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THE BRIEF

News Worth Knowing

Govt targets 1,000km rail upgrade

FRIDAY 21 AUGUST 2026

MAIN STORY

Govt targets 1,000km rail upgrade

...2,300 km of gravel roads also targeted for upgrade to bitumen standard

The government is targeting the upgrading of 1,000 kilometres of Namibia's railway infrastructure in the 2026/27 financial year as it directs N$952.1 million towards modernising the national rail network.

The railway programme has received the largest allocation under the Ministry of Works and Transport's transport infrastructure programmes, exceeding the N$771.4 million allocated to road infrastructure.

Crucial Dates

- **Bank of Namibia Monetary Policy announcement dates:**
  * 29 October 2026
  * 10 December 2026
- **Namibia Corporate Social Investment (CSI) Mukopano**
  03 September 2026 at Windhoek Country Club Resort
- **Namibia Oil and Gas Conference**
  18–21 August 2026 in Windhoek

Ministry Director for Administration Moses Matatias said railway development remains a flagship programme as the government seeks to upgrade and maintain the network through TransNamib and implement the Railway Master Plan.

"The second programme under the Department of Transport is the Provision and Upgrading of the Railway Network. This is the Ministry's flagship programme and receives the largest allocation. The programme has been allocated N$952 million for the current financial year," Matatias said.

Of the N$952.1 million allocation, N$946 million has been earmarked for development activities, while N$6.1 million will cover operational expenditure.

According to a presentation delivered by Matatias to members of the National Council, the government aims to have upgraded 1,000 kilometres of railway infrastructure by 2026/27, with the target increasing to 1,360 kilometres by 2028/29.

The programme also targets the maintenance of 1,600 kilometres of railway lines annually as the government seeks to improve the condition and reliability of the network.

Rail investment is expected to remain elevated over the medium term, with the programme's allocation projected to increase to N$1.17 billion in 2027/28 before easing to N$1.08 billion in 2028/29.

The government is also targeting progress on the policy and regulatory framework governing the sector, including the completion of 28% of the Railway Master Plan and an 80% review of primary railway legislation.

The rail investment forms part of approximately N$1.72 billion allocated to road and railway infrastructure programmes in the current financial year.

Road infrastructure has been allocated N$771.4 million, including N$764.4 million for development expenditure.

Under the road programme, the government is targeting the upgrading of 2,300 kilometres of gravel roads to bitumen standard by 2026/27, alongside the rehabilitation of 725 kilometres of roads.

The Ministry also plans to construct one weighbridge and one vehicle registration centre and undertake road safety interventions.

The investment comes as Namibia seeks to strengthen its transport network and improve the movement of freight across the country and along regional trade corridors.

NAMIBIA AIRPORTS COMPANY

INVITATION FOR EXPRESSION OF INTEREST (EOI)

The Namibia Airports Company (NAC) hereby invites expressions of interest (EOI) from qualified investors, operators, and service providers to partner with us in the development and operation of facilities across NAC's airports. These opportunities form part of NAC's strategy to enhance passenger experience, diversify revenue streams, and strengthen the airport's role as a gateway for tourism, trade, and logistics. Rates are the minimum rental amounts based on passenger volumes, aircraft movements, and cargo volumes, all of which are included in the tables. Our airports handle thousands of passengers, aircraft movements, and cargo annually, presenting unique opportunities for strategic investment and service provision, with direct air connectivity to Zurich, Munich, Frankfurt, Addis Ababa, Johannesburg, Cape Town, Luanda, and Lusaka.

AVAILABLE FACILITIES

WALVIS BAY INTERNATIONAL AIRPORT (WBIA)

• 107,200 passengers •2,800 aircraft movements •15.7t cargo worth N$22.3 million

WBIA	Description	Recommended Use	Placement	Quantity (> 1)	m² (unit)	Rate/m² (unit)
1	Lease Office Space (Mezzanine)	Office	Landside	3	17.65	560.00
2	Lease Office Space	Office	Landside	1	19.90	560.00
3	Car Rental Services	Car Rental Services	Landside	3	27.20	560.00
4	Lease a Kiosk (Ground Floor)	Retail	Landside	1	16.80	560.00
5	Lease a Kiosk	Retail	Landside	1	28.64	560.00
6	Lease a Kiosk	Retail	Landside	2	14.29	560.00
7	Lease a Kiosk (First Floor)	Retail	Landside	1	47.54	560.00
8	Build, Operate and Transfer (BOT) Hangar Facility	Aviation Support	Airside	2	150.11	21.00
9	Lease Office Space	Office	Landside	1	20.19	560.00
10	Airport Shuttle Management	Airport Shuttle Services	Landside	1	16.70	N/A
11	Build, Operate and Transfer (BOT) Car Wash Facility	Car Wash Services	Landside	1	N/A	21.00
12	**Build, Operate and Transfer (BOT) Heliport Facilities**					21.00
13	**Build, Operate and Transfer (BOT) Cargo, Warehouse, Cold Storage, Container Storage and Logistics Support Facilities**					21.00

HOSEA KUTAKO INTERNATIONAL AIRPORT (HKIA)

• 923,000 passengers • 15,700 aircraft movements • 4,200t cargo worth N$13 billion

HKIA	Description	Recommended Use	Placement	Quantity (> 1)	m² (unit)	Rate/m² (unit)
1	Build, Operate and Transfer (BOT) Hangar Facility	Aviation Support	Airside	2	N/A	28.00
2	Airport Shuttle Management	Management of Airport Shuttle Services	Landside	1	N/A	880.00
3	Lease Office Space	Office	Landside	1	734	550.00
4	Lease Retail Space	Informal Retail Outlet (Non-Terminal)	Landside	1	30	200.00
5	Lease Workshop	Workshop	Landside	1	250	150.00
6	Lease Primary Health Care Centre	Primary Health Care	Landside	1	250	200.00
7	**Build, Operate and Transfer (BOT) Cargo, Warehouse, Cold Storage, Container Storage and Logistics Support Facilities**					28.00

ANDIMBA TOIVO YA TOIVO AIRPORT (ONDANGWA)(ATYTA)

• 24,000 passengers • 1,400 aircraft movements

ATYTA	Description	Recommended Use	Placement	Quantity (> 1)	m² (unit)	Rate/m² (unit)
1	Provision for Car Rental Services	Car Rental Services	Landside	3	32.6	570.00
2	Lease a Kiosk	Retail	Landside	1	21	380.00
3	Lease a Kiosk	Retail	Landside	1	13.1	380.00
4	Lease a Kiosk	Retail	Landside	1	13.7	380.00
5	Lease a Kiosk	Retail	Landside	1	9.26	380.00
6	Lease a Kiosk	Retail	Landside	1	8.9	380.00
7	Lease a Kiosk	Retail	Airside	1	20	380.00
8	**Build, Operate and Transfer (BOT) Cargo, Warehouse, Cold Storage, Container Storage and Logistics Support Facilities**					21.00

