

**STRATEGY**

**When organisational culture undermines strategy**

p. 10



**ANTI-POACHING**

**MEFT faces over N\$165m funding gap for anti-poaching and park infrastructure**

p. 13



**CORPORATE GOVERNANCE**

**Character – the missing link in corporate governance**

p. 15

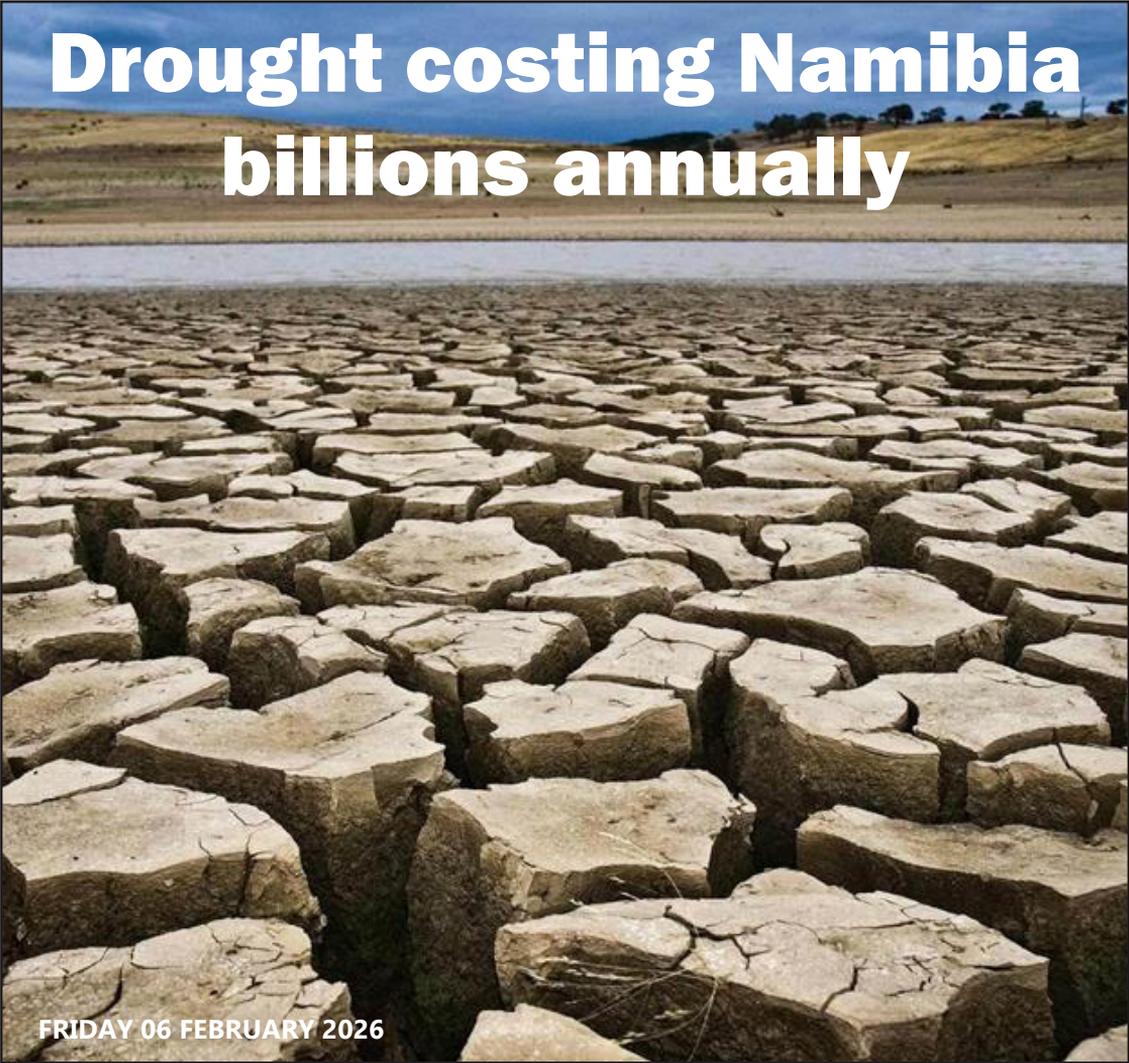


THE

# BRIEF

News Worth Knowing

## Drought costing Namibia billions annually



FRIDAY 06 FEBRUARY 2026

## MAIN STORY



# Drought costing Namibia billions annually

Namibia is losing billions of dollars each year to drought, a crisis that the Ministry of Environment, Forestry and Tourism (MEFT) says is increasingly threatening the country's economic growth, social stability and development gains.

Environment, Forestry and Tourism Minister Indileni Daniel highlighted the scale of the losses, warning that climate change is turning extreme weather events into a recurring reality for millions of Namibians.

"Namibia is one of the driest countries in sub-Saharan Africa, with more than 80

percent of the land classified as arid or semi-arid and rainfall variability among the highest in the region. Average temperatures

## Crucial Dates

- **Bank of Namibia Monetary Policy announcement dates:**
  - \* 18 February 2026
  - \* 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**

have risen by 1.2 degrees Celsius, more than twice the global average, intensifying drought, flooding and wildfire risks,” she said.

Speaking at a stakeholder engagement on environmental stewardship and gender mainstreaming for state resilience to shocks and disasters, Daniel said the 2023–2024 drought, described as the worst in more than a century, caused sharp declines in crop production and reduced dam levels by more than 70%.

