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SOFT SKILLS

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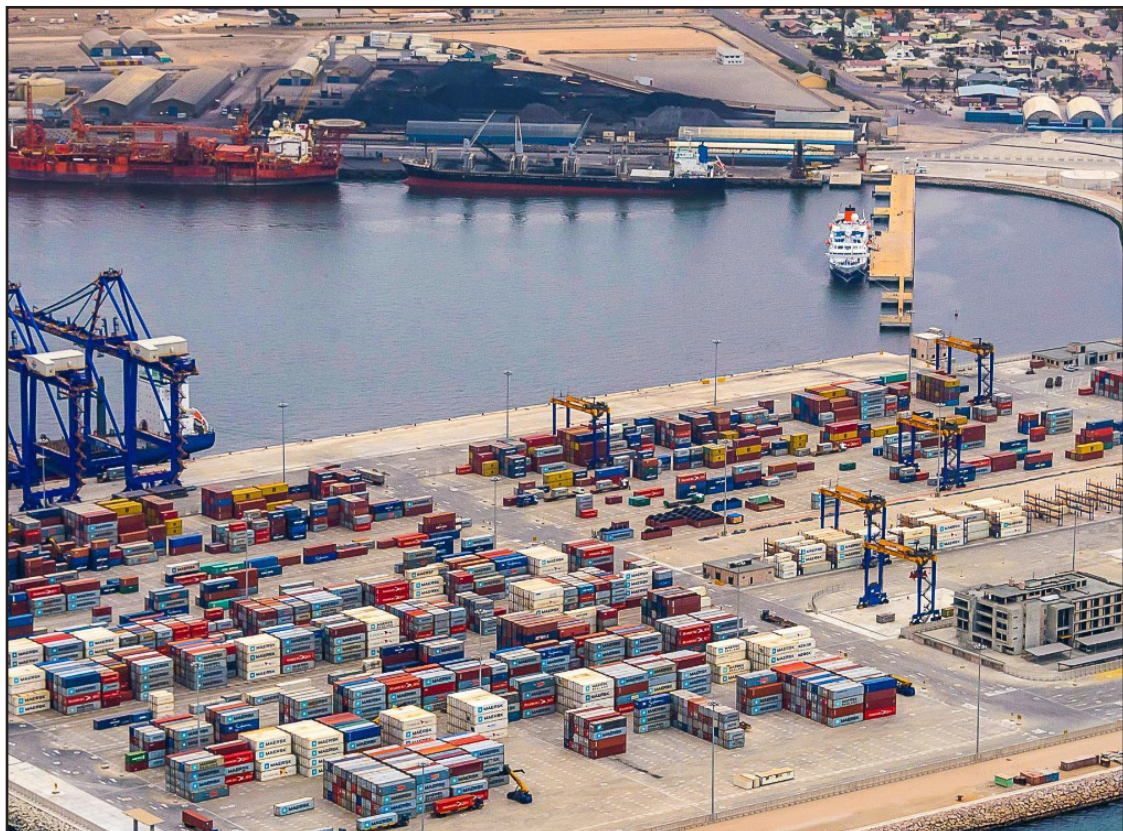
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THE

BRIEF

News Worth Knowing



TiN moves 185,000 containers since taking over Walvis Bay Terminal

THURSDAY 25 SEPTEMBER 2025

MAIN STORY



TiN moves 185,000 containers since taking over Walvis Bay Terminal

Terminal Investment Namibia (TiN) has handled 185,000 containers and 184 vessels since assuming control of the Walvis Bay container terminal in November last year.

Chief Executive Officer Alexandre Reali said crane productivity has risen by 65% since the takeover.

Recruitment and internal opportunities are continuing, with a focus on digital transformation and staff training, and the

terminal aims to operate fully in a cloud-based environment.

“Our planned digital transformation programme and upskilling efforts are

Crucial Dates

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

Our planned digital transformation programme and upskilling efforts are central to improving efficiency and service quality.

central to improving efficiency and service quality. Complete refurbishment of ship-to-shore cranes is scheduled for October 2025, while a new workshop and warehouse are planned for May 2026,” Reali told The Brief.

TiN currently employs 396 permanent staff, including 259 transferred from Namport and 137 new recruits.

Reali said 99% of the workforce is Namibian, with women now accounting for 16.2%, up from 10% when operations began.

“Our biggest challenge remains skill availability in Namibia. It is very hard to find people with the specific expertise we need. We have had to bring in specialists from outside the country to help upskill local workers and grow Namibia’s capacity to manage modern terminal operations,” Reali said.