LUDERITZ AIRPORT

• 16,000 passengers • 1,800 aircraft movements

LA	Description	Recommended Use	Placement	Quantity (> 1)	m² (unit)	Rate/m² (unit)
1	Build, Operate and Transfer (BOT) Hangar Facility	Aviation Support	Airside	2	N/A	20.00
2	Provision for Car Rental Services	Car Rental Services	Landside	1	5	480.00
3	**Build, Operate and Transfer (BOT) Heliport Facilities**					21.00
4	**Build, Operate and Transfer (BOT) Cargo, Warehouse, Cold Storage, Container Storage and Logistics Support Facilities**					21.00

KATIMA MULILO AIRPORT

• 3,300 passengers • 400 aircraft movements

KM	Description	Recommended Use	Placement	Quantity (> 1)	m² (unit)	Rate/m² (unit)
1	Lease a Kiosk	Food & Beverage	Landside	1	13.5	90.00

Submission Guidelines

Interested parties are invited to submit their EOI, including:

- EOI number (eg. HKIA1)
- Facility required
- Company profile and relevant experience.
- Proposed business concept.
- Investment size and land requirements (in m²) for BOT developments only.

EOIs must be submitted to commercial@airports.com.na by 18 September 2026. Shortlisted applicants will be invited to participate in a formal Request for Proposal (RFP) process. There will be regular EOI opportunities as NAC transforms its airports into commercial centers that support the national logistics hub aspirations.

Contact Information: For inquiries and submission details, please contact Robyn Conradie at conradier@airports.com.na.

Windhoek audits power network to identify ageing assets, future investment needs

The City of Windhoek has started a 12-month audit of its electricity network to determine which infrastructure is ageing, what needs to be replaced or upgraded and where future investment should be prioritised as electricity demand increases.

The municipality has appointed EMCON PSE Consultants to assess its electricity sub-transmission and distribution assets across the City's entire electricity supply area.

In practical terms, the exercise will give the municipality a detailed picture of the electricity infrastructure it owns, where each asset is located, its physical condition, its value and how much useful life it has remaining.

City spokesperson Harold Akwenye told The Brief that the consultants will identify and physically verify infrastructure before assessing its condition and value.

"The exercise will therefore provide the City with a clearer and more accurate understanding of the location, condition, value and lifecycle of its electricity infrastructure," Akwenye said.

The audit is expected to help the City identify transformers, substations, power lines and other electricity assets that are approaching the end of their useful lives and determine where upgrades or replacements will be required.

This means the municipality will be able to base future electricity infrastructure spending on the actual condition and capacity of its network rather than relying only on existing asset records.

"An accurate and reliable asset register will enable the City to identify ageing infrastructure, determine future replacement requirements and prioritise capital investment based on verified information," Akwenye said.

The assessment comes as Windhoek's electricity network faces pressure from growing demand and illegal connections.

The City says electricity infrastructure is designed to handle predetermined loads based partly on the number of households expected to use the network. Illegal connections add unplanned demand, potentially overloading equipment and shortening its lifespan.

"Electrical infrastructure is designed based on pre-determined loads, such as the number of houses in a specific area. Therefore, illegal connections put an extra burden on electrical infrastructure as the infrastructure wasn't designed for such a load," Akwenye said.

He said overloading can contribute to premature deterioration of infrastructure and unplanned power interruptions.

Illegal electricity connections are also costing the municipality an average of N$2.7 million annually in lost revenue because the electricity consumed is generally not metered or billed.

"Electricity consumed through unauthorised connections is generally not metered and billed through the City's formal systems, resulting in revenue losses and making it difficult to accurately account for electricity purchased and distributed," Akwenye said.

The City plans to continue removing illegal connections in September while simultaneously expanding formal electrification, particularly in informal settlements.

Akwenye said new connections must be introduced without exceeding the capacity of the existing network.

"Electrification must be undertaken in a manner that ensures installations comply with applicable safety and technical standards and that the electricity network has sufficient capacity to accommodate additional demand," he said.

The audit could therefore influence the City's future electricity capital budget by identifying where infrastructure needs to be replaced, reinforced or expanded to accommodate additional demand.

For residents, the exercise does not itself mean immediate upgrades or electricity tariff changes. Rather, it is intended to provide the technical information the City needs to plan future investment, reduce the risk of infrastructure failures and determine where network capacity needs to be strengthened.

Good things no longer come to those who wait

By Junias Erasmus

“Life rewards people who are prepared to move, learn, try, and keep going.

For many years, we have been taught the saying, “Good things come to those who wait.” It teaches patience, and patience remains an important part of life.

However, in today’s world, waiting alone is no longer enough. Opportunities are moving quickly, competition is increasing, and people are finding new ways to create their own success.

Sometimes, good things do not come to those who simply wait. Good things come to those who hustle.

Waiting can be useful when it means preparing for the right opportunity. But there is a big difference between being patient and doing nothing.

A person can wait for years for a better job, a better business opportunity, or a better life, but nothing may change if they are not willing to take action.

Life rewards people who are prepared to move, learn, try, and keep going.

Many people have dreams, but dreams alone do not produce results. A person may dream of owning a business, getting a qualification, buying a house, or improving their financial situation. But a dream needs action.

You have to make the call, submit the application, learn the skill, start the business, save the money, or take the first step. Waiting for the perfect moment can sometimes mean waiting forever.

Hustle does not mean working without rest or becoming desperate for success. It means being active, focused, disciplined, and willing to make an effort.

It means looking for opportunities instead of always waiting for opportunities to find you. A person who hustles asks, “What can I do today to improve my situation?”

This is especially important for young people. The world is full of opportunities, but many of them require initiative.

A young person who wants employment should not only send one application and wait. They can improve their skills, attend networking events, learn new things, contact organisations, and create opportunities for themselves. Sometimes the job you are waiting for may not come, but the skills and effort you develop can lead you somewhere better.

The same applies to business. Successful entrepreneurs do not simply sit and wait for customers.

They understand their market, promote their products, listen to customers, improve their services, and look for new opportunities.

They understand that success requires movement. You cannot expect a harvest if you never plant the seed.