The ministry said the drought left more than one million Namibians food insecure and exposed the vulnerability of an economy that remains heavily dependent on agriculture. Daniel noted that agriculture supports nearly 70% of the population and remains highly exposed to climate shocks.

“Flooding has displaced families, damaged infrastructure and eroded livelihoods, while wildfires are escalating and threatening biodiversity, communal lands, tourism assets and rural livelihoods,” she said. The minister said Namibia’s commitments under major international climate agreements should be viewed not as abstract obligations but as practical tools for strengthening resilience, mobilising climate finance and protecting communities. She added that climate resilience is both a development imperative and an economic strategy of national importance.

This comes as Namibia’s updated climate commitments set ambitious targets for emissions reductions and removals by 2030, while placing adaptation at the centre of the national strategy. MEFT said Namibia remains a net carbon sink and has recorded significant increases in land-based carbon removals since 1990.

Daniel said ecosystem mapping has identified more than 200 distinct ecosystem types across Namibia, reflecting

the country’s ecological diversity. She added that protected areas and communal conservancies now cover nearly half of the country’s land, with community-based conservation empowering rural communities to protect biodiversity while generating income.

The ministry said government investment in early warning systems, drought relief and water security continues, but cautioned that reactive responses alone are insufficient.

“Focus must shift towards proactive investment in infrastructure, ecosystems and institutions before disasters strike, and climate finance and private sector participation are critical to meeting the scale of the challenge,” she said.

Prime Minister Elijah Ngurare told the event that Namibia faces significant challenges but stressed that governance, coordination and national leadership remain central to building resilience.

“The Office of the Prime Minister, in partnership with all stakeholders, will continue to lead with integrity, vision and unwavering commitment to our people’s well-being. Our strategy will be threefold: build resilience for the unexpected, reassess governance for geostrategy, and adapt our supply chains and partnerships to reduce geopolitical exposure,” he said.

Ngurare added that agility, innovation and collective engagement are critical in navigating the country’s evolving risk environment.

“Let us provide our communities with water for drinking, sanitation, food production and livestock. Let us deploy knowledge from our academic institutions for food security and desert greening. Let us work with traditional authorities and embrace the innovation of our young professionals. This is what we committed to in NDP 6 – prioritising agriculture,” he said.



# Branding & Marketing *Indaba*

**THEME: MARKETING FROM THE HEART**

## DAY 1 - 8TH APRIL 2026

ACTIVITY	SPEAKER	ACTIVITY	SPEAKER
Indaba Official Opening Performance	Performance	10H30-11H30 How Nation Branding Drives Investment & Why it Matters for Africa Global Positioning	Michaella Rugwizangoga (Managing Partner-WiseAfrica Rwanda)
08H00-08H05 Welcoming Remarks	Tim Ekandjo (Chief Brand, Marketing, Communication & Sustainability Officer)	11H30-12H30 Navigating the Fashion Maze: Namibia's Industry in a Global Context	Luis Munana (Founder: MTC Windhoek Fashion Week)
08H05-08H10 Guest Remarks	Dr Thebe Ikalafeng (Hall of Fame Global African Authority & Founder of Brand Africa)	12H30-13H30 Lunch	Lunch
08H10-08H15 Official Keynote Address	Hon Emma Thefelus (Minister of Information & Communications Technology)	Awakening Performance	TBC
08H20-08H25 Close of Official Opening	Close of Official Opening	14H00-15H00 How Emotion Driven Marketing Builds Lasting Connections	Sylvia Kyalo (Marketing Strategist & Consultant Director, Derine Marketing Kenya)
08H25-09H10 Seen, Heard & Paid, The Heart of Authentic Marketing	Mauken Ribeiro (Brand & Communications Strategist- Ghana)	15H00-16H00 Leveraging on Design Thinking to create Memorable Experiences	Kayembe Ilunga (Executive Director MTC Maris)
08H10-09H30 Tea-Break	Tea-Break	Tea-Break	Tea-Break
09H30-10H30 The Evolution of the Orlando Pirates FC Brand	Sindisive Khumalo-Sibali (Marketing Manager Orlando Pirates FC)	16H00-17H00 Branding a Nation: The Case of Namibia	Iyaloo Hamata (Brand Consultant NIPDB)

## DAY 2 - 9TH APRIL 2026

ACTIVITY	SPEAKER	ACTIVITY	SPEAKER
Day Two Opening Performance	Performance	Awakening Performance	TBC
08H00-09H00 Business Storytelling, The Key to Building Authentic Brands & Meaningful Communication	Patience Chisanga-Mayer (Communications Coach & Founder, The Public Speaking Academy ZM)	13H40-14H40 Case Study: The Success of Old Mutual's Loyalty Program	Mignon Du Preez (Executive Group Marketing, Public Affairs & Sustainability)
09H00-10H00 Evolving Without Eroding, Remaining Relevant & Authentic Amidst Change	George Damson (President Institute of Marketing in Malawi)	14H40-15H40 The Emergence of TV and Radio as a form of Advertising	Nico Mwiya (Chief Commercial Officer-NBC)
10H00-10H30 Tea-Break	Tea-Break	15H40-16H00 Tea-Break	Tea-Break
10H30-11H30 When Trust is Breached: Cyber Attacks and Corporate Reputation	Paulinus Sheehama (Chairman Namibia International Cybersecurity Conference)	16H00-17H00 Analyzing the State of Namibian Media from a PR Perspective	Panel Discussion
11H30-12H30 From Crisis to Comeback, Namibia's PR Playbook Revealed	Josy Nghipandua (Queen of Speech)		
12H30-13H30 Lunch	Lunch		