TiN is a newly incorporated Namibian subsidiary of Terminal Investment Limited (TIL), itself part of the MSC Mediterranean Shipping

Company.

Under the concession agreement, TiN will operate and manage the terminal for 25 years.

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Chief Executive Officer

The Chief Executive Officer (CEO) provides overall leadership and strategic direction to the organisation, ensuring sustainable fund growth, operational excellence, and stakeholder value. The incumbent is accountable for driving performance, enhancing investor relationships, ensuring compliance, and fostering a culture of innovation, accountability, and collaboration.

Key Responsibilities

- Provide overall leadership and strategic direction in alignment with the Board’s priorities.
- Develop and implement operational plans, budgets, and investment strategies with clear targets.
- Ensure compliance with all legal, regulatory, and governance requirements.
- Oversee and build a high-performing executive management team.
- Manage risk through effective governance, controls, and performance monitoring.
- Develop and maintain strong investor and stakeholder relationships to support fund growth.
- Represent the organisation at strategic platforms and public forums to enhance reputation.

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Closing Date: 29th September 2025

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- Computer literacy, valid driver’s licence, and willingness to travel.

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NedNamibia Holdings Limited (NNH Group)

Condensed Results

for the six months ended June 2025



Loans & advances	Deposits	Headline Earnings	Pre-provision profit	Return in equity	Customer growth	Digitally active clients
▲ 16%	▲ 7%	▲ 1%	▲ 9%	▲ 0.2%	▲ 7%	▲ 11%
Jun 2025 N\$10.7b Jun 2024 N\$9.3b	Jun 2025 N\$19.4b Jun 2024 N\$18.2b	Jun 2025 N\$193m Jun 2024 N\$191m	Jun 2025 N\$228m Jun 2024 N\$209m	Jun 2025 12.2% Jun 2024 12.0%	Jun 2025 126 768 Jun 2024 118 697	Jun 2025 77% Jun 2024 66%

Loans and advances continued to be a key driver of growth for NedNamibia Holdings Limited in the first half of 2025, with a notable 16% year-on-year increase. This strong momentum reflects the strategic efforts made over the past 6 to 18 months and provides a solid foundation for future expansion. Through our lending activities, we are deepening our support for Namibian businesses, households, and the broader economy—actively contributing to the goals and priorities outlined in Namibia's Sixth National Development Plan.

This growth in advances was complemented by a 7% rise in Net Interest Income (NII) and a 7% increase in Non-Interest Revenue (NIR). At the same time, we maintained firm cost discipline, with operating expenses increasing by only 4%, driving improved efficiency across the business. This balance of growth and productivity reflects the successful execution of our strategy and positions us to create even greater value for our clients and stakeholders in the periods ahead.

Our headlines rose to N\$193 million up from N\$191 million in the prior period. Importantly, pre provisioning profits increased by 9%, rising from N\$209 million to N\$228 million demonstrating strong underlying growth in our core business. The rise in impairments aligns with regulatory expectations and the growth in our lending book, ensuring we remain well-positioned to continue lending responsibly. Deposits also grew by 7%, signaling the trust our clients place in us to safeguard their savings. Return on equity edged up to 12.2%, reflecting our continued focus on delivering value to shareholders.

Our digital transformation strategy continues to gain traction, with digitally active clients increasing by 11%. Today, more than three out of four of our clients bank digitally, enjoying greater convenience and 24/7 access. Our customer base expanded by 7%, reaching 126,768 clients from 118,697 in June 2024, further affirming our position as a trusted financial partner.

Looking ahead, we remain optimistic about the remainder of 2025. Favorable policy measures and sectoral recovery—particularly in agriculture and construction—are expected to support economic activity. With strong lending momentum, disciplined cost control, and ongoing investment in digital innovation, we are well-positioned to sustain growth, enhance efficiency, and deliver long-term value for all stakeholders.

We extend our sincere appreciation to our dedicated employees for their unwavering commitment and to our clients for their continued loyalty and trust. Together, we are using financial expertise to build a better Namibia for you, your family, and your business.

