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THE BRIEF
News Worth Knowing

Carbon Capital sells 14,500 carbon credits since accreditation

WEDNESDAY 08 OCTOBER 2025

MAIN STORY

Carbon Capital sells 14,500 carbon credits since accreditation

Carbon Capital has sold more than 14,500 carbon credits since receiving accreditation in May 2024.

The credits, generated from its Grootfontein-based Farm Gai Kaisa 159 project, are equivalent to the removal of 14,500 tonnes of carbon dioxide from the atmosphere.

Managing Director, Colin Malan Lindeque, said the company had been operational for three and a half years before securing accreditation from Puro.earth last year.

"We have been operational for three and a half years, but only received accreditation for carbon credits in May 2024 by Puro.earth. Since then, we have issued about 14,500 credits, which is equivalent to emissions from 90 million kilometres travelled in an internal combustion passenger vehicle, or 10,000 return flight tickets between Windhoek and Frankfurt. To date, we have sold all available credits and have recently secured a committed sale of 6,000 more credits to aircraft manufacturer, Boeing," he said.

The company now plans to expand its operations to additional sites within the next two years, scaling up both carbon credit generation and biochar production capacity.

"Looking ahead, our plan is to expand.

Crucial Dates

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

> We have been operational for three and a half years, but only received accreditation for carbon credits in May 2024 by Puro.

We intend to move from our original site to multiple locations, with two additional sites expected to be developed within the next two years. With this expansion, we will also scale our carbon credit generation and biochar production capacity," Lindeque said.

Currently, the Grootfontein facility processes 20,000 tonnes of biomass annually, producing about 6,000 tonnes of carbon credits.

The remaining output is exported as sustainable charcoal for consumer markets. Operations at this scale require around 2,000 hectares of harvesting each year, contributing to the restoration of degraded savanna rangelands.

The expansion follows Farm Gai Kaisa 159 receiving a Sylvera Rating of A, one of the highest global recognitions for carbon removal projects.

The initiative converts acacia encroacher bush into biochar, which is applied to soils to store carbon, enhance soil fertility, restore ecosystems and regenerate rangelands.

The project is the first in Namibia to be registered on the Puro.earth carbon removal registry and is the largest industrial biochar-based initiative in Africa. It was developed in partnership with Planboo, a specialist biochar carbon removal developer.

Namibia is affected by bush encroachment across more than 46 million hectares of degraded savanna, reducing grazing capacity, biodiversity and groundwater availability. The project aims to address these challenges while strengthening ecosystem restoration.

The Windhoek Jazz Festival
Let's Jazz it up!
10 OCT 2025
JAZZ AROUND THE TOWNSHIP
WINDHOEK'S JAZZIEST GET – TOGETHER
PERFORMANCE BY
DAMASFUSION | ARROW SPARKS
WHAT TO BRING ALONG:
• Don't forget your camping chair.
• Bring your friends and Family, it is a free event
WHAT YOU WILL FIND AT THE VENUE:
• Food and Beverage stall with tasty local flavor
• Merchandise and Souvenirs
• Great music, great people, and Great vibes
CITY OF WINDHOEK UPPER PARKING
TIME: 18H00 | FREE ENTRANCE
Windhoek Jazz Festival
Windhoek Jazz Festival
NACN
nbc
adforce
Hilton WINDHOEK

Namibia posts Africa's lowest digital fraud rate but faces rising card risk

Namibia continues to record one of the lowest levels of suspected digital fraud in Africa but faces growing exposure to card-related fraud, according to TransUnion's H2 2025 Fraud Trends Update.

The report shows that overall digital fraud attempts in Namibia remain below 2%, making the country one of the most stable and least targeted markets on the continent between 2022 and 2025.

However, TransUnion warned that vulnerabilities linked to payment card misuse are becoming a key concern.

"Namibia stands out for card-related fraud risk despite relatively low suspected digital fraud volumes," the report stated.

By comparison, South Africa recorded

2.1%, Kenya 2.6%, and Rwanda 1.7% in suspected digital fraud rates, all showing declines attributed to strengthened fraud prevention measures.

The report found that 8% of Namibian consumers surveyed said they had been both targeted and victimised by fraud, while 57% said they had been targeted but avoided losses. Only 35% of respondents reported not being targeted at all.

The most common scam reported among Namibian consumers was money or gift card fraud, which remains widespread across Africa.

TransUnion said the results suggest that while fraud attempts are frequent, awareness and early detection are improving.

“Fraud attempts are common, but more consumers are spotting and stopping them. It’s a sign awareness efforts and security habits may be working, even as the threat environment remains intense,” the report noted.