## DAY 3 - 10TH APRIL 2026

ACTIVITY	SPEAKER	ACTIVITY	SPEAKER
Day Three Opening Performance	Performance	12H30-13H30 Crafting Experiences that Last: From Visions to Unforgettable Moments/Activations	Naftal Noeman Nghishekwa (Founder & Creative Director of TST Marketing & Tailored Solution Transactions/Visionary Speaker & Philanthropist)
08H00-09H00 Listen Now, Strategize Later, Empathy Intelligence for Brands	Mbali Bhengu (Adjunct Lecturer, Speaker & Author)	Closing Performance	TBC
09H00-10H00 From Legacy to Leadership: The Strategic Journey of Sanlam to SanlamAllianz	Laurencia Priznosky (Manager Marketing & Communications SanlamAllianz)	Close of Conference & Resolutions	Conference Chairperson
10H00-10H20 Tea-Break	Tea-Break	13H30-14H30 Lunch	Lunch
10H30-11H30 ESG & Purpose Driven Branding, How Sustainability & Social Impact Influences Brands	Maritze Horn (Group Chief Brand & Corporate Affairs Officer & Director Capricorn Foundation)		
11H30-12H30 Building a 7 Figure Brand: Storytelling, Systems & the Future of African Marketing	Ignatious Junguro (The Marketing Guy)	18H00-21H00 <b>GALA DINNER</b>	Gala Dinner Country Club Hotel & Resort (Guest Speaker: Nomadens Setshole CEO & Founder of AGENDA WOMAN)



Movenpick Hotel, Windhoek, Namibia

SCAN



[indaba@mtc.com.na](mailto:indaba@mtc.com.na)



# AWARD CATEGORIES

**SOCIAL MEDIA INFLUENCERS OF THE YEAR**

This award recognizes any content creator who have created the best and most consistent content throughout the year in terms of quality, originality, storytelling, relevance and engagement.

**SOCIAL MEDIA CAMPAIGN OF THE YEAR**

This award recognizes the creative use of social media to engage a target audience with content within year or quarter. The campaign should demonstrate the use of digital marketing tools, demonstrate the campaign objectives and show evidence of measurable impact on the brand's reputation or other marketing goals throughout the year.

**PROUDEST NAMIBIAN MOMENT OF THE YEAR**

This award recognizes the moment this year that made us most proud of being Namibians in terms of international achievement and/or recognition flying the Namibian flag high.

**PR PERSONALITY OF THE YEAR**

This award recognizes an individual who represented the best in public relations as an ambassador for communication, establishing and nurturing beneficial relationships between organizations and the public, or otherwise enhancing the communication landscape.

**PEOPLE'S BRAND OF THE YEAR**

Brands make impressions on people. This award will afford the public an opportunity to vote for the brand they feel has made the most memorable impression in their minds and hearts throughout the year.

**NGO OF THE YEAR**

This award recognizes the NGO that has delivered the most socially impacting programs by delivering on impact and achievement, consistency, innovation, leadership and sustainability by driving social change.

**MOST INNOVATIVE MARKETING CAMPAIGN**

This award recognizes any marketing campaign that that have resulted in terms of creative, brand awareness, affinity and/or loyalty amongst customers. The campaign should have resonated well to target audience and show positive impact.

**MOST INNOVATIVE BRAND CAMPAIGN**

This award recognizes a brand campaign that have been the most eye catching, most exciting, impactful and innovative.

**INNOVATIVE IDEA OF THE YEAR**

This award recognizes the innovative development of a new product or service that created customer value and set you apart from the competition while mutually benefiting your business.

**EVENT OF THE YEAR**

This award recognizes event organizers or corporates who went the extra mile in putting together a well-organized event in terms of its planning, marketing, security, entertainment value and attendance.

**BEST TV COMMERCIAL OF THE YEAR**

This award recognizes the best TV advert in terms of humour and memorability, innovation and emotional connection with customers.

**BEST SOCIAL IMPACT CAMPAIGN**

This award recognizes any campaign or initiative that influenced or delivered positive social or environmental change. The award recognizes true champions in sustainability.

**BEST PR CORPORATE OF THE YEAR**

This award recognizes the company whose PR department has been the most visible, creating high volumes of positive PR throughout the year through new releases or a press release and related events.

**BEST INFLUENCER MARKETING COLLABORATION OF THE YEAR**

This award recognizes the most creative and innovative marketing campaign using social media influencers as brand influencers.

**BEST EXHIBITOR STAND**

This award recognizes the most attractive exhibitor stand.

**BEST BRAND NAMIBIA INITIATIVE**

This award recognizes any initiative or campaign that have best promoted Namibia locally or internationally.

**ADVERTISING AGENCY OF THE YEAR**

This award recognizes the agency that has had an overall best year. However your success shows strategy, insight and creative, showing how you have worked hard to create the best for your clients, and make your competitors old and new look bad for the future.

**ADVERTISING CAMPAIGN OF THE YEAR**

This award recognizes the Advertising Campaign praised for impact, innovation, emotional connection and cultural and societal relevance.

**When submitting your entries, please take note of the following:**

- Clearly indicate which category you are entering.
- Submit a recommendation to motivate your entry.
- Submit as much evidence on which the panel of Judges can rely on.
- Submit your entry on <https://indaba.mtc.com.na/awards>
- No entries will be accepted from participants who did not register as participants for the Indaba.
- Only work released between 1st January 2025 and 1st January 2026 will be eligible.
- Entries will open on 15 January 2026 and close on 28 February 2026. No late entries will be accepted.

