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THE

# BRIEF

News Worth Knowing

## Walvis Bay Salt targets 200,000 tonnes to Cameroon under AfCFTA



THURSDAY 16 APRIL 2026

## MAIN STORY

# Walvis Bay Salt targets 200,000 tonnes to Cameroon under AfCFTA

**W**alvis Bay Salt Holdings plans to export about 200,000 tonnes of salt to Cameroon in 2026 under the African Continental Free Trade Area (AfCFTA).

Managing Director André Snyman told The Brief the company is already supplying clients in Cameroon and is looking to deepen its presence in the region, with Nigeria also identified as a key growth market.

He said regional distribution to neighbouring countries such as Zambia and Botswana continues to be serviced by road.

“We export to companies in Cameroon, including one of our key clients, and we expect to ship around 200,000 tonnes there this year under the African Continental Free Trade Area. Beyond Cameroon, we are also exploring export opportunities in Nigeria,” Snyman said.

The planned expansion builds on Namibia’s initial participation in AfCFTA, following the country’s first export under the agreement in 2025.

AfCFTA, a flagship African Union initiative, is designed to create a single continental market by reducing trade barriers, liberalising services and strengthening cooperation in areas such as investment and competition policy. The agreement has been signed by 54 countries, with 46 having ratified it, and is supported by Namibia’s national implementation strategy covering



the period 2022 to 2027.

The framework is aimed at unlocking access to a market of more than 1.3 billion people, with a combined GDP estimated at US\$3.4 trillion, while improving trade flows, supporting industrial growth and enhancing competitiveness across African economies.

AfCFTA is projected to significantly boost intra-African trade and expand the continent’s economic output over the coming decades.

## Crucial Dates

- **Bank of Namibia Monetary Policy announcement dates:**
  - \* 22 April 2026
  - \* 17 June 2026
  - \* 12 August 2026
  - \* 21 October 2026
  - \* 02 December 2026
- **Namibia Oil and Gas Conference 18–21 August 2026 in Windhoek**

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# Salt Capital deal keeps Quarmby in charge of Namibia Oncology Centre

**S**tephanie Quarmby will remain Managing Director of The Namibian Oncology Centre (NOC) following its acquisition by Salt Capital and Proparco through its FISEA Fund.

According to Salt Capital, NOC will continue to operate as an independent specialist cancer care provider under its existing management team, with the new shareholders taking a long-term, supportive role focused on strengthening governance, sustainability and healthcare standards, while preserving the Centre's clinical autonomy and culture of care.

"The Namibian Oncology Centre plays a critical role in the country's healthcare ecosystem. We are honoured to have been chosen by the founders as the new long-term partners of NOC, and we approach this investment with humility and responsibility. Our focus is on supporting the Centre's mission, strengthening healthcare standards, and contributing meaningfully to cancer awareness and access to care in Namibia," said Jan Bosch, Managing Partner of Salt Capital.

The transaction was concluded in partnership with Proparco, a French government-owned development finance institution, through its FISEA Fund, which invests in high-impact private equity funds.

Founded by Namibian clinicians, healthcare professionals and local business people, NOC has played a key role in expanding access to cancer diagnosis, treatment and care in the country.

According to Salt Capital, the NOC founders and exiting shareholders selected the fund as the preferred partner based on



shared values, cultural alignment and a common commitment to improving cancer care outcomes.

Salt Capital already has an established footprint in Namibia's private healthcare sector, with investments including Rhino Park Private Hospital, Welwitschia Hospital and Erongo Radiology.

With the addition of NOC, the firm expands what is now the largest private capital healthcare portfolio in Namibia.

Beyond clinical services, the investment is expected to support efforts to improve cancer awareness, early detection and patient education, while contributing to Namibia's positioning as a regional healthcare destination.

NOC also maintains partnerships with the public health sector, providing more affordable cancer care and helping to bridge the gap between rural and urban healthcare access.

Tibor Asboth, Head of Private Equity for Africa and the Middle East at Proparco, said the investment aligns with the institution’s strategy to expand access to essential services.

“By supporting The Namibian Oncology Centre, we are contributing to expanding access to high-quality oncology care and strengthening cancer awareness. This project aligns with our 2023–2027 strategy: partnering with local players to deliver concrete impact, particularly by reducing inequalities in access to essential services, while supporting the sustainability and quality of care in developing countries,” he said.