The study also identified gaming-related transactions as among the most fraud-prone industries for Namibian consumers.

Of all transactions originating from Namibia in the first half of 2025, 5.2% in the gaming industry were flagged as suspected digital fraud, compared with 10.4% in Kenya and 1.8% in Botswana.

According to TransUnion, the trend reflects the growth of online gaming and digital entertainment, sectors often dominated by younger, digitally active users who may have weaker online security practices.

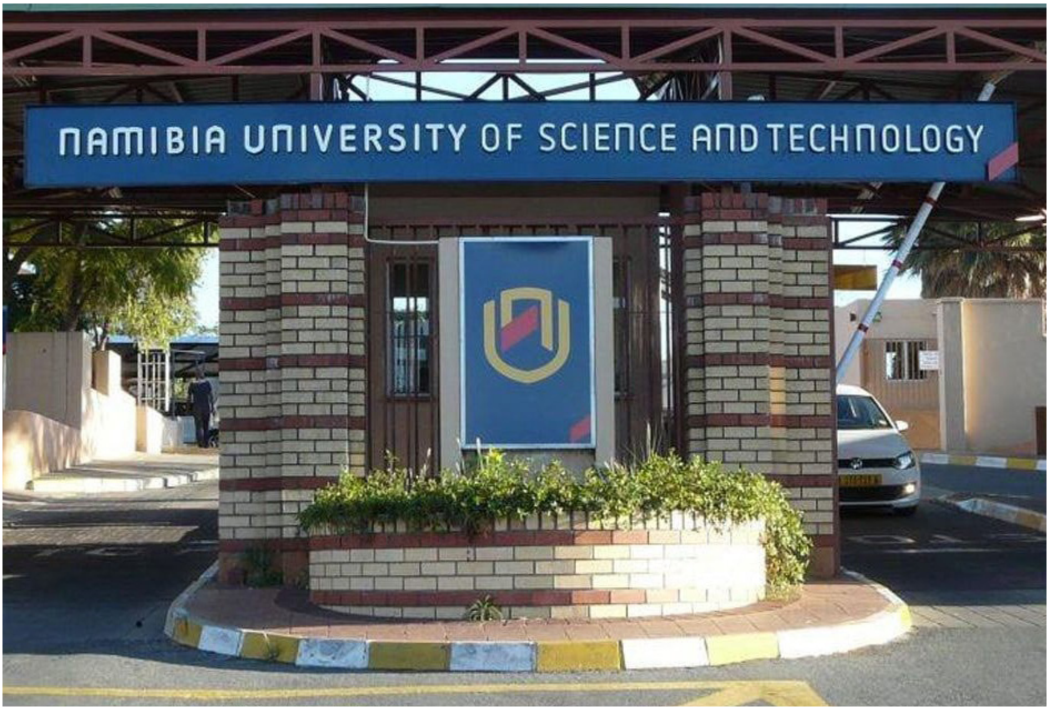
Across Africa, fraudsters are increasingly targeting the onboarding and login stages of digital platforms.

In Namibia, suspected digital fraud during account creation attempts stood at 2.8%, compared with 4.4% in Kenya, 2.6% in Botswana, and 2.2% in South Africa.

These figures remain well below the global average of 8.3%, indicating either stronger fraud controls or fewer attack attempts in Namibia.

TransUnion said that while financial transaction fraud remains low across Africa — ranging from 0.2% to 0.9% — card-based and identity-related schemes are evolving rapidly, demanding stronger, more tailored responses from banks and regulators.

“Africa is rapidly building a digital economy and must continue doing so securely. With stronger consumer fraud awareness, improved fraud controls, and tailored fraud responses, the region is showing it can increase digital participation while effectively managing fraud risk,” TransUnion said.



NUST Vice Chancellor suspended as Council orders forensic investigation

The Namibia University of Science and Technology (NUST) Council has announced the suspension of the institution's Vice Chancellor, Professor Erold Naomab, and launched a forensic investigation into allegations of mismanagement.

Chairperson of the NUST Interim Council, Leake Hangala, confirmed that the Council had resolved to commission an independent and impartial investigation to address the allegations.

"The Council has resolved to initiate a forensic investigation to independently and impartially examine the allegations," Hangala said.

"This process will be conducted by an external firm with the requisite expertise to ensure objectivity and integrity."

He said to safeguard the integrity of

> The increase was reflected across both close corporations and private companies (Pty) Ltd, which rose by 79.4% and 8.6% year-on-year, respectively.

the investigation, the Council resolved to place Prof. Naomab on precautionary suspension, effective 8 October 2025.