**THEME: MARKETING FROM THE HEART**



## Namibia generates N\$413m from Visa on Arrival scheme in 11 months

Namibia's Visa on Arrival system generated N\$413,356,900 in revenue for the State in less than twelve months following its rollout on 3 March 2025, with 289,510 visas issued by 31 January 2026.

The Department of Immigration Control and Citizenship recorded notable service delivery outputs during the period under review, including the issuance of 51,285 travel documents, of which 50,155 were ordinary passports. According to the Ministry, the figures reflect sustained improvements in passport processing and administrative efficiency.

The Ministry of Home Affairs, Immigration, Safety and Security's Executive Director, Daniel Nghidinua, highlighted key achievements and policy priorities within the Department during

his New Year staff address held at the Ministry's headquarters in Windhoek.

He said one of the most significant milestones of 2025 was the implementation of Namibia's Visa Reciprocity Policy, following Cabinet approval and the successful rollout of the Visa on Arrival system together with its electronic platform.

The initiative marked a shift towards a more balanced immigration approach aimed at strengthening national security while facilitating tourism, investment and economic growth.

During the same period, the Ministry continued advancing its digital transformation agenda in civil registration and identity management.

"Progress was recorded towards the introduction of electronic Identity Documents and Digital IDs, which are

targeted for launch during the 2026/2027 financial year. The initiative is expected to enhance identity security, improve service delivery and strengthen interoperability across government systems,” Nghidinua said.

In line with its humanitarian and administrative mandate, the Ministry also processed and issued 682 African Guest Identity Cards for refugees, enabling access to essential services such as education, banking, employment and other basic services in Namibia.

Speaking at the same event, Minister of Home Affairs, Immigration, Safety and Security Lucia Iipumbu issued directives on the implementation of outstanding visa reforms. She emphasised that all visa proposals must be finalised for implementation by 1 April, with stakeholder inputs consolidated without delay and final engagements concluded by mid-February.

“Implementation measures will begin in March, following the phased approach successfully applied during the rollout of the Visa on Arrival system. A grace period will

be announced to allow domestic and farm workers to regularise their documentation before new visa requirements come into effect on 1 April,” Iipumbu said.

The Minister further instructed that business visa proposals be resubmitted to Cabinet once all stakeholder inputs have been fully incorporated and validated, stressing that legal and technical teams must work concurrently to avoid implementation delays.

On performance and financial management, Iipumbu commended the Ministry’s implementation rate, particularly in budget execution, which stands at 84.75%. She described the figure as evidence that the Ministry can deliver when efforts are focused, coordinated and disciplined.

“Performance is not a resting place; it is a standard. The next level will come when we tighten coordination, reduce avoidable delays and ensure that every programme we approve is carried through to completion with the same discipline we apply to spending,” the Minister said.

## Namibia’s Migration Reform: A New Era of Economic Growth & Efficiency

### Economic Impact & Visa Success



#### N\$413.3 Million Generated in Revenue

Total revenue of N\$413,396,900 was generated for the State in less than 12 months following the Visa on Arrival rollout on March 3, 2025.



#### Visa Reciprocity Policy

A milestone initiative aimed at strengthening national security while facilitating economic growth through a more balanced immigration approach.

### Administrative & Humanitarian Output



#### 51,285 Travel Documents Issued

The Ministry demonstrated administrative efficiency by processing 30,155 ordinary passports and other travel documents during the review period.



#### 84.75% Iipumbu Execution Rate

Minister Lucia Iipumbu commended this rate as evidence of the Ministry’s disciplined and coordinated financial management.



#### 682 African Guest Identity Cards

These cards were issued to refugees to enable access to essential services including banking, education, and employment.

### Future Roadmap & Digital Transformation



#### Digital ID Launch: 2026/2027

Progress is underway to introduce electronic Identity Documents to improve interoperability across government systems.



#### Full Reform Implementation by April 1

All outstanding visa proposals and stakeholder inputs must be finalized by mid-February to meet the April 1 Implementation deadline.



#### Grace Period for Documentation

A dedicated period will be provided for domestic and farm workers to regularize their documents before new requirements take effect.



## Namibia's average house price increases to N\$1.42 million

Namibia's 12-month national weighted average house price increased to N\$1,420,286 in the fourth quarter of 2025, up from N\$1,319,987 recorded during the same period in 2024, according to the latest FNB House Price Index Report.

FNB said the Central region continues to command the highest average house price at N\$1,793,000, followed by the Coastal region at N\$1,541,000.

The Northern region recorded the strongest growth rate at 9.5%, bringing its average price to N\$980,000, while the Southern region recorded an average price of N\$896,000.

Although the North saw a surge in transaction volumes, activity in the South remained particularly thin, with only 22

transactions recorded, according to the bank. According to FNB, the property market is characterised by accelerating price growth and resilient demand, despite a slight moderation in sales activity.

"The FNB House Price Index grew by 7.6% on a 12-month average in 4Q25, up from 5.9% in 3Q25, but below the 8.7% recorded in 4Q24. The 12-month national weighted average house price rose to N\$1,420,286 in 4Q25, higher than N\$1,380,042 in 3Q25 and well above N\$1,319,987 recorded in 4Q24. Transaction volumes increased by 17.0% in 4Q25, moderating from 18.4% in 3Q25 but significantly stronger than the 0.9% growth recorded in 4Q24," the report said.

