA
COMING SOON

UNAM promotes 42 academics in its largest round in recent years

The University of Namibia (UNAM) has promoted 42 lecturers, researchers and professors in what it says is the largest round of academic promotions in recent years.

The promotions, announced by the Office of the Pro-Vice Chancellor: Academic Affairs, span all faculties.

The Faculty of Agriculture, Engineering and Natural Sciences recorded 15 promotions, including two new full Professors and seven Associate Professors, while the Faculty of Health Sciences and Veterinary Medicine followed with 14 promotions, featuring one new Professor, six Associate Professors and five Clinical Senior Lecturers.

"These promotions show the exceptional quality of our people and UNAM's commitment to retaining that talent in Namibia. While keeping high-level academic expertise comes at a substantial cost, the benefits are immeasurable," said Pro-

Vice Chancellor for Academic Affairs, Professor Frednard Gideon.

In the Faculty of Agriculture, Engineering and Natural Sciences, Professors Daniel Shipwiiso Likius and Michael Backes were promoted to full Professors, alongside seven new Associate Professors and six promotions to Senior Lecturer and Senior Technologist ranks.

The Faculty of Health Sciences and Veterinary Medicine saw Associate Professor Jane Mishairabgwi promoted to full Professor, with six new Associate Professors and five Clinical Lecturers advanced to Clinical Senior Lecturers.

The Faculty of Education and Human Sciences recorded seven promotions, including two new Professors, Artwell Nhemachena and James Abah ,and one new Associate Professor, Dr Anna Hako.

The Faculty of Commerce, Management and Law promoted Dr Alfred Mukong and Dr Elina Amadhila to Associate Professors, and Edwin Beukes to Senior Lecturer (of Practice).

Beyond the academic faculties, Jacobina Mwiiyale and Menete Shatona were promoted to Senior Librarians in the University Library, while Dr Fimanekeni Shivute was elevated to Senior Research Fellow at the Zero Emissions Research Initiative (ZERI).

“Investing in our staff means better teaching for our students, stronger research that addresses national challenges, and a university that Namibia can be proud of,” said Gideon.

The rise of employee relations: The future centre of gravity in human capital leadership

By John Kangowa

> **Debt becomes problematic when it finances consumption or recurrent expenditure.**

In the changing landscape of human capital management, one question is quietly reshaping boardroom conversations: Is Employee Relations (ER) destined to become the dominant HR leadership discipline of the future?

For decades, ER was treated as a sub-function, a reactive department responsible for disputes, misconduct, and compliance issues.

Today, however, the tides are turning. In an era defined by legal scrutiny, cultural transformation, and governance expectations, ER is no longer the backroom firefighter, it is fast becoming the strategic command center of organisational leadership.

The Shift from HR Administration to People Governance

Traditionally, Human Resources (HR) evolved through waves, from payroll and personnel administration to performance management, to strategic business partnering.

But the next frontier is not about systems or technology, it's about governance. Organisations are now judged not only on profit and productivity but also on fairness, ethics, and the integrity.

This shift has elevated the Employee Relations (ER) function from a procedural role to a governance pillar. ER leaders now interpret legislation, advise executives, and mitigate risks that could threaten an organisation's licence to operate.

They are the interpreters of justice within the corporate environment, ensuring that every disciplinary hearing, restructuring, and employment decision withstands both moral and legal scrutiny.

In short, where HR once focused on 'what works for the business,' ER ensures that what works is also lawful, fair, and sustainable.

Why Employee Relations Is Gaining Strategic Ground

a) The Age of Legal and Social Accountability

In Namibia, as in most of Southern Africa, the employment environment will be highly regulated. The Labour Act, 2007 (Act No. 11 of 2007) likely will change faces in the next 5 years and will place explicit obligations on employers to uphold procedural and substantive fairness.

The Office of the Labour Commissioner, Courts and unions will hold organisations accountable for every employment decision, in certain circumstances on operational activities.