In the interim, the Council appointed Professor Andrew Niikondo as Acting Vice Chancellor and Dr. Erling Kavita as Acting Deputy Vice-Chancellor for Teaching, Learning, and Technology.

The appointments are intended to ensure continuity in leadership and maintain operational stability at the university during the investigation.

"These decisions were not taken lightly. They reflect the Council's unwavering commitment to good governance, ethical leadership, and the advancement of its strategic priorities," Hangala added.

Hangala emphasised that transparency and accountability remain central to NUST's operations and reaffirmed the Council's commitment to ensuring the university continues to uphold its academic mission while maintaining ethical standards.

The power of a small deduction

... understanding the role of payroll deductions in Namibia's economy

By Ingah Ekandjo

"The government cites procurement constraints and regulatory concerns (like microlenders relying on pay deductions instead of doing proper affordability assessments).

I recently spoke at the opening of one of our top performing branches, prepared to talk about growth and community impact. But instead, I choked up. The room faded; my past came alive.

I grew up in a modest Namibian family of seven children. Not all of us could get student loans or bursaries, but my mother a government nurse with little savings had taken out an education policy (an insurance plan for schooling).

Listening to my introduction, memories of my childhood flashed before my eyes. In that moment I fully understood how that simple policy brought me here.

It paid for my education when no one else could afford it, opening doors I never imagined possible. That modest deduction invisible on her payslip became my bridge out of poverty. It carried me through school, put me through tertiary education, and placed me at that podium.

In that moment, I realised something painful: If Namibia ends payroll deductions, another child like me may never get the same chance.

Namibia's policy shift: The payroll deduction directive

In August 2025, Namibia's Ministry of Finance issued a directive: new voluntary payroll deductions (for insurance, loans etc.) can no longer be added under the existing Payroll Deduction Management System (PDMS). Existing deductions will be serviced until fully repaid, but the mechanism itself is being phased out.

The government cites procurement constraints and regulatory concerns (like microlenders relying on pay deductions instead of doing proper affordability assessments). Lenders now must assume more risk. Many fear credit terms will tighten, interest rates rise, and small insurance policies may become unviable under standard debit orders.

The quiet power of insurance cover

Covers like the education cover is one of those quiet products that seldom make headlines. It combines savings and insurance: parents contribute monthly, and if tragedy strikes death, disability, retrenchment the child's education continues uninterrupted.

For families who live pay check to pay check, it is a lifeline. My mother did not have shares, property, or a stock portfolio. She had that deduction. Month after month, without fail, it secured my future.

Namibia at a policy crossroad

In the late 1990s, South African public servants were drowning under uncontrolled "stop orders" payroll deductions for loans, funeral cover, and insurance. Many ended up over indebted, with salaries sliced into dozens of small deductions.

In 2000, the government intervened. But it did not shut the system down. Instead, it regulated it through Treasury Regulation 23.

• Only vetted, credible institutions could access payroll codes, cutting out unscrupulous middlemen.

• Voluntary deductions were capped at 40% of an employee's basic salary: insurance limited to 15%, other loans and deductions to 25%.

• Garnishee orders (court ordered debt repayments) required judicial oversight, protecting workers from predatory creditors.

• A centralised system (PERSAL) ensured deductions were properly managed, transparent, and audited.

This reform cleaned up abuse but preserved access. Workers could still pay for education policies, medical schemes, and insurance without the risk of losing everything. Botswana took a similar route, strengthening regulation rather than eliminating deductions.

The hidden costs: What happens when we switch to debit orders?

One of the most consequential shifts, if payroll deductions are discontinued, is that many payments will move to debit orders. On paper, they seem similar. But in practice, debit orders come with added costs, risks, and frictions especially for low income earners.

Failed debit orders cost more

Banks charge penalties when a debit order bounces when funds are insufficient or accounts are closed. For example, a local bank 2025 fee schedule lists "failed debit order" fees of 1.50% of the value, with a minimum of N$46 and a maximum of N$200. The entry level funeral insurance for a cover of N$10 000, has a premium of N$40 on average.

In other words, if someone is short by just a little, they face extra costs. And repeated failed orders can accumulate high penalties. This means that even when someone manages to pay, they lose a portion of the payment to bank fees not to insurance.

Increased cost burden for low-income clients

When you shift from invisible payroll deductions which are handled centrally at low marginal cost to individually enforced debit orders, you shift the operational burden and cost onto each family.

The poorest clients often have the least buffer. A single failed debit order might trigger default, penalty, and eventual cancellation of the policy. In effect, what was once a simple, low-friction system (payroll deduction) becomes a costly, risk-laden system (debit orders). For many, the friction will be the breaking point.

The social stakes: Who gets hurt?