FNB noted that while transaction volumes grew by a robust 17.0%, this represented a slight slowdown from the previous quarter,

suggesting sustained demand even as the pace of buying activity begins to ease.

Performance across Namibia’s regions remained broad-based, with all areas recording growth, according to the report. Market segments showed mixed performance, with prices in the small, medium and large housing categories increasing by between 2.4% and 2.7%. In contrast, the luxury segment experienced a significant price contraction of 19.4%. Transaction volume growth was particularly strong in the large segment at 71.4%, largely reflecting base effects from a low number of transactions in the prior period, FNB said.

Economic conditions and supply constraints continue to shape the market. FNB noted that while the Bank of Namibia reduced the repo rate to 6.50% in late 2025 to ease financial pressure, mortgage credit growth remained subdued at 0.2%, reflecting high unemployment and weak wage growth.

At the same time, a critical shortage of serviced land caused residential plot sales to decline by 34.7%, according to the report. With a backlog exceeding 300,000 plots, the persistent supply and demand imbalance is expected to keep house prices elevated, particularly in high-demand central and coastal areas.

“These favourable market

indicators point to resilient consumer demand, supported in part by improved borrowing conditions following the Bank of Namibia’s decision to reduce the repo rate to 6.50% in October 2025. Together with easing inflation, these developments are expected to alleviate household financial pressures and potentially strengthen demand for long-term borrowing,” the report stated.

FNB further said a major constraint remains the shortage of serviced land, with residential plot sales declining by 34.7% in 4Q25. This demand and supply mismatch, compounded by a backlog of more than 300,000 plots, continues to exert upward pressure on house prices.

Looking ahead, FNB analysts expect the market to remain firm, with prices likely to stay elevated in high-demand areas such as the central and coastal regions.

“Furthermore, the government has indicated that it is considering measures such as introducing a cap on housing and rental prices as part of efforts to address affordability pressures. This potential policy direction reflects an acknowledgement of the challenges posed by rising housing costs and the limited availability of affordable housing options,” the report said.



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## When organisational culture undermines strategy

By Junias Erasmus

Organisations rarely fail because they lack strategy. Most failures occur despite well crafted strategic plans, clear objectives, and carefully articulated visions.

The uncomfortable truth is that strategy often collapses not in the boardroom, but in the everyday behaviours, assumptions, and norms that define organisational culture. When culture and strategy are misaligned, culture quietly but decisively wins.

Organisational culture can be described as “how things are really done around here.” It shapes how employees interpret leadership messages, respond to change, manage risk, and interact with one another.

Strategy, by contrast, represents where the organisation intends to go. When these two forces move in different directions, even the most compelling strategy becomes a document rather than a lived reality.

A common mistake leaders make is treating culture as a soft issue, secondary to performance targets, structures, and systems.

In practice, culture determines whether systems work, whether accountability is real, and whether performance is sustained.

An organisation may adopt a strategy that promotes innovation, yet operate within a culture that punishes mistakes, discourages questioning, and rewards conformity.

The result is predictable: risk aversion



**A common mistake leaders make is treating culture as a soft issue, secondary to performance targets, structures, and systems.**

replaces creativity, compliance substitutes for commitment, and strategic ambition fades into operational routine.

Culture undermines strategy most powerfully when leadership behaviour contradicts stated values. Leaders may speak about transparency, empowerment, and collaboration, yet reward silence, obedience, and individualism.

Employees are quick to recognise these inconsistencies. Over time, they learn that survival and advancement depend not on the strategy, but on aligning with the unwritten rules of the organisation. In such environments, strategy is performed for reporting purposes while culture governs real decision-making.

Another critical fault line appears during periods of change. Strategy often demands change, new ways of working, new capabilities, or new priorities. Culture, however, is inherently resistant to disruption.

When leaders underestimate this tension, change initiatives are framed as technical exercises rather than human transitions. Employees may comply outwardly while

quietly clinging to familiar practices.

Resistance is rarely loud; it is subtle, expressed through delays, selective implementation, and passive disengagement.

Organisational silos are another cultural pattern that can sabotage strategy. Strategies frequently emphasise integration, collaboration, and shared purpose.

Yet siloed cultures reward departmental loyalty over organisational success. Information becomes power, collaboration is transactional, and cross-functional initiatives stall. Without deliberate leadership intervention, silos harden into cultural boundaries that strategy cannot cross.

Performance management systems can also reinforce cultures that undermine strategy.

When incentives reward short-term outputs rather than long-term outcomes, employees naturally prioritise immediate targets over strategic intent.

Strategy becomes something discussed in annual retreats, while daily behaviour is shaped by what is measured, monitored, and rewarded. Over time, this misalignment erodes trust in leadership and cynicism replaces engagement.

Addressing the culture strategy gap requires leaders to move beyond

slogans and symbolic gestures. Culture is shaped by what leaders consistently pay attention to, tolerate, and reward.

It is reinforced through decisions made under pressure, responses to failure, and the handling of ethical dilemmas. Employees watch leadership behaviour far more closely than strategic plans.

Leaders must begin by acknowledging that culture is not owned by the human resources function; it is a leadership responsibility. Shaping culture requires clarity about the behaviours that enable strategy and the courage to confront

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those that undermine it. This may involve difficult conversations, redefining success, and sometimes making leadership changes that signal genuine commitment to change.

Importantly, culture change is not about erasing the past. Every organisational culture carries strengths that can be leveraged.