For and on behalf of the Board

Si Kankondi
Chairperson

Windhoek, 18 September 2025

M Muroria
Managing Director

Financial highlights

	% change YoY	30 Jun 2025 (unaudited) N\$'000	30 Jun 2024 (unaudited) N\$'000	31 Dec 2024 (audited) N\$'000
Statement of financial position - extract				
Assets				
Cash & cash equivalents	(2%)	4 282 031	4 381 776	5 036 706
Loans & advances	16%	10 732 124	9 261 260	9 733 544
Government and other securities	(3%)	6 970 881	7 184 377	6 232 934
Other assets	(10%)	1 395 137	1 558 680	1 338 106
Total assets	4%	23 380 173	22 386 093	22 341 290
Liabilities & equity				
Deposits	7%	19 378 727	18 177 109	18 191 031
Insurance contract liabilities	20%	88 365	73 699	80 001
Other Liabilities	(23%)	736 107	954 753	678 235
Shareholder's equity and non-controlling interest	(0.1%)	3 176 974	3 180 532	3 392 023
Total equity and liabilities	4%	23 380 173	22 386 093	22 341 290
Statement of comprehensive income - extract				
Net interest income	7%	481 151	447 613	955 944
Impairment of advances	92%	(34 878)	(18 140)	(103 679)
Non-interest revenue	7%	257 708	239 731	490 398
Operating expenditure	4%	(475 025)	(456 430)	(923 683)
Profit before taxation	8%	228 956	212 774	418 980
Taxation	65%	(35 674)	(21 633)	(28 260)
Profit after taxation	1%	193 282	191 141	390 720
Statement of cash flow - extract				
Net cash generated from operating activities		521 816	840 333	1 603 481
Net cash utilised in investing activities		(799 662)	(360 930)	(355 517)
Net cash generated from financing activities		(476 829)	(241 898)	(355 529)
Net increase / (decrease) in cash and cash equivalents		(754 675)	237 505	892 435
Cash and cash equivalents at the beginning of the period / year		5 036 706	4 144 271	4 144 271
Cash and cash equivalents at the end of the period / year		4 282 031	4 381 776	5 036 706
Nedbank Namibia Limited capital adequacy				
Tier 1 capital		2 117 092	2 031 827	2 288 301
Tier 2 capital		375 867	347 388	344 212
Total regulatory capital		2 492 959	2 379 215	2 632 513
Total risk-weighted assets		14 444 830	13 895 554	13 768 498
Tier 1 risk-based capital ratio		14.8%	14.6%	16.6%
Tier 2 risk-based capital ratio		2.5%	2.5%	2.5%
Total risk-weighted capital ratio		17.3%	17.1%	19.1%



Namibia's economy grows by N\$6bn to N\$64.8bn in Q2

Namibia's economy expanded to N\$64.8 billion in the second quarter of 2025, up from N\$58.8 billion in the same period last year, according to the Namibia Statistics Agency (NSA).

Despite the increase in nominal terms, real growth slowed to 1.6% compared to 3.3% in

the second quarter of 2024.

"Economic activities decelerated in the second quarter of 2025, recording 1.6% in real value added, a slower growth when compared to 3.3% registered in the same period of 2024. In nominal terms, the size of the Namibian economy was estimated at

N\$64.8 billion, an expansion of N\$6 billion compared to the N\$58.8 billion recorded in the corresponding quarter of 2024,” said NSA Statistician General and CEO, Alex Shimuafeni.

He explained that the slowdown was mainly driven by a contraction in secondary industries, which declined by 5.8% in real value added, largely due to a 9.7% slump in the manufacturing sector.

In contrast, primary industries improved slightly by 0.1% after a 2.7% decline in 2024, though agriculture and forestry (-3.5%) and fishing (-4.4%) weighed down overall performance.

Tertiary industries remained the main

driver of growth, expanding by 3.9%, with education (5.6%), financial services (5.0%) and wholesale and retail trade (5.2%) leading the way, though at slower rates than the previous year. Public administration and defence grew by 3.7%.

“The performance during the quarter under review is mainly attributable to the tertiary industries that recorded a growth of 3.9% in real value added, compared to a 5.0% growth recorded in the corresponding period of 2024,” Shimuafeni said.

On the demand side, household spending came under pressure, with private final consumption falling by 7.2% compared to a 26.6% increase in 2024.

Government spending grew by 4.2%, supported by an increased public service workforce.

Gross fixed capital formation rose by 5.0%, driven by higher investment in machinery, transport equipment and construction.

External trade also provided a boost, with exports of goods and services rising by 18.5%, while imports contracted by 4.7%, helping narrow the external balance deficit.

“Moreover, Gross Fixed Capital Formation recorded a 5.0% increase during the quarter under review, relative to a decrease of 0.6% posted in the corresponding quarter of 2024 due to increase in investment of ‘Machinery and transport equipment’, and Construction activities,” he said.