Outgoing Chairman and exiting shareholder Jacques Maree said the transaction ensures continuity of the Centre’s founding principles.

“When the Namibian Oncology Centre was founded, our objective was always to build an institution that serves patients with dignity, compassion, and excellence. In Salt Capital and FISEA, we found a partner that respects those principles and understands the responsibility that comes with investing in healthcare. I am confident NOC is well positioned for the future in the capable hands of Salt Capital and FISEA,” he

said.

Quarmby said the partnership will allow the Centre to maintain its core mission while strengthening its long-term sustainability.

“NOC’s clinical team and management look forward to continuing our work with the support of Salt Capital and Proparco. This partnership allows us to remain true to our purpose, while reinforcing governance, long-term sustainability, and our role in advancing cancer awareness and care in Namibia,” she said.



PETROFUND Namibia

PETROFUND ROV PILOT

## TECHNICIAN SCHOLARSHIP OPPORTUNITY



Following the commercial oil and gas discoveries offshore in the Orange Basin between 2022 and 2025, and the resulting increase in appraisal and exploration activities, the Petroleum Training and Education Fund (PETROFUND), in collaboration with Subsea7, is pleased to announce the second cohort of scholarships for the Remotely Operated Vehicle (ROV) Pilot Technician Programme.

The fully funded training will be conducted at the Netherlands Maritime University College in Johor Bahru, Malaysia from 29 June 2026 to 24 July 2026. Upon successful completion of the programme, candidates will be onboarded by Subsea7 onto their international fleet of vessels for on the job training, leading towards potential employment opportunities.

This initiative reinforces PETROFUND’s mandate to ensure that Namibia’s youth are equipped with specialised, industry-relevant skills that enhance their competitiveness in the evolving oil and gas sector and prepare them for employment opportunities within Namibia’s transforming petroleum industry.

**SCHOLARSHIPS REQUIREMENTS**

- Namibian citizenship.
- Bachelor’s degree in Electrical or Mechanical engineering, NOF-Level 7/8 or National Diploma in Hydraulic Technology or Electrical Technology, NOF-Level 5
- Work experience is an added advantage.
- No age restrictions.
- Candidates must be unemployed.
- Complete the PETROFUND scholarship application form on the PETROFUND online platform via <https://essapetrofund.org/login> and submit certified copies of all the required documents on the PETROFUND online platform.

**IMPORTANT INFORMATION FOR APPLICANTS**

- The due date for the PETROFUND Scholarship application is 24th April 2026 at 16:00.
- Only shortlisted applicants will be contacted and invited for oral interviews on dates that will be communicated to the applicants.
- No scholarship application will be considered unless completed online at <https://essapetrofund.org/login>.
- All enquiries should be directed to Ms. Elizabeth Muundjua or Ms. Loide Ashadhila at +264 61 400 443 or [petrofund@namcor.com.na](mailto:petrofund@namcor.com.na).

APPLICANTS ARE REMINDED THAT APPLICATIONS FOR COURSES OTHER THAN THE ONES MENTIONED ABOVE WILL NOT BE CONSIDERED.



**EMPOWERING NAMIBIA’S OIL AND GAS WORKFORCE FOR SUSTAINABLE GROWTH**



# NamPower lists N\$5 billion note programme on NSX

Namibia Power Corporation (NamPower) has listed a N\$5 billion Domestic Medium-Term Note (DMTN) programme on the Namibia Securities Exchange (NSX), giving the state-owned utility flexible access to domestic debt capital markets. The listing was arranged in partnership with Cirrus Securities and Nedbank Namibia as co-lead arrangers.

The programme enables NamPower to issue a range of debt instruments, including green and sustainable notes, aligned with its planned infrastructure and energy projects.

NamPower Managing Director Kahenge Haulofu said the listing strengthens the utility's ability to raise funding efficiently

while supporting broader financial market development.

"We are delighted to list our Domestic Medium-Term Note Programme on the NSX. This platform provides us with flexible and cost-effective access to domestic capital markets and reinforces our commitment to contributing to the development of Namibia's financial sector. We look forward to utilising the programme to support our strategic growth objectives while offering investors attractive debt instruments," he said.

The establishment of the programme followed a two-year process involving structuring, documentation, regulatory approvals and collaboration with the NSX.