The task of leadership is to preserve what works while deliberately evolving what no longer serves the strategic direction. This requires patience, consistency, and a long-term perspective. Culture does not shift

through announcements; it shifts through aligned action over time.

When culture supports strategy, organisations experience momentum. Decision making becomes clearer, execution improves, and employees understand not only what needs to be done, but why it matters. Trust grows because behaviour matches intention. In such environments, strategy moves from aspiration to practice.

Ultimately, the question leaders must ask is not whether they have a good strategy, but whether their organisational culture is capable of delivering it. Strategy sets the destination, but culture determines whether the organisation ever arrives. Leaders who recognise this reality and act decisively stand the best chance of achieving sustainable performance, resilient institutions, and meaningful impact.



Notice is hereby given in terms of section 63(2)(b) of the Local Authorities Act, 1992 (Act 23/1992), that the Municipality of Walvis Bay intends to sell, by private transaction, Portion 8 of Farm 58 to **Cleanergy Solutions Namibia (Pty) Ltd** or Nominee.

**DESCRIPTION**

PTN 8 of Farm 58

**AREA (m<sup>2</sup>)**

 175,0311 m<sup>2</sup>
**PURCHASE PRICE**

N\$ 48 133 552,50 plus 15% VAT

Full particulars pertaining to the sale will lie for inspection by interested persons until **Friday, 20 February 2026** at room 29, **Municipal Offices, Kuisebmond**.

For more information **Mrs Selma Satchipia** can be contacted at telephone **(064) 2013232** during office hours.

Written objections, duly motivated, to the intended transaction must be received by the undersigned before or at **12:00 Wednesday, 25 February 2026**.

**ERIKSON MWANYEKANGE**

**GENERAL MANAGER: COMMUNITY & ECONOMIC DEVELOPMENT**

Municipal Offices

Civic Centre

Nangolo Mbumba Drive

Private Bag 5017

WALVIS BAY

Fax: (064) 209 714

*\* Junias Erasmus works in the Financial Sector. He is a Management Scientist and Operational Researcher, a Strategic Scholar & a Motivational Speaker. This article is written in his personal capacity. For inquiries, contact him at Junias99@gmail.com*



## MEFT faces over N\$165m funding gap for anti-poaching and park infrastructure

The Ministry of Environment, Forestry and Tourism (MEFT) is facing a combined funding shortfall of approximately N\$165 million, raising concerns about the sustainability of Namibia’s conservation, environmental management and climate resilience programmes.

The funding constraints are outlined in the Parliamentary Standing Committee on Natural Resources’ final report on a capacity-building workshop with stakeholders held in Swakopmund, which was tabled before the 8th National Assembly.

For the 2025/26 financial year, MEFT has been allocated a total

budget of N\$797 million. Of this amount, N\$382 million is allocated to personnel costs for the ministry’s 1,742 employees, reflecting the labour-intensive nature of environmental protection, conservation enforcement and regulatory oversight.

Additional allocations include N\$89 million for park maintenance and N\$76 million for conservation programmes.



**PAN**  
PAYMENTS ASSOCIATION OF NAMIBIA

**VACANCY**

**CHIEF EXECUTIVE OFFICER – E3**

Location: Windhoek  
 Closing Date: Friday, 27<sup>th</sup> February 2026, Time: 16:30  
 The detailed advertisement can be found on [www.pan.org.na/vacancies](http://www.pan.org.na/vacancies)

**Application Procedure**  
 Interested candidates who meet these requirements should submit their applications via email to: [vacancies@twahangana.com](mailto:vacancies@twahangana.com)

Only short-listed candidates will be contacted, and only electronic applications will be accepted.

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Despite these allocations, the committee reported that the ministry remains significantly under-resourced in key operational areas.

The report identifies an immediate funding gap of N\$45 million for anti-poaching equipment, which the committee said is essential for protecting wildlife across Namibia's 21 protected areas, including flagship conservation sites such as Etosha and Sossusvlei. These protected areas span more than 13 million hectares and are currently safeguarded by 648 rangers.

In addition, the committee highlighted a backlog of N\$120 million for park infrastructure upgrades, citing ageing facilities, inadequate ranger accommodation, deteriorating roads and insufficient visitor infrastructure.

According to the committee, these shortcomings not only undermine conservation effectiveness but also limit tourism growth and revenue generation.

The report further noted that only 35 percent of the required climate adaptation funding has been secured, placing pressure on programmes aimed at climate-smart agriculture, wetland restoration, drought mitigation and the development of carbon credit frameworks in communal areas.

MEFT's regulatory

responsibilities also continue to expand. The committee reported that the ministry processed 412 environmental impact assessments, issued 187 environmental clearance certificates, and suspended 83 non-compliant mining operations to enforce environmental standards.

These activities, the committee said, demonstrate strong regulatory oversight but place increasing strain on limited financial and human resources.

To improve financial sustainability, the committee noted that MEFT has proposed a 15 percent increase in tourism concession fees, the introduction of biodiversity offset mechanisms, and the strengthening of private sector partnerships to mobilise conservation financing.

The committee further noted that while Namibia has established a robust policy and legislative framework for environmental management, targeted investment is urgently required to close funding gaps and prevent the erosion of hard-won conservation gains.

MEFT's mandate is anchored in Article 95(1) of the Namibian Constitution, which obliges the State to maintain ecosystems, protect biodiversity and ensure the sustainable use of natural resources for present and future generations.

## Character – the missing link in corporate governance

By Hilda Basson Namundjebo

“Bad company corrupts character.” That ancient wisdom feels painfully alive today, as headlines remind us how easily trust in leadership can collapse.