Ending payroll deductions will not hit the wealthy. It will hit those at the bottom of the pyramid the clerk paying for funeral cover, the nurse saving for her child's schooling, the teacher securing retirement insurance.

Many of these families cannot afford to manage policies manually. Missed payments will mean lapsed cover. And when tragedy strikes, it will be children who pay the price. This is not just about financial products. It is about breaking or reinforcing the cycle of poverty. It is about whether we build a Namibia where real financial inclusion is a privilege of the few, or a promise to all.

Household debt increasing

Namibians are borrowing too much, and the numbers prove it. By 2024, household debt stood at almost N$68 billion, according to the Bank of Namibia. That is not larger than the economy itself, but it's large enough to worry anyone who cares about stability. On average, families are committing 40 to 45 % of their disposable income to servicing debt. Nearly half of GDP is tied up in private sector credit.

These are not just abstract statistics. They reflect real households living paycheque to paycheque, one interest rate hike or payroll disruption away from default. If we ignore the warning signs, today's household debt will become tomorrow's foreclosure, insolvency, and economic contagion.

The solution cannot be left to households alone. Policymakers, employers, and banks must act together. Regulators should tighten lending rules and cap reckless unsecured credit. Employers must strengthen financial wellness programmes and safeguard repayment systems. Banks, for their part, need to shift from short-term profit to long-term client stability. And government must invest in structural reforms affordable housing finance, debt counselling, and financial literacy to rebalance the economy.

Namibia cannot afford a debt-fuelled economy that erodes family security and national resilience.

A call to preserve and improve

Namibia can learn from South Africa. Instead of cutting off payroll deductions, we can regulate them better:

- Vetting and approval: Only licensed, credible insurers and lenders should have access.

• Caps and safeguards: Set strict limits to protect take home pay.

• Transparency and education: Ensure employees know what deductions they are signing up for and how they affect their salaries.

• Digital innovation: Use mobile platforms to complement payroll, making it easier to monitor and manage.

But do not remove the mechanism altogether. Because for thousands of families, that mechanism is the only path to financial discipline and upward mobility.

A call to preserve the promise

Financial inclusion is not just about how many people have bank accounts. True inclusion is about whether ordinary workers can use financial tools that improve their lives and use those financial tools meaningfully.

Can a nurse, a teacher, a cleaner, someone earning an average salary set aside a small amount for their child's schooling without friction? Save towards their retirement? Afford the security of life or funeral cover without being weighed down by monthly debit orders?

Access without usability is an empty promise. For the nurse in Oshakati, the teacher in Katima Mulilo, or the cleaner in Windhoek, inclusion means being able to set aside N$200 for their child's future without complicated processes or the temptation to spend it elsewhere. Payroll deduction has made that possible.

As Nobel laureate Joseph Stiglitz reminds us: "Governments can enhance growth by increasing inclusiveness. A country's most valuable resource is its people. So, it is essential to ensure that everyone can live up to their potential, which requires educational opportunities for all."

If we remove payroll deductions, we risk reducing inclusion to a statistic on paper, while in practice the not so wealthy lose opportunities.

My own story is proof of what is possible when systems work for the vulnerable. My mother's deduction invisible on a payslip is the reason I am here. It is the reason I was not trapped by circumstance.

Namibia must ask: do we want to build a society where real financial inclusion, generational wealth is a privilege of the few, or one where it is a promise to all?

South Africa chose reform, not removal. Namibia should do the same. Because every small deduction is not just money taken from a salary it is hope invested in a child's future.

When financial exclusion persists, inequality deepens. Stiglitz warns against systems that become "justice for those who can afford it, rather than justice for all". In other words, if only the wealthy can navigate or access financial services, we create a society of closed doors, not open ones.

**** Ingah Ekandjo is the Executive Officer of Momentum Metropolitan Namibia Retail Distribution.***

Govt commits to strengthening agricultural processing capacity

President Netumbo Nandi-Ndaitwah says the government is committed to strengthening Namibia's agricultural processing capacity as a key driver of economic growth, food security, and industrialisation.

Speaking at the Agri-Outlook Conference 2025 in Windhoek, the President said value addition within the agricultural sector is essential for improving productivity and reducing reliance on raw exports.

"The 8th Administration has prioritised agriculture as one of its seven priority areas in the Sixth National Development Plan (NDP6), as well as the SWAPO Party Manifesto Implementation Plan (SMIP). Both these plans highlight the importance of the agricultural sector and propose tangible interventions to improve production, as well as assistance to farmers and secondary producers," Nandi-Ndaitwah said.

She described agriculture as one of Namibia's eight critical economic enablers, contributing to industrialisation, job creation, and food security.