However, hustle must also be combined with wisdom. Working hard in the wrong direction can waste time and energy.

Before taking action, understand your goals, study your situation, and make a plan. Smart hustle is not about doing everything. It is about doing the right things consistently.

There will also be difficult days. Sometimes you will work hard and still fail. You may apply for jobs and receive no response. You may start a business and struggle to find customers. You may try something new and make mistakes. These moments should not make you give up. They should teach you, improve you, and help you find a better way forward.

The truth is simple: patience without action can become waiting, while action without patience can become frustration.

We need both. Be patient enough to understand that success takes time, but active enough to keep moving towards it.

Do not spend your whole life waiting for someone to notice you, help you, or give you an opportunity. Build your skills.

Build relationships. Look for opportunities. Create something. Ask questions. Try again. Keep moving.

Good things may sometimes come to those who wait, but many good things come to those who are willing to go out and look for them.

Do not just wait for your opportunity; prepare for it, pursue it, and create it where possible. Good things no longer come only to those who wait. Good things come to those who hustle, prepare, persevere, and take action.

**** Junias Erasmus is an Interdisciplinary Scholar, Philosopher, and Legal Researcher, with recognised expertise in Artificial Intelligence grounded in a Multidisciplinary foundation in Management Science. He is also a Motivational Speaker. This article is authored in his personal capacity. For enquiries, he may be contacted at Junias99@gmail.com.***

Namibia secures one-year seat at FATF global policy table

Namibia has been invited to participate directly in Financial Action Task Force (FATF) Plenary meetings as a guest jurisdiction for one year, giving the country a temporary seat in discussions that shape global standards for combating money laundering, terrorist financing and proliferation financing.

The Financial Intelligence Centre (FIC) said the invitation was extended by the FATF President under the organisation's Guest Initiative, which seeks to increase the participation and perspectives of countries that are not FATF members. Under the arrangement, Namibia will participate under its national flag in FATF Plenary and Working Group discussions and will be able to present its national positions and experiences on anti-money laundering, countering the financing of terrorism and countering proliferation financing (AML/CFT/CPF).

Namibia will, however, not have voting rights during its one-year participation.

The development gives Namibia more direct access to FATF deliberations than its normal participation as a non-member. Non-FATF countries are generally represented through regional bodies. Namibia is a member of the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG).

The FIC said guest status will allow Namibia to participate directly in discussions and contribute to the formulation and adoption of global AML/CFT/CPF policy.

FATF Plenary discussions influence international standards and policy responses to financial crime. The FIC said participation would also strengthen Namibia's understanding of FATF standard-setting, procedures, emerging risks and financial crime typologies.

The one-year arrangement is also expected to support Namibia's preparations for its next AML/CFT/CPF mutual evaluation and strengthen cooperation with international partners.

"Namibia welcomes the invitation which gives the country an important platform to contribute to international policy discussions, learn from global partners, and bring regional perspectives to the FATF table," FIC Director Bryan Eiseb said.

The FIC described the invitation as recognition of Namibia's progress in strengthening its framework for combating money laundering, terrorist financing and proliferation financing.

Namibia's participation will be coordinated by the FIC together with the national Anti-Money Laundering Council, chaired by the Governor of the Bank of Namibia. The private sector, particularly the banking industry, will also be engaged to support the country's participation.

The FIC said the guest initiative effectively gives Namibia a temporary seat at FATF's "Main Table", providing an opportunity to deepen the country's engagement with the global financial crime enforcement network.

El Niño is not the real risk. Unpreparedness is

By Gerhard Kahorekua Mukuahima

> For Namibia's agricultural sector, the greatest threat has never been drought alone.

As forecasts increasingly point toward the potential development of an El Niño weather pattern in 2026/27, discussion across the agricultural sector is once again turning to drought risks, grazing conditions and water availability.

These concerns are valid. However, focusing exclusively on the weather may cause us to overlook a more important question: how prepared are we for the next climate shock?

For Namibia's agricultural sector, the greatest threat has never been drought alone. It has been a lack of resilience when drought inevitably arrives.

Agriculture remains one of Namibia's most important economic and social sectors. While its direct contribution to GDP may be relatively modest, its impact on employment, food security, export earnings and rural livelihoods is profound. For thousands of farming families, agricultural businesses and communities, rainfall patterns influence far more than production cycles. They shape economic opportunity itself.

This is why the conversation around El Niño must move beyond seasonal forecasts and focus instead on long-term resilience.

The reality is that climate volatility is becoming the new normal. Extreme weather events that were once considered exceptional are becoming increasingly frequent. Agricultural businesses can no longer afford to treat drought preparedness as a short-term response. It must become a permanent component of business strategy.

Encouragingly, many producers across Namibia have already begun this shift.

The lessons learned from previous drought cycles have driven significant investment in water infrastructure, improved grazing management, renewable energy solutions and more efficient farming practices. Across the country, producers are increasingly embracing technologies and operating models designed to improve productivity while reducing vulnerability to climate shocks.

These investments are not merely defensive measures. They are strategic business decisions.

In an era of increasing climate uncertainty, resilience has become a source of competitive advantage.

Producers with reliable water infrastructure, stronger rangeland management systems and diversified revenue streams are often better positioned to maintain production, protect profitability and seize opportunities when conditions improve. The farms that survive future drought cycles will not necessarily be the largest or the most established. They will be the ones that are the most adaptable.

Water, in particular, is emerging as agriculture's most valuable asset.

For many years, land, livestock and machinery were considered the cornerstone investments on a farming operation. Today, access to secure and sustainable water resources is rapidly becoming just as important. Investments in boreholes, storage facilities, solar-powered pumping systems, efficient irrigation technologies and water conservation measures are increasingly determining the long-term sustainability of farming enterprises.

The implications of El Niño also extend well beyond the farm gate.

Drought conditions across Southern Africa could place pressure on regional grain supplies, increase input costs and contribute to food price inflation. These pressures affect the entire agricultural value chain, from producers and feed suppliers to processors, retailers and consumers.

This interconnectedness reinforces the need for collective action. Building resilience can no longer be the responsibility of individual farmers alone. Financial institutions, agribusinesses, government, commodity organisations and the broader private sector all have a role to play in strengthening the agricultural ecosystem.

The good news is that Namibia enters this period from a stronger position than during previous El Niño cycles. Recent favourable rainfall seasons have supported rangeland recovery in many areas and improved water storage levels. This provides an important foundation upon which producers can build.

Yet favourable conditions should not create complacency.