This means that misstep in procedure

can cost a company millions in damages, or worse, its reputation. The individual most trusted to prevent such exposure is not the CEO, the payroll manager or recruitment specialist, it's the Employee Relations custodian who understands the intersection between law, people, and ethics.

b) The Rise of Governance and Compliance Leadership

Boards and executives have grown more risk conscious. Governance frameworks now expect accountability not only for financial conduct but also for workplace justice. In that environment, ER serves as the bridge between the law and the workplace. It ensures that the organisation's culture, policies, and disciplinary systems reflect principles of fairness and due process, the same principles enshrined in Article 18 of the Namibian Constitution, which guarantees administrative justice for all.

c) The Human Factor, Technology Cannot Replace

As automation and artificial intelligence (AI) reshape recruitment, performance reviews, and payroll systems, ER remains a recession proof skill, one of the new deeply human discipline in HR. It requires judgment, empathy, negotiations, and contextual understanding, skills that no algorithm can replicate.

While HR information Systems may screen CVs, only a seasoned ER practitioner can interpret a grievance, mediate a workplace conflict, or advise on proportional sanctioning in line with case law and organisational policy, all for the value proposition to balance legal compliance, organizational culture and business performance.

This makes ER the heartbeat of modern HR, the human conscience of the corporate structure.

The Strategic Convergence of HR and ER

In the leading organisations, the ER portfolio is already expanding to include functions that were once considered external to it, performance management, employee engagement, and even leadership development. This shift is not accidental. Each of these areas is closely tied to fairness, accountability, and behaviour which are ER's natural domains.

We are now seeing the emergence of new leadership architype: the Chief of People and Employee Relations Officer (CPERO), a role that integrates all HR functions under an ER governed framework of fairness, compliance, and governance.

In the future model, HR does not disappear, it will evolve under ER's guiding principles. Performance management becomes fair performance governance, training becomes leadership accountability development, and culture building becomes preventative relations management (PRM).

The Future Model: Employee Relations as the Anchor

To understand how this transformation may unfold, imagine the HR structure of 2030, this way. At the top sits the Chief of People and Employee Relations Officer (CPERO), reporting directly to the CEO. Beneath this office as before lie five integrated divisions.

a) Employee Relations & Governance Division

This division will oversee labour law compliance, grievances, disciplinary procedures, investigations, and union engagement.

b) Organisational Effectiveness & Performance Division

Responsibilities in this division will align culture, accountability, and leadership development with ER standards.

c) Talent Acquisition & Workforce Planning Division

Will ensure recruitment and promotions

are fair and equitable, and aligning it to the workforce plan, a strategic objective of the enterprise.

d) Compensation, Benefits & HR Analytics Division

This division will identify patterns through ER data in pay equity and turnover, through benefits administration that are fair and just.

e) Employee Engagement & Wellbeing Division

The division will foster a positive workplace culture by promoting employee satisfaction, motivation, and health. It will drive initiatives that enhance morale, inclusion, productivity, and work-life balance.

In this framework, Employee Relations sits at the core, not above HR, but within and through every HR function. It becomes the quality assurance system for all people processes, a governance compass guiding the organisation towards fairness, compliance, and sustainability.

The Namibian Context: A Case for ER-Led Leadership

In Namibia, the dynamics of organised labour, constitutional protections, and workplace legislation make ER not just a strategic function but a survival mechanism. Employers face increasing scrutiny from the Office of the Labour Commissioner (OLC), labour unions, and internal ethics committees. Disciplinary hearings are not merely administrative exercises, they are quasi-judicial processes whose outcomes must stand up to legal review.

This means HR leaders of the future cannot rely on generic human capital strategies alone. They must be legally literate, ethically grounded, and procedurally impeccable, all traits central to the ER discipline.

Furthermore, the Namibia's economic sectors, from mining to fishing, logistics to the emerging manufacturing, are heavily unionized. In such environments, the ability to manage industrial peace, interpret agreements, and navigate disputes is a top-tier leadership skill.

An ER-led HR Leadership structure is therefore not theoretical, it is pragmatic, and increasingly essential for organisational stability.

The Strategic Benefits of an ER-Led Structure

An HR framework led by Employee Relations delivers tangible value across several dimensions:

a) Rist Mitigation: ER-led oversight reduces exposure to litigation, penalties, and reputational harm

b) Cultural Integrity: embedding ER principles ensures fair treatment, transparency, and trust across the organisation

c) Operational Efficiency: clear policies and consistent discipline reduce workplace disruption and grievances.

d) Leadership Development: ER-centric learning transforms managers into fair and effective decision-makers.

e) Employee Confidence: when fairness is embedded in systems, employee morale and productivity naturally improve.