The President added that the government's goal is to transform the sector into a competitive, value-adding contributor to GDP through improved processing capacity and expanded market access.

"Therefore, we value the input and the enabling ability of agriculture not only to feed our nation and grow our economy, but also to make us self-reliant as a respected member of the global village. Agriculture is also a source of foreign currency through the export of agricultural products such as beef, grapes, vegetables, and other high-value commodities," she said.

Highlighting the potential of Namibia's

Green Schemes in the Zambezi, Kavango East, Kavango West, and Omusati regions, Nandi-Ndaitwah said they are expected to play a central role in supporting future agro-processing industries.

"Yes, many challenges remain, and more support is needed for the Green Schemes to reach full production. However, the optimism in the sector is fuelling the potential for the setting up of industries through processing plants," she said.

The President stressed that the agricultural sector must evolve through innovation, technology, and climate-resilient practices to ensure sustainability and long-term productivity.

"In order to harvest the future, we must reimagine agriculture as a smart, sustainable, and inclusive engine of development by embracing climate-resilient practices, investing in innovation and agri-tech, supporting smallholder farmers, and building value chains that are both equitable and efficient," she said.

Nandi-Ndaitwah reaffirmed the government's commitment to creating an enabling environment for investment in agriculture and processing through improved infrastructure, financing mechanisms, and policy alignment.

"I wish to reiterate that the Government is committed to creating an enabling environment for agriculture to thrive, and we deeply value initiatives such as engagement within and with all stakeholders on all our priority areas and critical economic enablers," she said.

The President urged stakeholders to turn the Agri-Outlook Conference's deliberations into tangible action that will strengthen agricultural transformation and secure Namibia's food future.

"May the discussions held at the Agri-Outlook Conference 2025 on policy, investments, and practice be a catalyst for bold action in securing our future for generations to come," she said.

The insidious reality of shrinkflation: A policy imperative for Namibian consumer protection

By Zened Sali

Across Namibian retail shelves, a subtle yet corrosive economic trend is undermining household finances.

This phenomenon, known as shrinkflation, involves manufacturers reducing a product's size or quality while maintaining or increasing the price.

It represents a concealed form of inflation that disproportionately burdens the consumer.

The evidence is tangible: a once durable bar of soap now dissolves rapidly; and a bottle of detergent yields watery, ineffective foam.

These are not benign consequences of production adjustments; they are calculated corporate strategies to preserve profit margins under the guise of stable pricing.

The Erosion of Consumer Value

Shrinkflation is arguably one of the most insidious forms of exploitation because it relies on the erosion of consumer trust. It preys on the fundamental assumption that a familiar product remains consistent in its volume and composition.

For millions of Namibians, particularly those with fixed or modest incomes, this hidden economic drain compounds the pressures of a strained national economy.

Each time a product shrinks unnoticed, the real purchasing power of the Namibian dollar weakens, effectively shifting the entire burden of inflation from the value chain onto the consumer.

> **“Since independence, Namibia has leapt through hoops, loops, and reform cycles in pursuit of a productive, responsive Public Enterprise (PE) sector.**

Corporations typically attempt to justify these actions by citing rising input, production, and transport costs, often linked to global supply chain disruptions and regional fuel price volatility. However, when product quantity or quality is reduced, the corresponding production costs also decrease.

Ethical business practice suggests this reduction in cost should, at a minimum, translate into stable consumer prices. Instead, many large conglomerates, often headquartered abroad, utilize these adjustments to boost profitability through deception disguised as packaging innovation.

Regulatory Gaps and the Call for Action

Namibia’s current regulatory architecture offers inadequate defense against this kind of sophisticated market manipulation. Existing laws, such as the Competition

Act of 2003, are ill equipped to address modern forms of consumer exploitation like shrinkflation and skimpflation (the reduction of quality). As long as companies legally disclose the new weight or volume somewhere on the label, they adhere to the letter of the law, even as they violate the spirit of fair trade.

This regulatory deficit makes the expedited adoption of the Consumer Protection Bill an urgent matter of economic justice. Its passage is no longer a question of bureaucratic scheduling but a necessity for ensuring economic fairness.

The new legislation must contain robust provisions to counter concealed inflation:

* Mandatory Prominent Disclosure: Companies must be required to provide clear and highly visible notification whenever a product's quantity, volume, or composition is altered.

* Preventing Deceptive Branding: The law must prohibit deceptive packaging strategies that maintain the original size and design while subtly reducing the contents.

* Enforcement and Penalties: The bill must introduce meaningful penalties for misleading or exploitative pricing practices and empower a Consumer Protection Commission with the authority and resources required for effective enforcement.