The recent revelations surrounding the Epstein list are not just about scandal; they are about the fragility of trust when character fails.

The Edelman Trust Barometer, which has tracked global sentiment for over two decades, confirms what many of us feel instinctively and that is that trust is eroding at every level; government, business, media, and even church.

The 2024 report revealed that fewer than half of people globally trust business leaders to do what is right. In some countries, confidence in political leadership has fallen to historic lows. This is not simply a failure of systems; it appears to be a failure of character.

### Governance Beyond Structures

The NamCode defines corporate governance as a framework of best practice principles that guide directors and organisations in Namibia to act responsibly, transparently, and ethically in the interests of stakeholders.

Corporate governance is often described in terms of architecture: boards, committees, compliance frameworks, and reporting lines. These structures are designed to prevent abuse of power and protect stakeholders.

Yet governance is not a machine that runs on autopilot. It is animated by human decisions, and those decisions are shaped not only by technical expertise but by values, upbringing, and moral compass.



**When leaders lack integrity, no amount of compliance paperwork can restore trust.**

Rules can be interpreted, bent, or even ignored. Character, however, is not negotiable. When leaders lack integrity, no amount of compliance paperwork can restore trust. The Edelman Barometer makes this clear: people do not lose faith in governance because structures are absent, but because those entrusted with them fail to embody the values they claim to uphold.

### Integrity as Integration

Integrity means wholeness. It is not about compartmentalising values; one set for home, another for work; but about keeping it together. A person willing to bend rules privately will likely do so professionally. Dishonesty is transferable; integrity is indivisible.

This is why governance failures are rarely technical. They are moral. The collapse of trust in leadership is almost always rooted in character flaws, exacerbated by skill gaps.

### Why Character Matters

Why do we overlook character in matters of governance? Consider three dimensions:

- **Trustworthiness:** A leader’s reputation for honesty is more powerful than any audit. Stakeholders place faith not only in compliance reports but in perceived integrity.
- **Consistency:** Ethical standards must be applied across contexts. A person who values

fairness privately is more likely to uphold fairness in boardroom deliberations.

- Resilience: In times of crisis, when rules are ambiguous, character becomes the compass. Leaders with strong moral grounding navigate uncertainty without sacrificing principle.

Leadership should be hallmarked by character. The Edelman Trust Barometer shows that trust is now localised; people trust “my employer” more than the institution. This suggests that individuals, not systems, carry the weight of credibility. It is character, not structure, that sustains trust.

### **Background Checks and Suitability**

When appointing directors or senior executives, organisations must evaluate not only competence but suitability. Financial recklessness, unresolved debts, or patterns of dishonesty in private life often foreshadow failures in fiduciary responsibility.

Yet background checks today often drift into ideological policing, more concerned with scrutinising personal beliefs rather than behaviours that could compromise governance. The danger is twofold: organisations conflate moral integrity with compatibility and they overlook the habits that truly erode trust.

The Edelman Barometer warns of this misalignment. People are weary of leaders who appear more concerned with optics than substance. Trust is not built by aligning with prevailing culture wars, but by demonstrating honesty, respect, and responsibility.

### **Resetting the Lens**

Leadership thinker John Maxwell reminds us: “Competence gets you in the door, but character keeps you there.” Governance failures, in this light, are not about technical gaps but moral ones.

I saw this truth first hand during my years with Equip, the global Maxwell Leadership Initiative. Leadership was taught not as a skillset alone, but as a moral practice. It

reinforced for me that governance must begin with the individual.

### **Reframing Governance**

If integrity means integration, then governance must begin not in the boardroom but in the individual. Imagine governance models that explicitly value character:

- Board appointments: Assessing ethical track records alongside technical skills.
- Leadership development: Training that emphasises ethics as much as financial acumen.
- Corporate culture: Embedding governance as personal responsibility, not just a tick box.

This reframing does not mean abandoning rules. Structures remain essential. But they must be complemented by a recognition that governance is given expression through character.

### **Closing Thought**

Corporate governance without character is like a house with strong walls but a weak core. Systems may stand for a while, but eventually the cracks show. If integrity means integration, then governance must begin with the individual. Rules can guide, but only character can sustain.

I think the time has come to stop treating personal morality and corporate governance as separate spheres. The health of our institutions depends not only on the strength of our systems but on the strength of our character. And until we restore character to the centre of governance, the erosion of trust revealed by Edelman will continue to haunt us.

***\*Hilda is a business leader, public speaker and a seasoned broadcast journalist. Founder of the national brand and organisation Team Namibia, Hilda believes her purpose is to impact the world with kindness, one engagement at a time.***

## Is AU willing to become the institution Africa needs

By Mike Omuodo

From an online post, a commentator asked an intriguing question: “If the African Union (AU) cannot create a single currency, a unified military, or a common passport, then what exactly is this union about?”

The comment section went wild, with some commentators saying that AU no longer serves the interest of the African people, but rather the interests of the West and individual nations with greedy interests in Africa's resources. Some even said jokingly that it should be renamed “Western Union”.

But seriously, how has a country like France managed to maintain an economic leverage over 14 African states through its CFA Franc system, yet the continent is unable to create its own single currency regime?

Why does the continent seem to be comfortable with global powers establishing their military bases throughout its territories yet doesn't seem interested in establishing its own unified military? Why does the idea of an open borders freak out our leaders, driving them to hide under sovereignty?