Cirrus Securities led the preparation of the listing documentation, while Nedbank Namibia worked with NamPower to develop a sustainable finance framework aligned with the United Nations Sustainable Development Goals and international standards. The framework received a Second Party Opinion from S&P Global.

Cirrus Securities Director Romé Mostert said the transaction highlights the depth of Namibia’s capital markets.

“The successful listing of the DMTN Programme demonstrates the sophistication of Namibia’s debt capital markets and provides institutional investors with diversified investment opportunities,” she said.

Nedbank Namibia Managing Director Martha Murorua said the partnership reflects a shared commitment to responsible capital

mobilisation.

“Namibia’s energy future requires more than funding alone – it requires strong partnerships, clear governance and long-term thinking. Nedbank is proud to work alongside NamPower to develop frameworks that help attract capital that supports energy security while delivering meaningful environmental and social outcomes for the country,” she said.

Arvana Singh, Head of Sustainable Finance Solutions at Nedbank, said the transaction strengthens the bank’s role in sustainable finance on the continent.

The DMTN structure allows NamPower to issue multiple tranches of notes, with varying tenors, currencies and interest rates, under a single approved programme, improving efficiency, liquidity and investor participation in the domestic bond market.

**Standard Bank**

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## The Kalahari code: Rethinking work in a Namibia where education is free but jobs are not

By Natasja Beyleveld

**T**he real problem isn't education — it's alignment. Namibia has done something powerful: we've made education accessible — from primary school all the way to university. But now we're facing a hard truth.

The issue isn't that people aren't educated. It's that what we're producing doesn't match what the economy needs.

We're entering what's called "credential inflation." Degrees are becoming more common — but not more valuable. In many cases, you now need a degree just to compete for jobs that didn't require one before. That's not progress — that's pressure.

At the same time, while the country is pushing toward becoming an energy powerhouse (green hydrogen, oil & gas), our institutions are still producing large numbers of graduates in general fields like administration and social sciences, instead of technical and high-demand skills. And so, many young Namibians find themselves stuck — educated, but unemployed.

Or worse, underemployed. This is where the concept of NEET (Not in Education, Employment, or Training) becomes real. It tells us that knowledge alone isn't enough. We need experience, practical skills, and systems like Work-Integrated Learning (WIL) — where learning meets doing.

One story holds truth: the numbers



**If 10,000 graduates enter the market each year, but only about 2,000 formal jobs are created, that means only about 20% stand a chance of finding work in their field.**

don't lie. Let's be honest about the math.

With youth unemployment sitting at around 44.4%, the odds are tough. If 10,000 graduates enter the market each year, but only about 2,000 formal jobs are created, that means only about 20% stand a chance of finding work in their field. The rest? They must adapt — or wait.

Now add entrepreneurship into the picture.

- \* About 97% of SMEs in Namibia are considered "non-bankable"

- \* Over 90% of SMEs fail within their first five years

That means if you start a business, statistically, you're likely to fail — more than once. In fact, if your success rate is 10%, you should expect to fail 9 times before you succeed once. But here's the problem: most Namibians cannot afford to fail nine times. There's no safety net,

no “failure capital.”

Zoom out, and you see a bigger issue:

Across Sub-Saharan Africa, there’s a \$331 billion SME financing gap. In Namibia, this shows up as a “missing middle” — lots of small hustles, a few big corporates, but very few mid-sized businesses that create jobs at scale.

So where do we go from here?

We need to shift the mindset — from job seeking to value creating. We need to specialise where the future is going. Not all degrees are equal in today’s economy. We need to lean into renewable energy (especially green hydrogen), data and AI, and sustainable agriculture. These are not trends— they’re the future.

Additionally: think beyond Namibia’s borders. The internet has removed limits. If the local market is not hiring, the global market is. Platforms like Upwork, Fiverr, and Toptal allow Namibians to sell skills internationally. You don’t need to relocate — just connect.

Let’s bring back the power of trades.

We’ve overlooked something important. Skills like plumbing, electrical work, mechanics — these are not fallback options. They are high-demand, income-generating careers. In many cases, apprenticeships outperform degrees when it comes to actual employment.

So: start small, fail smart? Too many people think business must start big. But the smarter approach is 1) Test small, 2) Spend less, and 3) Learn fast. Don’t build the full restaurant — start with a food stall. That way, if things don’t work, the loss is manageable.