Namibian consumers are the foundation of the national economy. Given our nation's modest population size, every household's economic security is critical to national stability.

When a corporation systematically reduces product quality or quantity while increasing the price, it is not merely adjusting to inflation; it is deliberately inflating its own profits at the consumer's expense.

The Ministry of Industrialisation and Trade has a singular opportunity to establish a benchmark for fairness and transparency in Southern Africa.

By providing consumers robust protection against shrinkflation and related abuses, Namibia can affirm the principle that corporate profit should never take precedence over the public interest. A fair and trustworthy market, where every Namibian dollar retains its full, honest worth, is essential for sustainable national economic dignity.

**** Zened Sali is a Namibian entrepreneur involved in various industries, with a focus on innovation and business development. He is the co-founder of EasyShop Mobile Marketing, a retail business intelligence company helping brands use data to understand consumers and market trends.***

NamWater kicks off N$191m pipeline project to secure Keetmanshoop's water supply

The Central Procurement Board of Namibia (CPBN), acting on behalf of the Namibia Water Corporation (NamWater), has awarded a N$191 million contract for the first phase of the Naute–Keetmanshoop Water Pipeline

Replacement and Ancillary Works project.

NamWater's Head of PR and Corporate Communications, Lot Ndamanomhata, said the project, fully funded by NamWater, marks a major step in upgrading water infrastructure in the south.

"Valued at N$191,041,427.93 (excluding VAT), the contract spans 18 months and marks the official commencement of Phase 1 of the Naute–Keetmanshoop Water Pipeline Replacement Project. The project is fully funded by NamWater. The contract was formally signed on 23 September 2025 by CPBN, NamWater, and the contractor, followed by the official site handover on 3 October 2025," Ndamanomhata said.

The contract was signed with Adaptive Building Land Construction CC, a Namibian company, in joint venture with China State Engineering Corporation (Southern Africa) (Pty) Ltd Namibia. The project's launch follows nearly two years of delay due to legal challenges from unsuccessful bidders.

According to Ndamanomhata, Phase 1 of the project involves constructing a 36-kilometre clear-water pipeline parallel to the existing one, using 450 mm diameter Glass Reinforced Polyester (GRP) pipes. The new underground pipeline will ensure a safer and more reliable water supply for Keetmanshoop and surrounding communities.

He said NamWater's Civil Engineering Department will oversee the design and supervision of the works, while the Programme Management Department will be responsible for project management.

"Beyond infrastructure improvement, the project is expected to create approximately 50 local jobs and stimulate economic activity in the //Kharas Region during implementation," Ndamanomhata added.

Commissioned in 1972, the Naute–Keetmanshoop water supply scheme is one of Namibia's main bulk water systems.

It sources water from the Naute Dam, located about 45 kilometres southwest of Keetmanshoop, and relies on a 43-kilometre steel pipeline that has deteriorated over time, leading to frequent leaks and bursts.

Leaders must become learners again in managing the late millennials and generation in the midst of disruption

By Modest Ipangelwa

> "Traditional leaders tend to emphasize hierarchy, fixed processes, and long-term loyalty to institutions.

Late Millennials and Gen Z, typically those born between 1990 and 2012, managing them requires more than just leadership titles and motivational speeches, they demand emotional intelligence, adaptability, and a willingness to understand a generation shaped by constant change.

They are entering the workforce in large numbers across Namibia and the continent. They bring digital fluency, creativity, and an unshakable sense of independence.

But as organizations navigate technological and cultural disruption, many leaders are making the same mistakes that alienate and demotivate this vital generations.

When I observe workplaces today, I often notice a clear tension between older management styles and Late Millennials & Gen Z's expectations.

Traditional leaders tend to emphasize hierarchy, fixed processes, and long-term loyalty to institutions. The late Millennials and Generation Z, on the other hand, values flexibility, authenticity, and purpose-driven work. They have grown up during an era where technology has replaced tradition, where side hustles are as important as full-time jobs, and where personal development often outweighs job security. Yet, instead of tapping into this mindset, many leaders try to "fit" Late Millennials and Gen Z into old systems, and that's where the mistakes begin.

One of the most common mistakes leaders make is failing to listen. Late Millenials and Gen Z employees expect to be heard and understood. They grew up in the age of instant feedback — on social media, in classrooms, and in the digital world. When they enter a workplace where their opinions are ignored, or where ideas are dismissed simply because of age or experience, they disengage quickly.

Disruption demands collaboration, and these two generations wants to co-create solutions, not merely follow outdated instructions. Managers who invite them into conversations, ask questions, and show curiosity about their perspectives will find not only engagement but innovation.