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Air access and visa hurdles weigh on Namibia's tourism

Namibia's tourism sector has recorded its strongest rebound since the pandemic, but high airfares, visa delays and ongoing glitches in the eVisa platform continue to limit international arrivals and raise doubts over the country's ability to deliver a seamless visitor experience.

Simonis Storm Junior Economist Almandro Jansen said limited direct air access and visa-related challenges remain serious constraints.

He pointed to high fares from long-haul markets, congestion and delays at entry points, and the recent introduction of administrative fees for visas on arrival as obstacles for international travellers.

Glitches in the eVisa platform, he added,

have further complicated the visitor experience.

"These issues, coupled with broader geopolitical uncertainties and rising travel costs, are weighing on outbound travel demand from core European markets," Jansen said.

National occupancy rose to 67.55% in August 2025, up from 59.61% in July, the highest monthly figure since the pre-pandemic peak of 69.9%. Year-to-date occupancy averages 50.07%, slightly above the 2019 benchmark of 48.93%.

Jansen said domestic factors also influenced August's performance. Public holidays boosted local tourism, while South African arrivals fell from 9.39% in July to 5.39% in August following the end of the

school holiday season.

Leisure travel dominated, accounting for 98.48% of arrivals, with lodges attracting 67.72% of visitors.

Tent camps and tented lodges remained popular for nature-based experiences, while self-drive tourism continued to drive demand for rental vehicles and camping gear, supporting retail spending and dealership profitability.

Regionally, the northern area recorded the highest occupancy at 70.63%, followed by the south at 67.45%, the coast at 67.0% and the central area at 61.9%.

The north's strong performance was boosted by Heroes Day commemorations, the Ongwediva Trade Fair, and international arrivals to Etosha National Park and the Kunene region.

"The recent introduction of additional administrative fees for visas on arrival,

combined with ongoing glitches in the eVisa platform, have raised concerns about Namibia's ability to portray a seamless and welcoming visitor experience," Jansen said.

He added that "unlocking the sector's full potential will require an all-of-government approach to address structural bottlenecks in air access, visa processing, and border efficiency, ensuring Namibia strengthens its reputation as a convenient and welcoming destination."

Jansen also noted growing arrivals from Italy, France and the DACH region, with improved connectivity such as the Munich–Windhoek flight providing reasons for optimism.

But he cautioned that overcoming air and visa constraints is essential to sustaining growth, diversifying markets and consolidating Namibia's position in the global tourism industry.



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The best organisations are not built to last, they are designed to change

By Chaze Nalisa-Jagger

A quiet transformation is taking place in Namibian workplaces. It is not marked by sweeping declarations or trendy management slogans, but by a growing recognition that how an organisation is structured, led, and supported is just as important as the outcomes it seeks to achieve.

At the centre of this shift is Organisational Development, or OD, which is a strategic and evidence-informed approach to aligning people, processes, culture, and systems in order to foster resilience, performance, and long-term sustainability.

"The Best Organisations Are Not Built to Last, They Are Designed to Change", reflects a rethinking of what organisational strength means in today's world. In the past, success was often equated with being built to last, prioritising stability, tradition, and long-term permanence. However, in




Organisational Development plays a critical role in this approach, helping organisations

reimagine not just how they perform, but how they are built from within.

a fast-changing environment shaped by digital disruption, generational shifts, and growing complexity, rigidity is a liability.

To be designed to change means to be intentionally adaptable. It means creating organisations with the structures, leadership, culture, and systems that are flexible enough to respond to change, while



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still staying true to their purpose. These are organisations that do not just survive disruption, they are equipped to evolve with it.

Organisational Development plays a critical role in this approach, helping organisations reimagine not just how they perform, but how they are built from within.

A Growing Demand for OD Skills

Across sectors, the demand for Organisational Development expertise is steadily increasing. Non-profit organisations, corporate entities, public institutions, development partners, and even emerging start-ups are beginning to understand that achieving meaningful and lasting impact requires more than just strategic plans and financial resources. It requires cohesive, values-driven organisations that are designed to thrive in complexity.

As workplaces adapt to digital transformation, generational shifts, increasing accountability expectations, and a stronger focus on social and environmental impact, professionals with OD expertise are becoming essential. They help organisations align internal capabilities with external demands, while building structures that support growth and adaptability.

What Is OD and Why Does It Matter?