In Namibia, the financial industry has moved beyond traditional “charity” toward Shared Value Creation. Corporate Social Investment (CSI) is now strategically aligned with national goals like Vision 2030 and the Harambee Prosperity Plan, with a primary focus on financial inclusion and literacy. The aim: to fix real business problems such as money management. The biggest reason SMEs fail in Namibia isn’t ideas — it’s poor

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financial management of the cash flow, bookkeeping, and tax compliance.

These skills can be more valuable than a business degree on its own.

Lastly, stop building alone. The era of the “solo hustler” is limited.

We need: partnerships, cooperatives, and shared resources. Working together increases credibility, reduces risk, and improves access to funding. Namibia doesn’t have an education problem – it has a relevance problem.

Degrees alone won’t build the future. Skills, adaptability, and value will. If the system is shifting, we must shift with it.

The future of Namibia won’t be found – it will be built.

*Data Sources: Bank of Namibia Economic Outlook (March 2026), Namibia Labour Force Report (2025), NBC Digital News (SME Statistics 2026).*

*\* Natasja Beyleveld is the MD of NaMedia*

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## Namibia's Deposit Guarantee Fund grows to N\$40.1 million

The Namibia Deposit Guarantee Authority (NDGA) reported strong financial and operational performance for 2025, with its Deposit Guarantee Fund increasing to N\$40.1 million at year-end, up from N\$30.3 million in 2024.

Acting Head of the NDGA, Petrus Shifotoka, said the growth was driven by premium contributions from member institutions amounting to about N\$6.4 million, alongside investment income of roughly N\$3.4 million.

He noted that the fund has expanded consistently since inception, supported by prudent investment policies and effective fund management.

The fund delivered an annual return of 8%, outperforming its benchmark return of 7.3% by approximately 83.5 basis points, continuing a trend of exceeding benchmarks since inception.

“The fund value grew from N\$30.3 million at the end of 2024 to N\$40.1 million by December 2025, a trajectory primarily driven by N\$6.4 million in member premiums and N\$3.4 million in interest earned. During this period, the fund delivered an annual



return of 8%, successfully outperforming the 7.3% benchmark by 83.5 basis points,” Shifotoka said.

He added that a key development during the year was the increase in deposit protection coverage from N\$25,000 to N\$50,000 per depositor, a move expected to strengthen financial security for consumers and boost confidence in the banking system.

Shifotoka said the NDGA's investment approach remains conservative, prioritising capital safety and liquidity ahead of returns. A significant portion of the portfolio is allocated to floating rate notes,

A vertical banner for Fly Namibia magazine. At the top, it features the Namibian flag. The text 'Fly Namibia' is written vertically in large white letters, with 'our most recent edition!' in smaller white text to its right. Below this, the slogan 'We rise by lifting others.' is displayed in white. A button with a right-pointing arrow and the text 'READ ONLINE' is positioned above a collage of smiling people, including pilots and cabin crew, in uniform. The background of the banner is a gradient of red and yellow.

which increased from 36% to 47% during the year. The fund also holds investments in South African Treasury bills, negotiable certificates of deposit and cash.

“Our philosophy follows a strict hierarchy: safety first, liquidity second, and returns third. Currently, 47% of our portfolio is in floating rate notes, up from 36%. We also hold investments in South African Treasury bills, negotiable certificates of deposit and cash accounts for maximum liquidity,” he said.

Operationally, the Authority achieved a 96.7% execution rate on its 2023–2025 strategic plan. Key milestones included the automation of core processes, improved data management systems and enhanced operational efficiency.

Financially, the NDGA reported a 42% increase in surplus for the year, supported by revenue growth and disciplined cost management. Operating expenses rose marginally by 1.7%, reflecting continued efficiency efforts.

# Namibia Deposit Guarantee Fund: 2025 Performance & Expansion

In 2025, the NDGA achieved record financial growth and significantly strengthened depositor protection, boosting confidence in the banking system.

## FINANCIAL GROWTH & PERFORMANCE

**N\$40.1 MILLION**  
TOTAL FUND VALUE

The fund achieved record growth in 2025, driven by premiums and interest.



**8% ANNUAL INVESTMENT RETURN**

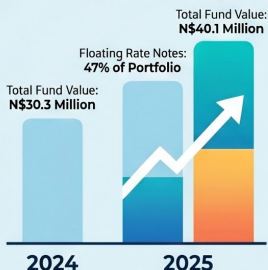
Outperformed 7.3% benchmark by 83.5 basis points.