The second mistake is treating technology as a threat rather than a tool. Many organizations are still trying to adapt to digital transformation, while the late Millennials and Gen Z has been immersed in it since childhood. They expect seamless digital processes, from internal communication tools to data-driven decision-making.

When workplaces rely on outdated systems or dismiss digital innovation as "unnecessary," they create friction with employees who see efficiency as essential. In an age where disruption defines markets, failing to empower the most digitally native generation is a costly leadership oversight.

Another pitfall is ignoring purpose and

values. For many in Late Millennials and Generation Z, work is not just about earning a salary, it's about making an impact. They are drawn to employers whose values align with theirs, whether in sustainability, inclusivity, or social responsibility. Organizations that focus only on profit without articulating a larger mission risk losing young talent to more progressive, purpose-led environments. In the midst of disruption, where industries are shifting and uncertainty looms, the Millennials and Gen Z looks for leaders who stand for something real. There's also a growing issue of micromanagement, which is deeply counterproductive. The Late Millennials and Gen Z values autonomy and wants to be trusted with results rather than watched over for every task. They seek flexibility in how they work, not because they reject discipline, but because they see productivity differently. Allowing them to work remotely, explore innovative methods, or manage projects in their own style often leads to higher performance. Leaders who insist on rigid structures and traditional control lose credibility with a generation that thrives on creativity and self-direction.

However, managing the Millennials and Gen Z isn't about abandoning all structure or traditional wisdom. It's about balance and inclusion. Older generations bring experience, resilience, and a deeper understanding of institutional systems. When combined with the late Millennials and Gen Z's tech-savvy mindset and fresh perspectives, this intergenerational collaboration can drive true innovation. The challenge is to build bridges, not barriers.

In a world where disruption is the new normal; from AI and fintech revolutions to shifting cultural values, managing the late Millennials and Gen Z effectively is not optional; it's strategic. Leaders must become learners again, willing to unlearn outdated habits and adopt new ways of engaging people. They must recognize that curiosity, empathy, and flexibility are not weaknesses but essential leadership skills in an age defined by change.

The organizations that will thrive in the next decade are those that stop trying to mold the late Millennials and Gen Z into the past and instead empower them to co-create the future. Managing the late Millennials and Generation Z, therefore, is not about control, it's about connection. It's about leading with openness, fostering belonging, and embracing the disruptions that redefine how we work and live. In doing so, leaders not only gain the loyalty of a new generation but also unlock the very innovation needed to stay relevant in a rapidly changing world.

** Modest Ipangelwa is a Coverage eBanker for First National Bank and FinTech Expert.*

How FIMA protects financial customers in Namibia

By Andreen Moncur

> **The fair treatment of customers is one of the two key pillars of FIMA.**

Namibian customers now have stronger protections under the Financial Institutions and Markets Act 2 of 2021 (“FIMA”), which sets clear rules for fair treatment in financial products and services.

The fair treatment of customers is one of the two key pillars of FIMA. At the heart of this protection is the Treating Customers Fairly (“TCF”) framework. TCF is designed to safeguard financial consumers – both individuals and businesses – from unfair treatment by financial institutions and financial intermediaries.

In the financial sector, the playing field is often uneven. Financial institutions and intermediaries, such as retirement funds or insurance brokers, usually have far more knowledge than the customers who use their products and services.

This information gap, known as “information asymmetry,” can leave customers vulnerable to unfair practices. As a result, customers can be sold financial products and services which they do not understand and which are not suited to their unique financial needs and budget.

In Namibia, where levels of financial literacy are generally low and financial products are becoming increasingly complex, many people may not fully understand their rights and obligations.

This increases the risk of unfair treatment and potential financial loss. TCF seeks to address this imbalance by holding financial institutions accountable for how they design, market, sell and service their products.

Importantly, FIMA makes it a criminal offence for any person to mislead or deceive customers about financial services. Those found guilty could face significant fines or prison sentences.

What does "treating customers fairly" mean?

Under FIMA, financial institutions and intermediaries must demonstrate fair treatment across the entire life cycle of a product – from design and promotion, through advice and sales, to claims handling and complaints resolution. To guide this process, seven outcomes have been established. These outcomes put the customer at the centre of business practices.

Central to Alexforbes Namibia’s culture, ethos, and philosophy is the principle that customers are its priority. The company is committed to treating all its customers fairly and must continually drive improvements to business processes and client experiences by placing its clients at the centre of everything it does, while ensuring compliance with legislation.

Alexforbes Namibia encourages customers to understand and exercise their rights when purchasing financial products and services. The company views the Treating Customers

Customers should not face unnecessary obstacles when switching providers, making claims, or lodging complaints.