PUPLIC NOTICE

Take notice that **HEH URBAN NEST CREATIONS** (TOWN AND REGIONAL PLANNERS) on behalf of the owner of Erf 8657, Windhoek intends to apply to the Municipal Council of Windhoek for the:

- **CONSENT FOR ACCOMODATION ESTABLISHMENT: SELF CATERING ON ERF 8657, WINDHOEK / WINDHOEK BLOCKS**

Erf 8657, Windhoek/Windhoek Blocks is zoned **Office** with a bulk of **0.4** and is approximately **4742** m² in extent. The erf is currently **has existing buildings**. The intention is to utilize the Unit. No.18 of Erf 8657 Windhoek for **"Accommodation Establishment: Self-Catering"** purposes, which will contribute to local economic activity and improve access to services within the Windhoek community.

The number of vehicles for which parking will be provided on-site will be in accordance with the Windhoek Town Planning Scheme provisions.

Take notice that the locality plan of the erf lies for inspection on the Town Planning notice board at the Customer Care Centre, Main Municipal Offices, **Windhoek Municipality,**

Further take notice that any person objecting to the proposed use of the land as set out above may lodge such objection together with the grounds thereof, with the Municipality and with the applicant in writing, within **14 days** of the last publication of this notice.

Applicant:

Urban Projects Planning & Coordination Consultant
+264 81 256 9827 info@urbannest.com.na
HEH URBAN NEST CREATIONS

Agriculture has always been an industry defined by planning for uncertainty. The businesses that perform best through challenging cycles are often those that prepare long before risks materialise. Waiting for drought conditions to intensify before taking action can significantly increase costs and reduce available options.

The anticipated 2026/27 El Niño should therefore serve as an important reminder: resilience is not built during a crisis. It is built in the years, months and seasons before one arrives.

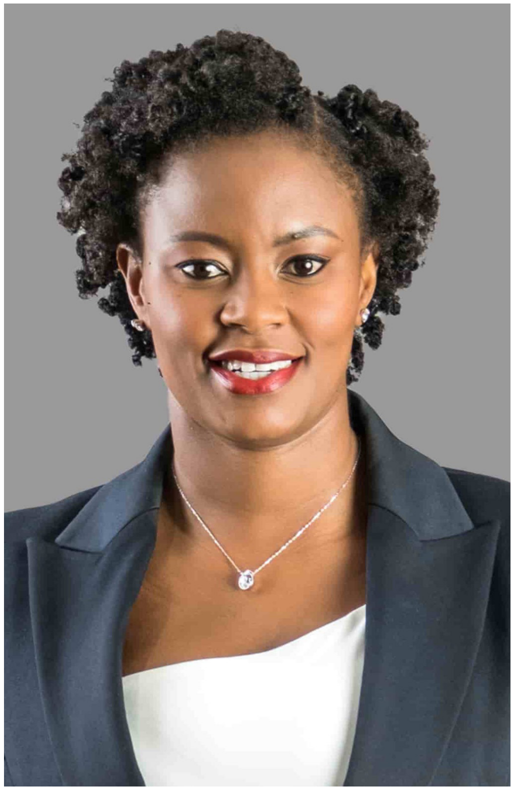
Farmers, agribusinesses, processors, commodity traders and agricultural stakeholders should use this period of relative stability to assess vulnerabilities and strengthen preparedness. Whether the requirement is for water infrastructure, renewable energy, working capital, climate-smart investments or broader risk mitigation strategies, early planning can significantly improve resilience and expand the range of options available when conditions become more challenging.

At Standard Bank Namibia, we believe the future of agriculture will be shaped by those who invest proactively in climate-smart solutions, strengthen operational resilience and view sustainability as a business imperative rather than a compliance exercise. We encourage stakeholders across the agricultural value chain to engage with our Agribusiness team to explore practical financing and advisory solutions that can help strengthen resilience and support sustainable growth.

The next El Niño may test Namibia's agricultural sector. But it will also provide an opportunity to demonstrate how far we have come in building a more resilient, innovative and sustainable farming industry. Ultimately, the defining question is not whether El Niño will arrive.

It is whether we will be ready when it does.

* ***Gerhard Kahorekua Mukuahima, Head: Agribusiness, Standard Bank Namibia***



Momentum Metropolitan Namibia named Group's top Africa life company for third year

Momentum Metropolitan Namibia has been named the Best Life Company within Momentum Group's Africa segment for the third consecutive year, extending its run as one of the Group's strongest-performing life insurance businesses on the continent.

The company said the recognition is based on its performance relative to other Momentum Group life businesses operating across Africa and reflects the Namibian operation's sustained performance over the past three years.

Momentum Metropolitan Namibia Chief Executive Officer Sakaria Nghikembua said the third consecutive recognition demonstrated the consistency of the local business and its workforce.

"This award belongs to our entire Namibia team. Our success is built on consistency, discipline and a deep commitment to our clients. Our financial advisers are at the heart of our purpose, helping Namibians make financial decisions that protect their families and their futures," Nghikembua said.

The company attributed its performance to the combined contribution of financial advisers, sales leadership, support teams and executive management.

Nghikembua said maintaining the recognition for three consecutive years was significant given the company's performance against other businesses within Momentum Group's African operations.

"This recognition inspires us to keep raising the bar, developing our people and, above all, continuing to earn the trust of our clients," he said.

Momentum Group International Chief Executive Officer Lulama Booi said the Namibian operation's performance reflected the strength of its local leadership and execution.

"Namibia's consistent excellence demonstrates what is possible when strong local leadership, talented people and a clear focus on clients come together. Being recognised as Best Life Company in our Africa segment for three consecutive years speaks to the strength and maturity of the Namibian business," Booi said.

She said the Namibian operation also demonstrated how local market expertise could be combined with the broader capabilities and scale of Momentum Group.

Namibia Oil And Gas Conference 2026 In Pictures










The character question in procurement: Can systems alone defeat selfish ambition?

By Nangula Iithete, MCIPS, MBA

In procurement, we spend considerable time discussing compliance, processes, and controls.

Can a perfect system overcome poor character?

In procurement, we spend considerable time discussing compliance, processes, and controls. Far less time is spent discussing the one factor that no system can fully regulate: character.

In my previous article, I explored the tension between empowerment and selfish ambition in tendering. The question now is whether better systems alone can solve this problem.

Effective and transparent procurement processes lie at the heart of an organisation's ability to achieve its socio-economic objectives.

When implemented successfully, procurement ensures that business opportunities are awarded fairly, diligently, and in a manner that delivers value not only to the procuring entity but also to the ultimate beneficiaries of the goods and services being procured.