These questions interrogate AU's relevance in the ensuing geopolitics. No doubt, the AU is still relevant as it still speaks on behalf of Africa on global platforms as a symbol of the continent's unity. But the unease surrounding it is justified because symbolism is no longer enough.

In a continent grappling with persistent conflict, economic fragmentation, and democratic reversals, institutions are judged



**From the chat, and several other discussion groups on social media, most Africans are unhappy with the performance of the African Union so far.**

not by their presence, but by their impact.

From the chat, and several other discussion groups on social media, most Africans are unhappy with the performance of the African Union so far. To many, the organization is out of touch with reality and they are now calling for an immediate reset.

To them, AU is a club of cabals, whose main achievements have been safeguarding fellow felons.

One commentator said, “AU's main job is to congratulate dictators who kill their citizens to retain power through rigged elections.” Another said, “AU is a bunch of atrophied rulers dancing on the graves of their citizens, looting resources from their people to stash in foreign countries.”

These views may sound harsh, but are a good measure of how people perceive the organization across the continent.

### **Blurring vision**

The African Union, which was established in July 2002 to succeed the OAU, was born out of an ambitious vision of uniting the continent toward self-reliance by driving economic Integration, enhancing peace and

security, prompting good governance and, representing the continent on the global stage - following the end of colonialism.

Over time, however, the gap between this vision and the reality on the ground has widened. AU appears helpless to address the growing conflicts across the continent - from unrelenting coups to shambolic elections to external aggressions.

This chronic weakness has slowly eroded public confidence in the organization and as such, AU is being seen as a forum for speeches rather than solutions - just as one commentator puts it, "AU has turned into a farce talk shop that cannot back or bite."

### Call for a new body

The general feeling on the ground is that AU is stagnant and has nothing much to show for the 60+ years of its existence (from the times of OAU). It's also viewed as toothless and subservient to the whims of its 'masters'. Some commentators even called

for its dissolution and the formation of a new body that would serve the interests of the continent and its people.

This sounds like a no-confidence vote. To regain favour and remain a force for continental good, AU must undertake critical reforms, enhance accountability, and show political courage as a matter of urgency. Without these, it may endure in form while fading in substance.

The question is not whether Africa needs the AU, but whether the AU is willing and ready to become the institution Africa needs – one that is bold enough to initiate a daring move towards a common market, a single currency, a unified military, and a common passport regime. It is possible!

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## Namibia's intra-African trade reaches N\$11 billion as AfCFTA implementation gains momentum

Namibia's trade with the African continent reached a total value of N\$11 billion in December 2025, highlighting the growing importance of intra-African commerce as the country intensifies implementation of the African Continental Free Trade Area (AfCFTA).

According to data released by the Namibia Statistics Agency (NSA), Namibia exported goods valued at N\$5.8 billion to African markets during the month, while imports from the continent amounted to N\$5.3 billion, resulting in a trade surplus of N\$502 million. Intra-African exports accounted for 53.8% of Namibia's total exports, while imports from Africa represented 47.4% of total imports.

The figures formed part of discussions at a high-level engagement held in Windhoek this week, bringing together government, continental institutions and the private sector to strengthen Namibia's readiness to fully utilise opportunities under the AfCFTA.

The Ministry of International Relations and Trade (MIRT) was represented at the event by Director of International Trade Asser Nashikaku on behalf of Executive Director Ndiitah Nghipondoka-Robiati.

In her opening remarks, Nghipondoka-Robiati described the AfCFTA as a cornerstone of Africa's Agenda 2063 and a key instrument for expanding Namibia's export base beyond traditional markets.

She said effective implementation of the agreement is critical to increasing participation in regional value chains and supporting inclusive growth, particularly for micro, small and medium enterprises, as well as women and youth.

Despite strengthening trade links with Africa, NSA data show that 46.2% of Namibia's exports and 52.6% of imports are still conducted with countries outside the AfCFTA framework, indicating significant scope for deeper continental integration.

Namibia's main African export destinations remain South Africa, Botswana, Zambia, the Democratic Republic of Congo and Mozambique, while imports are largely sourced from South Africa, Botswana, Zambia, the DRC and Angola.

The AfCFTA, one of the African Union's flagship initiatives, aims to progressively eliminate tariffs and non-tariff barriers, liberalise trade in services and promote cooperation in areas including investment, intellectual property rights and competition policy.

Nghipondoka-Robiati noted, however, that consultations with businesses continue to reveal limited access to consolidated, practical and user-friendly trade information as a key constraint to effective participation.

"Policy commitments alone are insufficient to deliver tangible AfCFTA

benefits, as traders often face challenges navigating rules of origin, product classification, customs procedures, certification, documentation and border processes," she said.

She added that the Step-by-Step Guide for Trading in Goods under the AfCFTA, together with the integration of AfCFTA content into the Namibia Trade Information Portal, is intended to address these challenges directly. The validation workshop, she said, was a critical step in ensuring that these tools are accurate, relevant and responsive to the needs of the business community.

Representing the private sector, Namibia Chamber of Commerce and Industry (NCCI) Chief Executive Officer Titus Nampala said the validation of the guide marked an important step in addressing long-standing concerns regarding the practical implementation of the AfCFTA.

He said businesses have consistently sought clarity on how to operationalise the agreement, adding that the guide helps translate policy commitments into practical and actionable steps.

Nampala further highlighted the AfCFTA's potential to unlock growth opportunities for Namibian businesses across sectors including agro-processing, fisheries, manufacturing, energy, telecommunications and services.

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