## REVENUE DRIVERS

**N\$6.4 Million** in Premiums

**N\$3.4 Million** in Interest

## 2024 vs 2025 GROWTH & SHIFTS



## STRATEGIC EXPANSION & OPERATIONS



**100% INCREASE IN PROTECTION LIMIT**



Deposit protection coverage doubled from N\$25,000 to N\$50,000 per depositor.

**SAFETY FIRST INVESTMENT PHILOSOPHY**  
Strategy prioritizes capital safety and liquidity over high-risk returns.



**96.7% STRATEGIC EXECUTION RATE**  
Successfully automated core processes and enhanced operational efficiency.

# Standard Bank Namibia named Best Investment Bank in Namibia for 2026

Standard Bank Namibia has been named Best Investment Bank in Namibia at the 2026 Global Banking and Finance Awards.

The award recognises the bank's role in structuring transactions, mobilising capital and providing advisory services to support business growth and investment across key sectors of the economy.

Namibia has seen increasing activity in sectors such as energy, infrastructure, mining and logistics, with the bank's Corporate and Investment Banking division involved in financing and advisory mandates linked to these developments.

Nelson Lucas, Head of Corporate and Investment Banking at Standard Bank Namibia, said the recognition reflects the contribution of the bank's team.

"This acknowledgment is proof of the commitment and tenacity of our amazing staff. Every victory is a testament to our dedication to creativity and producing excellent outcomes even under trying circumstances. We are grateful to our staff, valued clients, and the community for their continued support and trust. This award strengthens our ambition to deliver investment banking solutions that help shape Namibia's economic future," he said.

Head of Investment Banking Marco Triebner said the award reflects the division's focus on performance and collaboration.

"Securing the Best Investment Banking Namibia distinction at the 2026 Global Banking and Finance Awards is the result of a relentless pursuit for excellence within our Investment Banking division. Our



team's drive to set industry benchmarks was matched only by the spirit of collaboration across departments, where diverse perspectives fuelled innovative solutions. Through persistent effort and unwavering grit, we overcame challenges and navigated complexities, constantly evolving to meet our clients' unique needs. The unity and ingenuity of our colleagues have been pivotal in reaching this milestone, inspiring us to continue advancing Namibia's investment landscape," he said.

Standard Bank Namibia said it continues to work with corporates, institutions and investors to support investment and economic growth.

## Beyond the 97% Gap and how Namibia's institutional banking models are de risking the vision of the female entrepreneur

By Loide Nantinda

In the high stakes world of national economics, the true pulse of Namibia's future is found in the corridors of over 70,000 Micro, Small, and Medium Enterprises (MSMEs).

These businesses are the primary source of livelihood for more than 200,000 Namibians and represent a vital solution to a national unemployment rate that stubbornly sits at 36.9%, with youth unemployment reaching a critical 44.4%.

Yet, for every success story that reaches a boardroom, a sobering reality persists: approximately 90% of local SMEs fail within their first five years.

This fragility is often rooted in what industry leaders call the "Bankability Gap." Reports from early 2026 indicate that a staggering 97% of Namibian SMEs across all demographics are considered non bankable by traditional financial institutions.

This is rarely due to a lack of ambition; it is a systemic misalignment. Entrepreneurs are frequently caught in a cycle where they lack the collateral for credit, yet cannot build the assets required for that collateral without the very credit they are denied.

The Namibia Chamber of Commerce and Industry (NCCI) identifies this as a leading cause of "funding fatigue," where gaps in formal documentation keep high potential businesses on the periphery of the formal economy.

**Turning the Tide, A Strategic Focus on Women Led MSMEs**



**Yet, for every success story that reaches a boardroom, a sobering reality persists: approximately 90% of local SMEs fail within their first five years.**

Recognizing that the status quo is unsustainable, Namibia's core economic institutions have shifted toward a more integrated response. While the challenges of bank ability affect all Namibians, there is a burgeoning realization that de risking the female entrepreneur is one of the most effective ways to de risk the national future. Financial institutions are moving toward structural empathy designing systems that recognize the distinct growth journeys of women to turn distressed entities into resilient players.