However, successful procurement does not occur in isolation. Government, suppliers, procurement practitioners, regulators, and society all play a role in creating an environment where procurement can be conducted efficiently, transparently, and accountably.

Their collective actions ultimately determine whether procurement becomes a catalyst for economic development and social impact or merely another process vulnerable to exploitation.

How Can Governments Ensure Fair Tenders in Public Procurement?

Beyond independent audits and e-procurement systems, governments can strengthen procurement integrity through practical interventions such as whistleblower protection, conflict-of-interest management, and holding individuals, not just institutions, accountable for unethical conduct.

Yet fair tendering is only part of the equation.

The real question is what happens after the award. Unfortunately, one of the biggest weaknesses in many procurement systems is that oversight often ends once a contract has been signed.

In my previous article, I reflected on the work of Wawira Njiru, founder of Food4Education, and her commitment to understanding the real impact of her organisation. Her engagement with beneficiaries reminds us that value is ultimately judged by those who experience the service, not merely by those who administer the contract.

A more important question, therefore, is what happens after award:

Consider a road construction tender:

• Was the project completed on time and within budget?

• What are the consequences for non-performance or substandard performance?

• Did businesses gain better market access across the supply chains, locally and globally?

• Were local workers employed and given opportunities to develop new skills? (Not just digging trenches)

• Did the road improve mobility and market access for businesses and communities?

Now consider a school feeding tender:

• Were nutritious meals delivered consistently?

• Did school attendance improve as a result?

• Did local farmers and suppliers benefit from the programme?

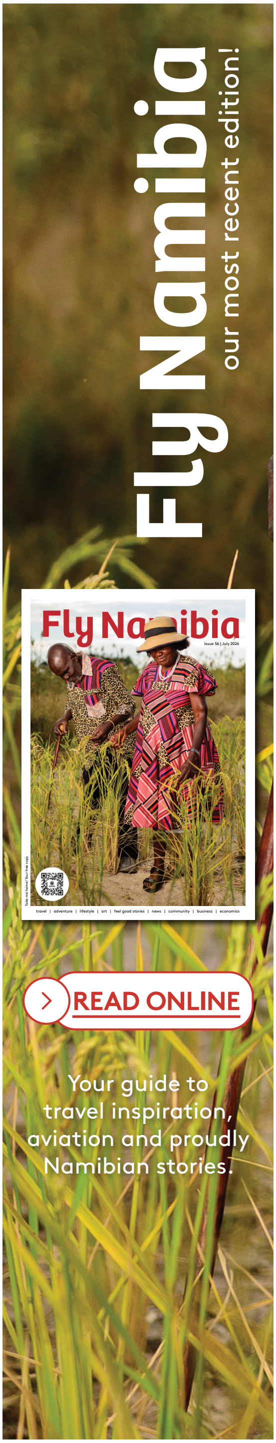
These questions shift the focus from compliance to impact, but they are hardly considered, let alone measured.

The Human Factor

Systems matter, but integrity starts with people.

Government can create the rules, regulators can monitor compliance, and procuring entities can enforce procedures. Yet the effectiveness of any procurement system ultimately depends on the choices made by everyone involved, from procurement officials and evaluation committees to suppliers and business owners.

A supplier may offer a bribe, but someone must be willing to accept it. A contract may be awarded unfairly, but someone must be willing to manipulate the process.



> Corruption and unethical conduct thrive when personal interests outweigh the public good.

Corruption and unethical conduct thrive when personal interests outweigh the public good.

Procurement becomes transformational when stakeholders no longer see themselves merely as gatekeepers, beneficiaries, or contractors, but as stewards entrusted with resources that can create jobs, develop businesses, strengthen communities, and improve lives.

Looking Ahead

Having examined the why (purpose) in my previous article and the who (character) in this one, the next article will focus on the what (tools). Specifically, I will explore how organisations can measure the value created through procurement using practical Project Management principles and approaches. After all, if procurement is meant to create impact, how do we know whether that impact has actually been achieved?

**** Nangula Iithete is a Chartered Procurement Professional and MBA graduate in Project Management from Stellenbosch Business School. Drawing from her professional experience and personal reflections, she uses thought leadership and writing to spark meaningful dialogue on the issues shaping businesses, communities, and the future of development.***

The views and opinions expressed in this article are solely those of the author and do not necessarily reflect the views or positions of her employer or any organisation with which she is affiliated.

Namibia targets pharmaceutical manufacturing to cut reliance on imports

Namibia is pushing for the expansion of pharmaceutical and medical manufacturing in Southern Africa as the region seeks to reduce its dependence on imported medicines, vaccines, diagnostics and medical devices.

National Planning Commission (NPC) Director Kaire Mbeunde said the COVID-19 pandemic exposed the risks faced by countries with limited domestic manufacturing capacity when international supply chains are disrupted.

Speaking on behalf of President Netumbo Nandi-Ndaitwah at the fifth Southern Africa Regional Ministerial Steering Committee meeting in Windhoek, Mbeunde said building regional manufacturing capacity should form part of efforts to create a more self-reliant health system.

During the pandemic, countries competed for vaccines, medicines, protective equipment and diagnostic products, leaving countries heavily dependent on international suppliers vulnerable to shortages and delays.

Mbeunde said Southern Africa should use those lessons to accelerate the production of critical health products within the region.

"Regional manufacturing of pharmaceuticals, vaccines, diagnostics and medical devices is not only a matter of health security. It is also an engine of industrialisation, skills development and job creation," Mbeunde said.

The manufacturing push could also provide Southern African countries with an opportunity to develop pharmaceutical industries capable of supporting industrialisation, creating skilled employment and strengthening research capacity.

Mbeunde said this would require investment beyond manufacturing plants, including greater support for researchers, laboratories, clinical trial capacity and institutions of learning.

The objective, he said, should be to enable the region to contribute to the development of medical technologies and solutions rather than remaining predominantly a consumer of products developed elsewhere.

"It challenges us to strengthen domestic financing, expand access to universal health coverage, deepen research and innovation, and accelerate the local manufacture of medicines, vaccines, diagnostics and medical devices," Mbeunde said.