Organisational Development is not a one-time training, a simple restructuring, or a quick-fix intervention. Rather, it is a long-term, intentional investment in how organisations learn, evolve, and improve. Its key areas of focus include:

- Aligning structures with strategic direction
- Strengthening leadership and team effectiveness
- Building inclusive and responsive organisational cultures

- Managing change with empathy and foresight

- Creating systems that promote trust, collaboration, and continuous learning

In summary, Organisational Development ensures that an organisation's internal capacity is fully aligned with its external mission and goals.

OD Across Namibian Sectors

While different sectors face unique challenges, many share a similar need to close the gap between organisational vision and internal capacity.

Non-Governmental Organisations

Non-profit organisations in Namibia continue to expand to meet pressing community needs. Often operating with lean resources and deeply committed teams, these organisations are mission-driven but must manage the growing complexity that comes with scaling their operations. OD interventions are helping to clarify roles, formalise processes, and strengthen leadership transitions, allowing these organisations to sustain and amplify their impact.

Private Sector

Businesses in Namibia, particularly in industries such as finance, technology, and retail, are expanding rapidly. This fast-paced growth brings opportunities, but it also presents challenges such as overstretched teams, leadership gaps, and culture misalignment. Organisational Development provides tools to manage change, develop leadership at all levels, and align people systems with performance objectives. In doing so, it supports sustainable business growth and employee wellbeing.

Government Institutions

Public sector institutions in Namibia play a crucial role in national development and service delivery. While many of these institutions operate within structured

systems that offer continuity and stability, there is growing recognition of the need for greater collaboration, responsiveness, and adaptability. Organisational Development is being used in several government settings to enhance service delivery, strengthen interdepartmental cooperation, and support leadership practices. These efforts aim to foster a more agile and engaged public service, without compromising on accountability or institutional integrity.

Evolving Organisational Realities

Across all sectors, Namibian organisations are navigating similar internal dynamics that influence performance, culture, and long-term success. These include:

- The need to modernise internal systems for clarity and alignment
- Increased focus on the development of middle management
- The importance of organisational trust, communication, and shared values
- The recognition that long-term change requires more than short-term fixes

These realities reflect the broader evolution of work and leadership in Namibia. They also highlight the need for strategic, context-sensitive OD approaches that are tailored to local environments and institutional goals.

Embedding OD: Considerations for Namibian Workplaces

For OD to be effective and sustainable, organisations must take a deliberate and informed approach. Key considerations include:

- 1. Begin with a Clear Diagnosis:** Use data and feedback, such as employee surveys and process audits, to understand the real issues before designing solutions.
- 2. Ensure Leadership Support:** Organisational Development efforts are most successful when leaders are visibly engaged and actively championing change.
- 3. Align Structure with Strategy:** As

organisational goals shift, it is important to ensure that structures, roles, and workflows support those objectives.

4. Invest in Leadership at All Levels:

While senior leadership often receives attention, middle managers are critical to daily operations and need targeted support and development.

5. Adapt to the Local Context:

International models may be useful, but effective OD in Namibia requires sensitivity to local labour practices, cultural norms, and organisational history.

A Vision for the Future

To be designed to change does not suggest instability. Rather, it signals a commitment to adaptability, learning, and resilience. In an increasingly dynamic environment, the organisations that will thrive are not necessarily those with the largest budgets or the most polished strategies. They will be the ones with clear internal alignment, engaged and supported teams, and the ability to adapt with intention and purpose.

As Namibia's workforce becomes more diverse, younger, and increasingly values-driven, Organisational Development provides a meaningful roadmap for organisations to grow in step with these changes. It offers the tools and thinking necessary to ensure that people, strategy, and purpose are not seen as separate goals, but as mutually reinforcing priorities.

Whether an organisation is aiming to improve service delivery in a ministry, manage sustainable growth in the private sector, or professionalise operations within a non-profit, OD offers more than just technical solutions. It offers a foundation for long-term effectiveness and impact, because the best organisations are not built to last, they are designed to change.

*** Chaze Nalisa-Jagger is the Head of Human Resources at IntraHealth Namibia**

FNB Namibia champions financial inclusion at AFI Global Policy Forum

FNB Namibia proudly stood at the forefront of the 2025 Alliance for Financial Inclusion (AFI) Global Policy Forum (GPF), hosted earlier this month in Swakopmund.

This landmark gathering, widely celebrated as a resounding success, brought together over 800 delegates from 64 nations, making Southern Africa the stage for this pivotal dialogue for only the third time in AFI's history.