Fairly (TCF) framework not as a regulatory burden, but as an opportunity to enhance its products and services.

The seven TCF outcomes

Outcome one: Fair treatment culture

Fair treatment should be part of a financial institution's culture. Acting fairly should not be seen as a regulatory requirement only, but as the right way of doing business.

Outcome two: Appropriate product design and distribution

Products and services must be designed to meet the needs of clearly identified customer groups. It is unfair to sell a product to someone who does not need it or cannot afford it.

Outcome three: Clear and relevant information

Customers must be given clear, relevant and accurate information about a product before deciding. All important terms and conditions should be highlighted upfront.

Outcome four: Suitable financial advice

Advice must be appropriate to the customer's circumstances. Financial institutions and intermediaries must properly understand both the product and the customer's needs before giving recommendations.

Outcome five: Products perform as promised

Products and services must perform in line with what was promised at the time of sale. For example, if a guarantee was offered, it must be honoured.

Outcome six: No post-sale barriers

Customers should not face unnecessary obstacles when switching providers, making claims, or lodging complaints. Processes should be straightforward and efficient.

Outcome seven: Data privacy protection

Customers have the right to know how their personal information is collected, used and shared. Institutions must ensure data is protected and only shared with consent.

Why it matters

By embedding these outcomes, FIMA and TCF aim to create a fairer, more transparent financial sector in Namibia. The framework empowers customers to make informed decisions, while ensuring financial institutions and intermediaries are accountable for their products and conduct. By putting fair treatment at the centre of financial services, FIMA gives Namibian customers greater confidence that their money – and their rights – are being protected.

** Andreen Moncur is a Legal Consultant at Alexforbes Namibia*

The Market Lens

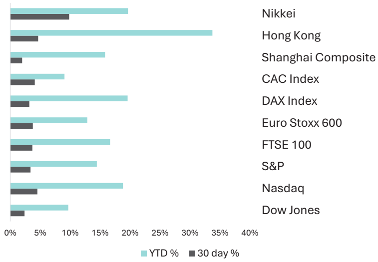
Enriching Generations

SIMONIS STORM

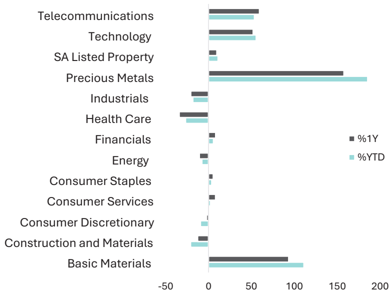
Commodities	
Spot Gold	4040.08
Platinum	1674.80
Palladium	1432.14
Silver	42.33
Uranium	81.00
Brent Crude	65.90
Iron Ore (in CNY)	783.00
Copper	10761.00
Natural Gas	3.40
Lithium	9.25

Currencies	
USD/ZAR	17.16
EUR/ZAR	19.96
GBP/ZAR	23.05
USD/CNY	7.12
EUR/USD	1.17
GBP/USD	1.34
USD/JPY	152.62
Namibia CPI	**3.20%**
Namibia Repo Rate	**6.75%**
Namibia Prime Rate	**10.50%**

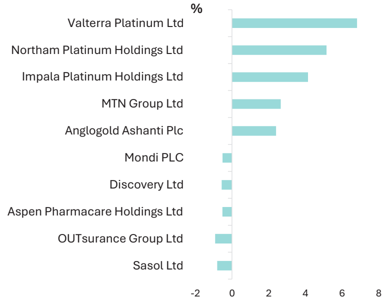
Global Indices in %



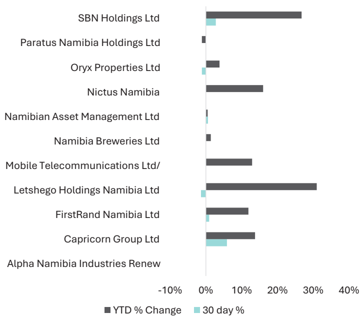
JSE Sectors: Year to Date Performance in %



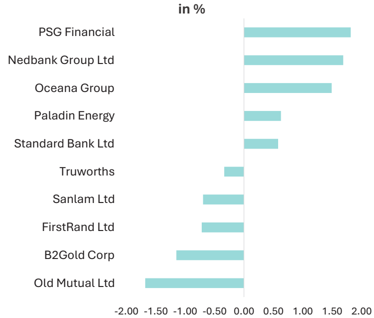
Today's JSE Top 40 Top & Worst Performers in %



NSX Stocks Performance in %



Today's NSX Overall Top & Worst Perfomers in %



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