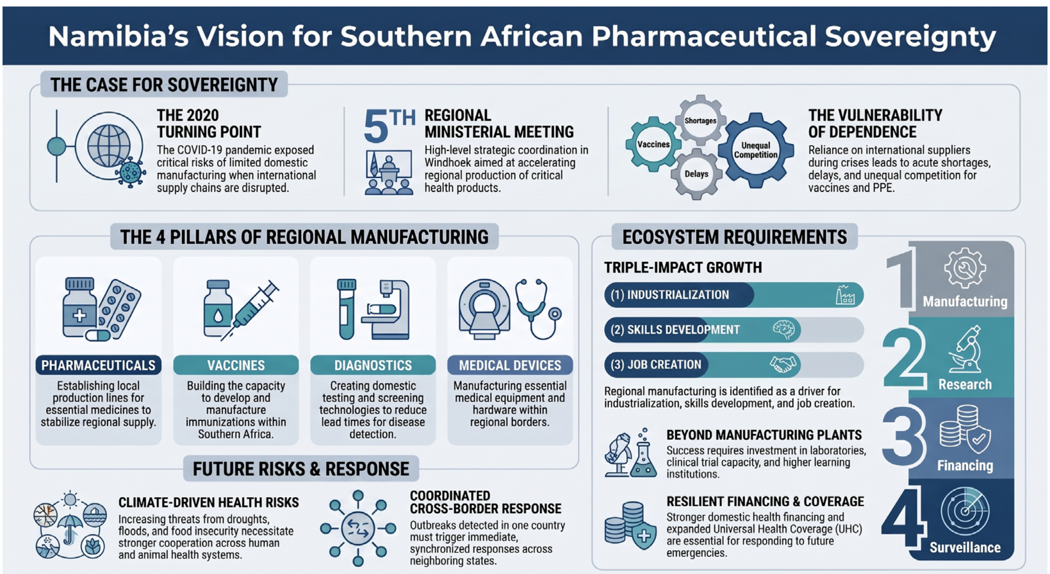
He said stronger domestic health financing and expanded universal health coverage would also be necessary to build resilient health systems capable of responding to future health emergencies.

The government is further calling for improved regional disease surveillance, laboratory capacity, early-warning systems and information sharing between countries.

Mbeunde said outbreaks detected in one country should trigger coordinated responses across neighbouring states, reflecting the cross-border nature of health threats.

Climate change is adding to those risks through droughts, floods, unsafe water and food insecurity, increasing the need for Southern African countries to strengthen cooperation across human, animal and environmental health systems.

The regional manufacturing push therefore places pharmaceutical production alongside research, financing and disease surveillance as key elements of Southern Africa's efforts to reduce external dependence and strengthen its ability to respond to future health emergencies.

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Namibia's next challenge isn't attracting billions—It's measuring their impact

By Oswald Siku Mughongora

> An operator submitting a plan is not itself success.

Why Monitoring and Evaluation must become the backbone of Namibia's local content and economic transformation agenda

Over the past year, few phrases have featured more prominently in Namibia's economic conversation than "local content."

From mining to oil and gas, climate finance and green industrialisation, the question is increasingly clear: how can Namibians participate meaningfully in emerging opportunities?

Recent conference themes capture the shift in national expectations. The Mining Conference called for movement "From Dialogue to Delivery," while this year's Namibia Oil and Gas Conference asks how the country can move "From Decision to Dividend: Making Namibia's Oil Work for Namibians." Both point to the same challenge: Namibia must demonstrate what investment is actually delivering.

The reported approval of the National Upstream Petroleum Local Content Policy is therefore an important milestone.

It provides a framework for translating petroleum development into local employment, supplier participation, skills development, technology transfer and ownership.

But policy approval is not the finish line. The real test is whether Namibia can measure whether the policy is working.

This argument builds directly on two perspectives I have advanced before. In "Namibia must take monitoring and evaluation serious," I argued that M&E must be built into programmes from the outset through clear results, indicators, baselines, targets and accountability.

In "Capitalising on natural resource base to enhance growth," I argued that Namibia must convert its resource wealth into beneficiation, enterprise development, technology transfer and stronger economic linkages. Those arguments now converge.

As billions flow into oil and gas, mining, climate finance and green industrialisation, the question is not simply how much investment Namibia can attract, but how much value it can retain—and whether credible evidence can demonstrate that value.

Local Content: From Compliance to Outcomes

The petroleum local content policy seeks to maximise Namibian employment, local supplier participation, technology and knowledge transfer, ownership, financing and targeted skills development. These are the right ambitions, but ambitions need evidence.

The policy assigns the Ministry of Mines and Energy responsibility for monitoring and enforcing compliance, requires operators and subcontractors to submit Local Content Plans, and provides for ongoing M&E.

Yet an industry capable of fundamentally reshaping Namibia's economy requires more than compliance reporting. It requires clear baselines, measurable targets, meaningful indicators, regular evaluation, independent verification and results that citizens can see.

The practical questions are straightforward: What is the starting point? What improvement is expected, and by when?

Which indicators will show whether local participation is deepening? How often will performance be assessed? Who will verify the results? And what information will be made public? Without answers to these questions, local content risks being measured by activity rather than by development impact.

Local content is ultimately about outcomes. An operator submitting a plan is not itself success. Success means more Namibians securing skilled employment, more local firms winning meaningful contracts, stronger domestic capabilities and genuine technology transfer.

Counting people trained is an output; knowing how many gained certification, secured employment or progressed into higher-skilled positions is an outcome.

The same distinction applies to local contracts: the key question is whether participating firms grow, employ more Namibians and move into higher-value markets.

From Participation to Value-Chain Integration

Namibia's natural-resource advantage has not yet been converted sufficiently into stronger secondary and tertiary industries. Too often, resources leave in raw or minimally processed form while higher-value products return at greater value. Local content is an opportunity to change this.

The objective should not merely be more Namibian firms somewhere in the value chain, but progressively higher-value participation.

Foreign investment should bring capital, technology, expertise and production capabilities that become embedded in local firms, research institutions and skilled personnel. The goal is capability that remains after an individual project ends.

That principle applies across sectors. If Namibia has abundant fish, participation should extend beyond harvesting into processing and related industries.

If oil production becomes commercially viable, the conversation should not stop at extraction; opportunities in engineering, petrochemicals, refining and supporting industries should be assessed where viable.

Green industrialisation should similarly build domestic capabilities around associated technologies. In each case, the question is whether investment creates economic linkages that deepen over time rather than temporary participation at the margins.

M&E should therefore ask not only how much local content exists, but where it sits in the value chain. Are Namibian firms concentrated in catering, transport and basic services, or are they progressing into engineering, technology, processing and other higher-value activities?

It should also test whether technology is genuinely being transferred to Namibian firms and institutions, whether local companies are developing capabilities that can survive beyond a single project, and whether domestic suppliers can compete in higher-value markets.

These questions reveal whether local content is becoming an industrialisation strategy rather than merely a procurement strategy.