In other words, ER-driven leadership does not just prevent conflict, it cultivates high-trust, high-performance culture where fairness and accountability coexist.

The Human Side of Leadership: Why ER Must Lead

Beyond compliance, ER embodies the human conscience of leadership. In a time when employees expect empathy, transparency, and fairness, ER professional are uniquely positioned to balance corporate objectives with humane decision-making.

They represent the quiet discipline of justice within the organisation, ensuring that even the most difficult decisions are made with integrity and respect.

As one seasoned Employee Relations professional, Mr. Hofni Shikongo, once put it during my training, “We are not just enforcing policies, we are protecting the dignity of work.”

His words capture the moral core of Employee Relations, a discipline rooted not merely in compliance, but in respect for the human spirit of work itself. It’s not just about managing people; it’s about managing the relationship between people and power.

The Road Ahead: From Compliance to Command

My predictions are that, by 2030, the organisations that thrive will be those that treat ER Practitioners and the discipline as strategic nucleus of HR, not as a subset of administration but as a discipline of governance. This does not mean ER will “swallow” HR, rather, it will lead the HR from within, ensuring that every human capital initiative is underpinned by fairness, compliance, and legal integrity.

The title may change from HR Director to Chief of People & ER Officer, but the principle remains, and the future belongs to HR leaders who think like ER professionals.

Conclusion: From Human Resources to People Governance

The world of work is shifting from human resources to people governance, a model where compliance, culture, and leadership accountability defines success. In this evolution, Employee Relations is not just rising, it is leading.

The future of HR leadership will belong to those who can bridge law and empathy, policy and purpose, structure and fairness. In this grand scheme of things, ER is not swallowing HR, it is saving it, transforming it into a discipline of justice, governance and trust.

John Kangowa is a Human Capital and Employee Relations Consultant with extensive experience in organisational governance, labour law, and leadership development. Over the course of his career, he has worked across Namibia in diverse industries, including construction, education, sports, maritime, mining and energy (specifically electricity distribution).

He currently is the Employee Relations Professional at QKR Namibia Navachab Gold Mine (Pty) Ltd, where he continues to integrate legal compliance, ethics, and people strategy into practical workplace governance.

Government raises Youth Fund age limit to 45

The government has revised the eligibility criteria for the Namibia Youth Development Fund (NYDF), expanding the age limit to 45 years in an effort to promote inclusivity and support a broader range of entrepreneurs.

According to Minister of Finance, Ericah Shafudah, the decision recognises that entrepreneurship develops progressively from early adulthood into mid-career and aims to assist Namibians at different stages of their business journeys.

"In addition, the Government has revised the NYDF age eligibility criteria to promote greater inclusivity and empowerment. Recognising that entrepreneurship evolves from early adulthood into mid-career, the Fund is now open to Namibians aged 18 to 45," said Shafudah.

During the pilot phase, the Fund received 11,475 applications from across the country.

Following a rigorous assessment process, 42 projects valued at N$14.78 million were approved and officially announced at the NYDF launch.

The approved projects span all 14 regions and are currently being disbursed as the three implementing Development Finance Institutions (DFIs) finalise their internal approval procedures and engage with beneficiaries.

Meanwhile, the remaining applications are still under review, with the evaluation process expected to conclude by November 2025.

"Once this process is completed, feedback on the status of each application will be communicated to all applicants, and consolidated results will be shared with the respective Offices of the Regional Governors," said Shafudah.

She added that to further strengthen youth empowerment, incomplete or unsuccessful applications will be channelled into training, mentorship and coaching programmes to enhance applicants' readiness for future funding opportunities.

Nedbank's Desert Dash injects over N$25m into local economy annually

The Nedbank Desert Dash, Namibia's premier endurance cycling event, injects more than N$25 million into the local economy each year through tourism, hospitality, logistics and related services, according to Nedbank Chief Commercial Officer, JG van Graan.