The event underscored the transformative power of financial inclusion, especially in a world shaped by geopolitical shifts, economic turbulence, and climate uncertainty.

Leaders and changemakers convened to share insights, debate challenges, and reaffirm their commitment to ensuring that financial inclusion remains not merely a policy priority, but a global public good, empowering societies to prosper in uncertain times.

As a participant and thought leader at the forum, FNB Namibia seized the opportunity to showcase its innovative financial inclusion initiatives and share best practices with peers from around the world.

"FNB Namibia didn't just attend—we led," said Kirsty Watermeyer, Group Communications Manager at FNB Namibia.

"We forged new partnerships and shared Namibia's journey, inspiring others to learn from our solutions like CashPlus, which has become a beacon in the quest for greater financial access."

"What's especially gratifying is the response we've received following the GPF.



Numerous countries have reached out to the Bank of Namibia, eager to collaborate and learn from the innovative solutions pioneered like CashPlus, which has been recognised as outstanding benchmarks on the journey toward true financial inclusion."

Throughout the four-day forum, FNB Namibia actively contributed to panels and working groups focused on financial

technology, inclusive banking, and sustainable development.

The bank's approach demonstrated how financial services can reach underserved and rural communities, fueling Namibia's economic growth.

While FNB Namibia was proud to participate in the Global Policy Forum, our role was to support the Bank of Namibia by helping to coordinate key moments, such as the financial inclusion story featured during the opening ceremony.

By working alongside local filmmakers, musicians, and dancers, FNB Namibia contributed to an engaging cultural experience for international delegates, showcasing Namibia's vibrant spirit and helping to highlight the broader impact of financial inclusion in our country.

During the opening ceremony, FirstRand Namibia Group CEO Conrad Dempsey delivered a keynote address, reaffirming FNB Namibia's steadfast commitment to financial inclusion and economic empowerment. He credited the bank's achievements to collaboration and a spirit of innovation, with a clear message: inclusion is built on partnership, vision, and resolve.

Looking ahead, Papua New Guinea will host the next Global Policy Forum, having reached out to the Alliance for Financial Inclusion to learn from Namibia's exemplary hosting and cultural showcase.

"This is true success, not only did we advance financial inclusion, we offered delegates an authentic taste of Namibian warmth and hospitality. Feedback was overwhelmingly positive, with delegates departing Swakopmund inspired and deeply connected," Watermeyer reflected.

Namibia's role as host for this prestigious event is a recognition of the country's leadership and growing influence in global finance.

"FNB Namibia is honored to help amplify Namibia's story and commitment to building an inclusive future. The Global Policy Forum was more than a conference, it was a bold affirmation of our progress and our potential. As we look forward, FNB Namibia stands ready to lead the way toward a brighter, more inclusive tomorrow," Watermeyer concluded.

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Experts urge Namibia to expand tax treaties, incentives and establish tax court

Financial and tax experts have urged Namibia to expand its tax treaty network, introduce broader investment incentives, and establish a dedicated tax court to strengthen revenue collection and economic competitiveness.

Speaking at a Namibia Trade Network Business Breakfast Club event hosted with

AJM Tax Consulting, Glory Indongo, a Chief Financial Officer and Chartered Accountant in the banking sector, said Namibia lacks treaties with many countries now trading or investing in its emerging sectors.

Indongo noted that Namibia performs better than many African peers on tax-to-GDP ratios due to its formalised economy,

but said more could be done by adopting innovative approaches.

“If somebody is in the rural areas and there’s a Shoprite or a cash agent there, they should be able to pay taxes without spending on transport. Non-compliance often starts when paying taxes is too costly or complicated,” he said.

He added that while Namibia offers some equipment incentives in the energy sector, software, expertise and broader business needs remain unsupported. He also raised concerns over whether taxing companies too early deters investment.

“Do you start taxing the person immediately when they enter the country and tax capital, or wait until that baby starts growing and creating value? These are tough questions we have to ask as a country,” Indongo said.

Johan Nel, AJM Tax Consulting’s Namibian Tax Director, said the absence of a tax court leaves disputes to be handled through either a slow tax tribunal or the High Court, discouraging taxpayers from challenging unfair practices.

He warned that aggressive assessments by the Namibia Revenue Agency (NamRA) had created fear among businesses.

“Taxpayers are afraid to take the revenue authority on because they fear deeper audits or penalties going back

years. That is not a good place to be,” he said.