From Decision to Dividend

A Final Investment Decision is important, but the decision itself is not the dividend. The dividend is what follows: jobs, competitive Namibian enterprises, skills, technology transfer, ownership, government revenues and broader economic opportunities.

M&E should track that journey from commitments through implementation to outcomes: What was promised? What was implemented? Who benefited? What changed?

Legislation can create opportunity, but capability creates participation. M&E tells us whether that capability is improving. It can also help distinguish between headline commitments and durable economic change by showing whether training translates into employability, supplier development into competitive firms, and procurement into deeper domestic value creation.

M&E as Protection Against the Resource Curse

This is not merely a technical issue; it is a governance issue. The resource curse describes the paradox in which countries rich in natural resources can still experience weak development, inequality, corruption and institutional challenges. Natural resources do not automatically produce prosperity. The quality of the institutions governing them matters.

M&E should therefore be treated as a risk-management tool. A strong system can show whether local participation is expanding or becoming concentrated, whether skills investments are producing results, whether supplier development is working and whether more value is being retained within Namibia.

International experience—from Chile's use of evaluation in public resource allocation, to South Africa's institutionalised planning and evaluation, to Norway's disciplined petroleum governance—reinforces a simple principle: strategic investment requires strategic measurement.

The same principle should apply to mining, climate finance, green hydrogen and other strategic investments.

Namibia should measure local procurement, employment, skills, beneficiation, technology transfer, green jobs, enterprise development and domestic value retention, consistently enough to show progress and transparently enough for citizens and investors to judge the results. The danger is that Namibia becomes very good at mobilising capital without becoming equally good at measuring the value created from that capital.

That would be a serious governance failure. Namibia should therefore strengthen the framework for monitoring the local and developmental impact of strategic investment through clear indicators, baselines, targets, independent evaluation and public reporting.

A credible framework would allow policymakers to identify underperformance early and adjust course, while giving investors and local businesses clearer expectations.

Public reporting would also make accountability more concrete: commitments on jobs, training, procurement, ownership and value addition could be compared with actual results rather than assessed through announcements alone.

Citizens should be able to see whether commitments on employment, procurement, training, supplier development, ownership and value addition are actually being fulfilled.

Namibia has demonstrated that it can attract international interest and capital. The next challenge is proving that it can convert that capital into measurable national value.

Moving from decision to dividend must become more than a conference theme. The dividend must be visible in Namibian jobs, businesses, skills, ownership and lasting national value.

Namibia's next challenge is not attracting billions. It is measuring what those billions are doing—and changing course when the evidence shows that they are not delivering the transformation promised.

Oswald Siku Mughongora is a Monitoring and Evaluation (M&E) practitioner working at the intersection of research, science, and monitoring and evaluation. In his personal capacity, he writes on research, science, policy, and the role of evidence in development and decision-making.

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Namibia markets 68,233 sheep in July, live exports account for 87%

Namibia marketed 68,233 sheep in July 2026, an increase of 35.37% compared with the same month last year, although volumes declined by 26.53% month-on-month, according to the Livestock and Livestock Products Board of Namibia's August 2026 Mutton & Chevon Market Watch.

Live exports continued to dominate the sheep market, with 58,700 head exported during the month, accounting for 87.06% of total sheep marketed. South Africa remained by far the main destination, absorbing 58,419 head, or 99.52% of Namibia's live sheep exports.

A further 9,533 sheep were slaughtered locally, including 3,836 at export-approved abattoirs and 5,697 at B&C class abattoirs. The report noted that sheep differ significantly from goats in terms of market structure, with the sheep carcass market favouring whole carcasses and South Africa serving as the main market.

"Export abattoir and B&C abattoir slaughter decreased by 49.57% and 24.41% m/m, respectively. Despite the monthly contraction, live exports accounted for 87.06% of total sheep marketing, reaffirming the dominance of the live export channel during the review period," the report stated.

Sheep producer prices were mixed in July. The Namibia A2 price rose by 0.75% month-on-month to N$98.74 per kilogram and was 2.85% higher year-on-year.

The C2 price, however, declined by 2.36% month-on-month and 10.63% year-on-year to N$61.13/kg. The average all-grade carcass price increased by 0.88% month-on-month to N$67.71/kg, up 9.19% from July 2025.

Namibian sheep prices remained below the Upington benchmarks in South Africa, with Namibia's A2 price N$6.86/kg lower and its C2 price N$18.87/kg lower.

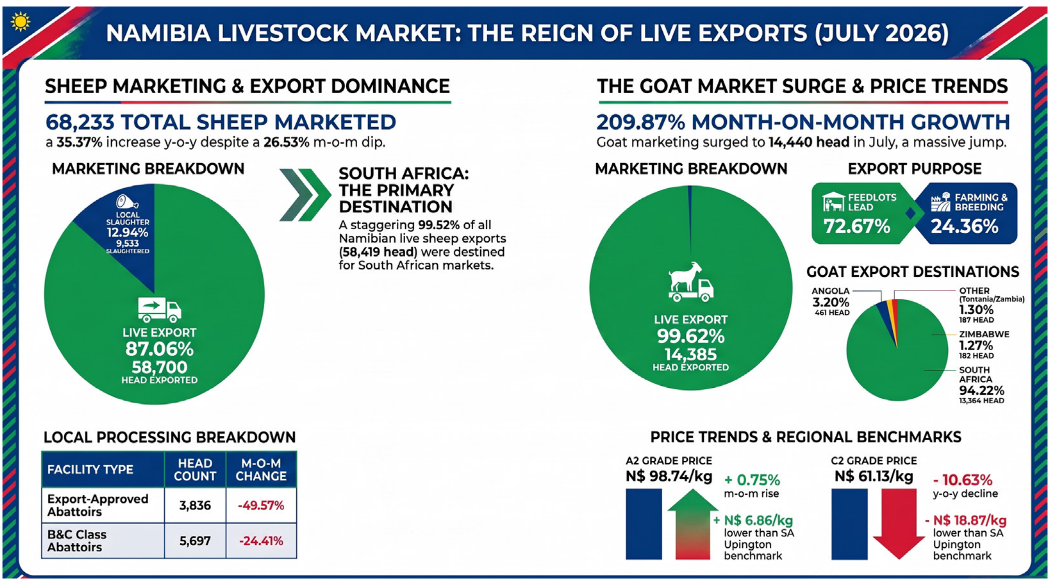
"Regionally, Upington A2 and C2 prices are projected at N$100.69/kg and N$74.44/kg, respectively, remaining above the corresponding Namibian prices. Overall, the outlook points to continued firmness in the regional sheep market," the report stated.