Speaking at the launch of this year's

edition of the race, van Graan said the event not only boosts businesses along the route, from accommodation and transport providers to restaurants and service stations ,but also creates temporary jobs and supports small enterprises that serve riders and visitors.

"The event injects over N$25 million into the local economy annually, stimulating businesses both directly and indirectly, and creating opportunities across sectors ranging from hospitality to logistics. It has positioned Namibia as a premier destination for sports tourism, one of the fastest-growing global industries and a key driver of economic diversification," said van Graan.

Now in its 21st edition, the race has evolved from a small local challenge into a global sporting spectacle, attracting more than 1,000 cyclists from across the world to complete the 401-kilometre route from Windhoek to Swakopmund.

Van Graan said this year's edition will feature a half-hour earlier start for solo riders, a change designed to improve race flow and safety by reducing overlap with two- and four-person teams.

The Half Dash, introduced two years ago, has become increasingly popular, particularly among riders over 50. Tri-bars have also been reintroduced for solo cyclists after more than a decade, reflecting what organisers described as a commitment to continuous improvement and inclusivity.

The success of the event, van Graan added, also depends on the dedication of between 150 and 200 volunteers who assist at water points and checkpoints to ensure smooth operations throughout the race.

Nedbank also launched its #GetMoneyFit campaign at the event, promoting financial discipline by drawing parallels between physical endurance and financial wellbeing.

"It's about consistency. It's about intention. It's about showing up every day and doing the work, even when it's hard, even when progress feels slow. We live in a world, especially here in Namibia, where financial stress is real and uncertainty can weigh heavily. But we also live in a world where small, intentional actions repeated over time can lead to transformation," van Graan said.

The Market Lens

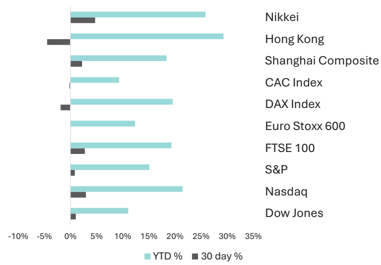
Enriching Generations

SIMONIS STORM

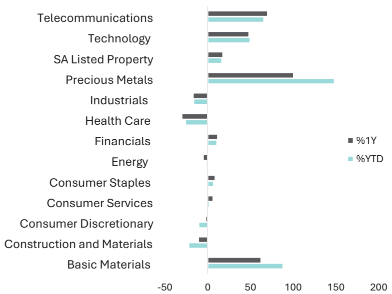
Commodities	
Spot Gold	3974.60
Platinum	1553.12
Palladium	1421.25
Silver	42.33
Uranium	79.85
Brent Crude	64.12
Iron Ore (in CNY)	773.00
Copper	10663.50
Natural Gas	4.31
Lithium	9.85

Currencies	
USD/ZAR	17.42
EUR/ZAR	20.02
GBP/ZAR	22.71
USD/CNY	7.13
EUR/USD	1.15
GBP/USD	1.30
USD/JPY	153.91
Namibia CPI	**3.50%**
Namibia Repo Rate	**6.50%**
Namibia Prime Rate	**10.125%**

Global Indices in %

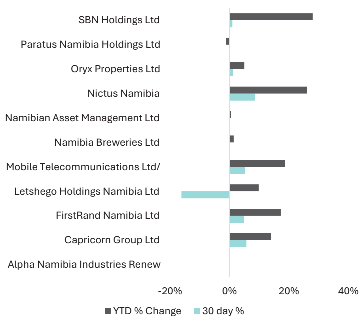


JSE Sectors: Year to Date Performance in %

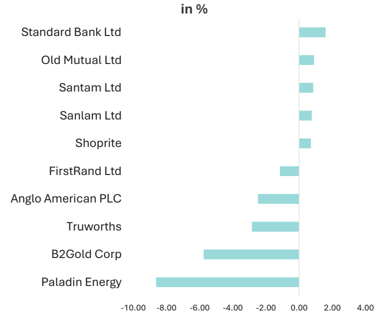


Today's JSE Top 40 Top & Worst Performers in %

NSX Stocks Performance in %



Today's NSX Overall Top & Worst Perfomers in %



05/11/2025 16:54