The institutional landscape in 2026 shows a competitive and positive drive to empower the Namibian businesswoman through diverse models:

**The Development Bank of Namibia (DBN) "For Her" Model**

This facility is a game-changer, offering loans from N\$150,000 to N\$10 million. Most notably, it provides a 12 month interest free period and a 12 month

capital grace period, specifically tackling the gender financing gap by allowing businesses to stabilize before the pressure of repayment begins.

### The Standard Bank Namibia "Blue Growth" Model

In partnership with NIFA, this 7 month development program focuses on the formalization of MSMEs. With a 45% participation rate from women led businesses in recent cycles, this model bridges the gap between informal operations and investment readiness through rigorous governance training.

### The FNB Namibia "For Her" Banking Suite

This model focuses on the operational cost of doing business, offering lower transactional fees and specialized insurance products that protect the daily cash flow of

women led enterprises.

### The Bank Windhoek Women in Business Portfolio

This system provides specialized accounts and a gateway to networking hubs and advisory services that link female entrepreneurs to larger institutional supply chains.

### The Nedbank Namibia Mentorship Model

Nedbank continues to strengthen the service sector through mentorship and credit solutions tailored specifically for women in professional services and media.

### The Professional Reality Check: Challenges and Accountability

While these initiatives are a significant victory for inclusion, a realistic professional analysis reveals that money alone will not bridge the 97% gap. To move toward

A milestone worth celebrating. Namibia Mining & Energy has reached 50,000 followers on LinkedIn. Thank you to our readers, partners and industry stakeholders for being part of the journey. Continue to read, share and engage with us as we tell Namibia's mining and energy story.

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ecosystem excellence, three pillars must be strengthened:

**For the Government and Policy Makers:**

National growth will only be inclusive if the regulatory environment evolves.

The SME Economic Recovery Loan Scheme is a positive step, but the state must continue to leverage digital tools to streamline compliance.

There must also be a stronger market pull policies that mandate the integration of small, women led players into the supply chains of mining, energy, and logistics sectors.

**For the Banking Sector:**

A brochure is not a breakthrough. Despite these specialized products, many women still face rigid documentation barriers. Banks must continue to innovate

in credit scoring models that look at project potential and contract based financing rather than relying solely on traditional fixed asset collateral.

**For the Female Entrepreneur:**

Sustainability depends on a trifecta of compliance, connectivity, and capacity.

The Namibian businesswoman must meet these institutions halfway by prioritizing formal governance and technical training. Leveraging initiatives like the NIPDB's ScaleUp Namibia (SUN) is essential to transition from a survivalist mindset to a scaling mindset capable of competing within the broader AfCFTA market.

By derisking the SME through specialized institutional support, Namibia is ensuring that the 10% of businesses that survive today become the foundation for a thriving, inclusive middle class tomorrow.



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## IPM Namibia positions Namibia in global HR conversations through GCHRA partnership

IPM Namibia is stepping up efforts to position the country's HR profession within continental and global networks, as the workplace continues to evolve.

The Institute of People Management Namibia has partnered with the Global Conference on Human Resources in Africa (GCHRA) 2026, which will take place from 12 to 15 August in Accra, Ghana, in a move aimed at strengthening collaboration and influence in shaping the future of work.

The conference is expected to bring together HR leaders, policymakers, business executives and practitioners from across Africa and beyond, creating a platform for engagement on workforce trends, policy direction and organisational transformation. The involvement of the Society for Human Resource Management (SHRM) is set to further elevate the conference's global profile.

The development comes as IPM Namibia increases its participation in regional platforms, including the 5th Annual HR Africa Professionals Bootcamp held in Cape Town, where practitioners from across the continent exchanged insights on workplace transformation and skills development.

IPM Namibia Chief Executive Officer Lisa Matomola said the organisation is focused on ensuring Namibian professionals are part of these conversations.

“Our participation in platforms such as the HR Africa Professionals Bootcamp, and our partnership with GCHRA 2026, reflects our intentional focus on building strong networks across Africa and beyond. These platforms are not just about learning, they are about collaboration, sharing African solutions, and ensuring that our



professionals are equipped to lead in a rapidly evolving world of work,” she said.

IPM Namibia said the engagements are aimed at strengthening capacity, expanding professional networks and aligning local HR practices with global standards.

The organisation added that it is positioning Namibia to contribute to broader discussions on workforce development, as businesses respond to changing economic conditions, technological disruption and shifting labour market demands.

THE  
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News Worth Knowing

# Year in Review 5 2025 Outlook 6



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