The goat market followed a different pattern. While small stock comprises both sheep and goats, the two have different market dynamics. Goat production in Namibia is considerably smaller than sheep production and is predominantly geared towards live exports, reflecting market demand.

Goat marketing surged by 209.87% month-on-month and 16.86% year-on-year to 14,440 head in July. Almost the entire volume, 14,385 goats or 99.62%, was exported live, with South Africa accounting for 94.22% of exports.

The bulk of goat exports were destined for feedlots, which accounted for 72.67% of exports, while 24.36% were exported for farming and breeding purposes.

"In July 2026, South Africa remained the dominant destination for Namibia's live goat exports, accounting for 94.22% (13,554 head) of total live exports. Angola followed with 3.20% (461 head), while Zimbabwe, Tanzania and Zambia accounted for 1.27% (183 head), 0.66% (95 head) and 0.64% (92 head), respectively," the report stated.



Northern farmers secure Agribank financing for 13 agricultural projects

Thirteen agricultural projects across northern Namibia have secured N$2.8 million in financing from Agribank, providing funding for farmers to invest in equipment, livestock, aquaculture and production inputs.

According to the Oshana Regional Council's 2025/26 report, the financing covered projects in northern regions, including Oshana, with agricultural mechanisation receiving the largest share of the funding.

About N$2 million was invested in mechanisation, including tractors and farming implements, while N$650,000 was channelled towards livestock production.

The remaining financing supported activities including aquaculture, farm fencing and seasonal production inputs.

The funding is aimed at strengthening farmers' productive capacity and improving food production and rural livelihoods.

The report said the investments "enhanced agricultural productivity, strengthened food security, improved rural livelihoods and contributed to Government's objective of promoting sustainable agricultural development."

The financing is being complemented by road infrastructure investments aimed at improving connectivity between agricultural areas and markets.

Construction of the DR4103 Okatana-Amutanga-Omulathitu-Onanime Road reached 62.15% completion during the reporting period, with earthworks at 85% and culvert installation at 90%.

"Once completed, the road will improve access to markets, social services and agricultural production while creating employment for local communities," the report stated.

Work also commenced on Phase 1A of the DR3607 Oshakati-Ompundja Road, valued at N$29.9 million, while the upgrading of the DR3605 Oluno-Uukwiyuushona Road reached 99% completion.

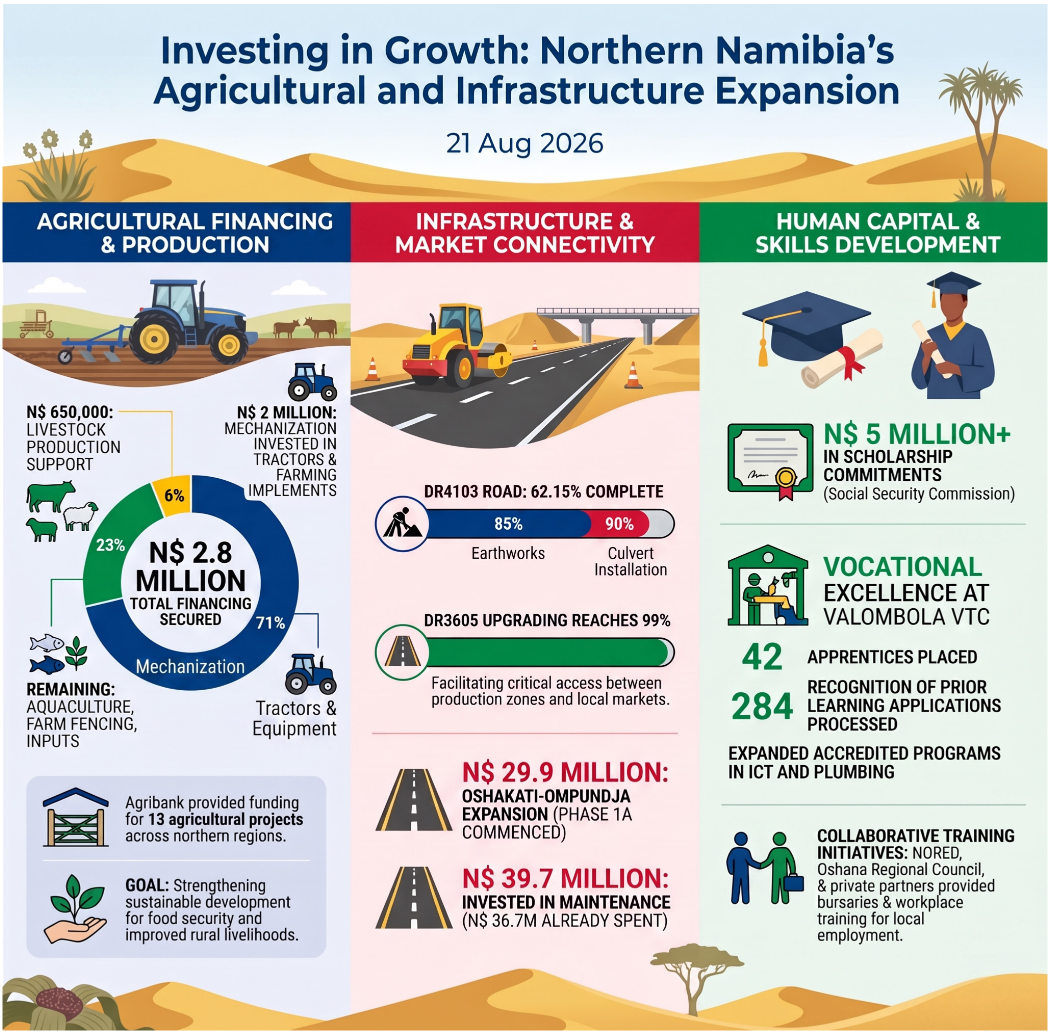
Routine road maintenance accounted for investment of approximately N$39.7 million, with N$36.7 million already spent.

The region also recorded investment in skills development, with the Social Security Commission committing more than N$5 million towards scholarships. NORED, the Oshana Regional Council and private sector partners also provided bursaries and workplace training.

"These initiatives continue to improve access to higher education, practical workplace experience and employment opportunities for young people," the report stated.

Valombola Vocational Training Centre also placed 42 apprentices with public and private organisations and processed 284 Recognition of Prior Learning applications.

The centre expanded accredited programmes in ICT, water supply and sanitation, joinery, metal fabrication, plumbing, hospitality and office administration.

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