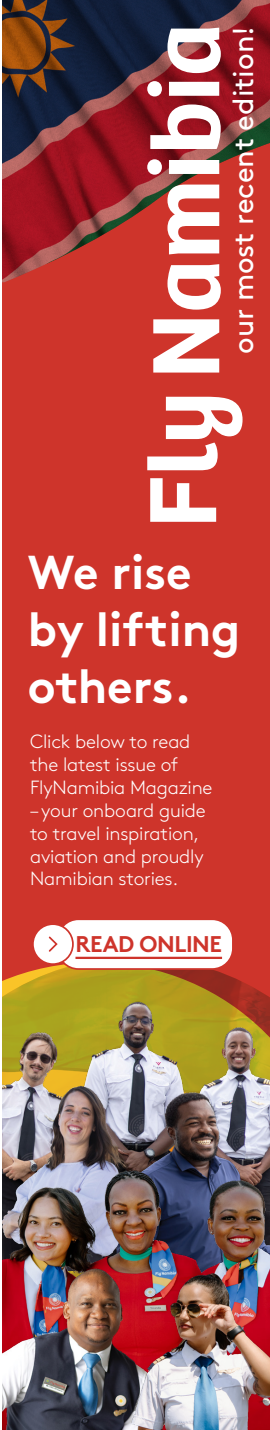
Nel added that while Namibia offers a stable business environment, policy certainty and incentives remain weak. He argued that concerns over the global minimum tax rate of 15 percent are overstated.

“There are ways of offering incentives that do not negatively impact the effective tax rate. Cost of labour or substance-based exemptions can attract industries without undermining compliance,” he said.

Albertus Marais, a South African partner at AJM, suggested that Namibia should consider lowering corporate tax rates to stimulate investment. He compared the country’s potential to Singapore and Mauritius.

“Fifty years ago Singapore and Mauritius had nothing. Cleverly adopting lower tax rates changed everything. Namibia is uniquely poised to follow a similar path if it adopts a well-designed tax administration act and maintains professional, impartial revenue services,” he said.

The experts agreed that without wider treaties, strategic incentives and improved legal recourse, Namibia risks missing opportunities in emerging industries and weakening its revenue stability.



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Namibia Trade Network, Business Breakfast Club event
The Future: Envisioning Tomorrow – Business is evolving, so is tax!





Namibian Oncology Centre appoints Stephanie Quarmby as new Managing Director

The Namibian Oncology Centre (NOC) has appointed Stephanie Quarmby as its new Managing Director, following the departure of founding head Anthea van Wyk, who concluded a decade-long tenure in August.

Quarmby, a Chartered Accountant with professional experience at Deloitte and FirstRand Namibia, joined the Centre in 2022 as Financial Manager and has been central to its recent transformation.

“It is an honour to lead NOC at this pivotal moment. We will continue to place patients and their families at the centre of everything we do, while expanding services, deepening partnerships, and strengthening oncology care across Namibia,” Quarmby said.

Under her leadership, NOC plans to expand its services to northern Namibia, roll out digital tools to simplify patient care, and invest in the next generation of professionals

through its Radiation Therapy Bursary programme.

The Centre is also exploring advanced services, including a potential autologous stem cell facility to reduce the need for patients with blood-related cancers to travel abroad for treatment.

As Namibia’s only fully private oncology centre, NOC provides multidisciplinary treatment, holistic support and compassionate care.

Since its establishment in 2015, the Centre has treated nearly 8,000 patients, including referrals from the State for radiotherapy.

NOC operates in Windhoek and Swakopmund and is preparing to open a northern branch in Ongwediva. The facility was founded in April 2015 to minimise the need for Namibians to seek cancer care abroad and to deliver world-class oncology services locally.

Why soft skills are a hard requirement for employers

By Fadielah Beukes

One truth that has become increasingly clear in workplaces today is that while technical qualifications may get a candidate noticed, it is their soft skills that secure the job and ensure long-term success.

At APS, where we connect hundreds of candidates to employers across Namibia and beyond, this trend is unmistakable. Employers are placing as much emphasis on a candidate's ability to communicate, adapt and work in a team as they are on the candidate's technical knowledge.

What are soft skills and why do they matter?

Soft skills are the interpersonal, behavioural and emotional intelligence traits that allow people to work effectively with others. These include communication, adaptability, problem-solving, time management, teamwork and leadership.

Unlike technical skills, which can be taught through courses or training programmes, soft skills are those skills that are deeply tied to a person's character, mindset and approach to problem solving. They determine not only how an employee performs individually, but how they elevate a team and contribute to organisational culture.

One thing that is constant is change and collaboration in those moments of change is essential. Employers are realising that a candidate with strong soft skills often outperforms one with only technical expertise.

Through our ongoing engagements with clients in industries as diverse as mining,



Soft skills are the interpersonal, behavioural and emotional intelligence traits that allow people to work effectively with others.

logistics, hospitality and financial services, we hear a consistent message: "We can train someone on the job, but we cannot teach attitude, resilience or teamwork."

We can look at the following examples:

- In logistics, adaptability and problem-solving are critical when unexpected delays occur.
- In hospitality, empathy and communication determine whether a customer leaves satisfied.
- In finance, attention to detail and accountability are just as important as technical knowledge.

This reinforces what we see daily as recruiters and that is that technical skills may open the door, but it's soft skills that keep candidates inside and allow them to progress.

The skills employers cannot ignore

While different industries value specific traits, there are a few universal soft skills that every employer is actively seeking:

- Communication: The ability to listen,

Soft skills training must be integrated into education and vocational programmes, not left to chance.

articulate ideas clearly and translate messages to different audiences.

- **Teamwork & collaboration:** Working effectively with others across departments and cultural backgrounds.

- **Adaptability:** Thriving in changing environments, from new technologies to shifting client needs.

- **Problem-Solving:** Approaching challenges with creativity and a solutions-driven mindset.

- **Emotional Intelligence:** Understanding one's own emotions and those of others to navigate workplace dynamics.

These are the skills that shape strong leaders, trusted colleagues and high-performing employees.

The question then arises: how do we ensure candidates develop these skills?

For individuals: Soft skills can be nurtured as early as high school through volunteering, group projects, internships and even part-time jobs. Every interaction is an opportunity to practice communication and teamwork.

For employers:

Recruitment processes should assess more than technical qualifications. Structuring interview questions and behavioural assessments that can reveal a candidate's interpersonal strengths can also play a role in identifying candidates with strong soft skills.

For educators and policymakers: Soft skills training must be integrated into education and vocational programmes, not left to chance.

At APS, we believe that employability is not only about matching qualifications with job descriptions. It is about preparing people to thrive in the workplace and soft skills are at the heart of that preparation.

In a competitive job market, there is a clear shift from employers: soft skills are not "nice-to-haves" anymore, they are hard requirements and as Namibia prepares its workforce for the future, it is these skills that will differentiate candidates, drive career growth and ensure businesses remain resilient in the face of change.

** Fadielah Beukes is a Talent Acquisition Manager at APS*

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Amta warns food waste rising without agro-processing facilities

The Agro Marketing and Trade Agency (Amta) has warned that Namibia is producing more food but lacks the agro-processing capacity needed to preserve and market it.

Amta's Monitoring and Evaluation Officer, Harbie Myambo, said the shortage of facilities is leading to waste, limiting farmers' earnings, and slowing efforts to achieve food security and industrialisation.

"The young farmers they've got potential. But as government we do not have enough capacity. We do not develop enough capacity in terms of value addition and agro processing. So that is the reality in the field," Myambo said.

He pointed to tomatoes as an example.

"A farmer produces you know two tons of tomatoes. They come to Amta. There is no market because we are competing with the private sector. As a public entity of government we sit there and things go bad," he explained.

Myambo added that value chains must be strengthened.

"Linking primary production with agro processing and value addition is key in terms of employment, in terms of poverty alleviation. It will even address the issue of rural to urban migration," he said.

Agriculture Minister Inge Zaamwani-Kamwi confirmed that agro-processing is central to government strategy. "Indeed agriculture is the number one priority in NDP6. And as such it requires all of us to participate in ensuring that we increase food production, that we enhance productivity, and to ensure that agriculture continues to contribute to our GDP," she said.

Zaamwani-Kamwi said government will set up new infrastructure and bring young people into the sector.

"There is also room for their participation in the new industry that is listed in the NDP six in terms of agro processing. We are required to set up 14 agro processing facilities in all the regions. And as we set those up, obviously we'll have good morning of young people involved in those," she added.

She also stressed that new trade deals are opening markets for Namibian products.

"We then sign protocols, trade protocols with several countries. Specifically we have signed recently with China. We have protocol with the Middle East for certain products. We have agreements to access the US market, the European markets, and through those agreements that we have then our farmers have access to those international markets," Zaamwani-Kamwi said.

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