

IFLR AFRICA AWARDS

SNC Incorporated wins Namibia Law Firm of the Year at IFLR Africa Awards

p. 11



EXECUTIVES

Executives urged to upskill as technology reshapes business landscape

p. 21



GREEN ECONOMY

How can Africa dictate the green economy conversation?

p. 23



THE

BRIEF

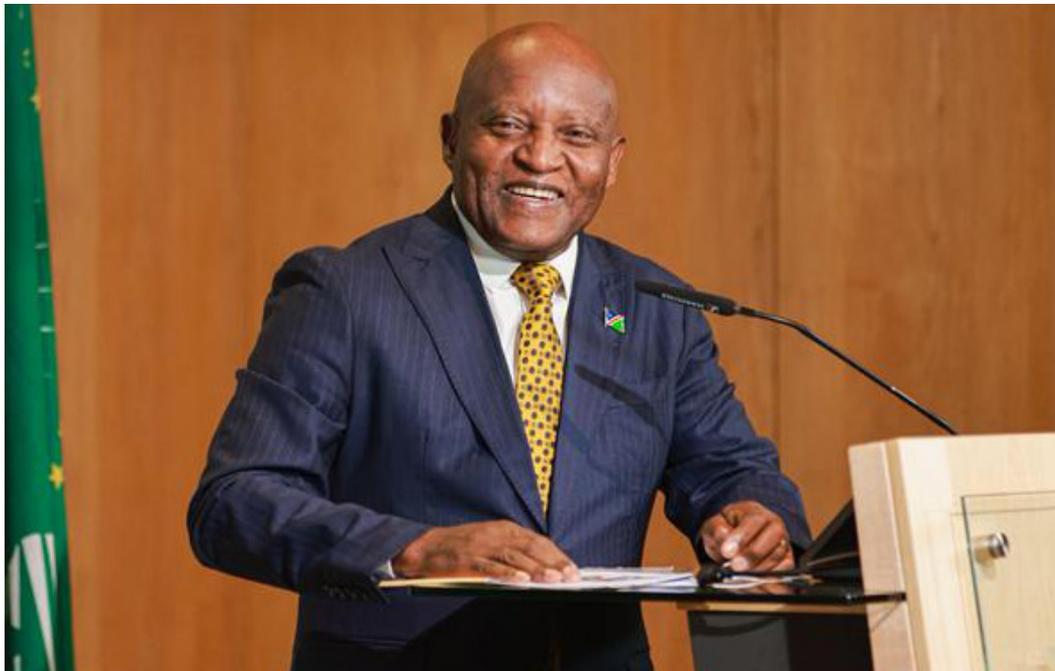
News Worth Knowing



Prime Minister calls for overhaul of housing finance practices

WEDNESDAY 18 MARCH 2026

MAIN STORY



Prime Minister calls for overhaul of housing finance practices

Prime Minister Elijah Ngurare has issued a stark warning to Namibia's banking sector, calling for an end to what he described as harsh housing finance practices that leave families stripped of their homes after years of payments.

Speaking at the Bank of Namibia, Ngurare said the repossession of primary residences is not only financially damaging but socially destructive, particularly for households that default late into long-term mortgage

Crucial Dates

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

agreements.

“People pay for houses for many years, sometimes up to 20 years, and then lose everything because of circumstances beyond their control,” he said.

He criticised a system that allows banks to repossess homes without adequately recognising the value already paid by homeowners, arguing that families are often left with nothing despite years of financial commitment. Ngurare called for urgent reforms to prevent primary homes from being auctioned outright, or at the very least to ensure that affected households recover part of their investment.

“It cannot be that someone loses a house immediately because of technicalities in financing. There must be a fairer outcome,” he said.

He also pushed back against any perception that government engagement amounts to interference, saying the issue goes beyond finance and speaks to dignity and fairness.

“The person being repossessed is not different from any of us. It is often circumstances, not unwillingness, that lead to default,” he said.

The intervention comes amid mounting concern over repossessions in Namibia’s housing market. Nearly 15,000 homes were repossessed between 1990 and 2014, highlighting the long-standing nature of the problem.

Recent data shows banks put 277 properties up for auction due to defaults, with only 71 sold for a combined N\$85.9 million.

In response to growing pressure, the judiciary has amended High Court rules governing the sale of primary residences. The changes aim to strengthen protections for homeowners while maintaining legal recourse for lenders.

The issue has also reached Parliament, where the Bankers Association of Namibia and the Namibia Competition Commission were recently called to account over concerns about bank charges and lending practices.

Ngurare’s remarks signal a tougher stance from government as it seeks to push financial institutions towards more balanced lending frameworks that protect both credit markets and households.



Vacancy

Assistant Financial Accountant (Permanent) x1

Interested candidates should visit our website:
<https://www.kuleni.com.na/vacancies/> or
<https://nieis.namibiaatwork.gov.na/>

NO E-MAIL OR HAND DELIVERED APPLICATIONS WILL BE ACCEPTED

FOR MORE INFORMATION
 Enquiries regarding these vacancies should be addressed to:

Ms. Mirjam Mateus
 Email: info@hitohr.com
 Cellphone: +264 81 264 2171

CLOSING DATE: 23 MARCH 2026 @16H30

Kuleni offers a competitive, total remuneration package with a standard range of benefits in line with the responsibilities, qualifications, and experience of the role.



www.kuleni.com.na






Financial Services (Pty) Ltd



Savanna Beef NSX trading activity signals strong demand ahead of EU export approval

Savanna Beef Processors Limited has recorded early signs of strong investor and producer interest following the commencement of over-the-counter trading in its shares and slaughter rights, as the company prepares for full-scale operations pending European Union

export accreditation.

Trading in Savanna slaughter rights began on 16 March 2026, with activity over the first two days indicating robust uptake, particularly for near-term production capacity.

A total of 1,655 slaughter rights for the



see money differently

Terms and conditions apply. Nedbank Namibia Ltd Reg No 73/04561. Licensed financial institution and credit provider.

► Nedbank Investment Accounts

Your interest first. Always.

A better opportunity for your goals with our investment options. Open a Gold Combo Account, Platinum Invest Account or Business Accelerator Fund today. Get solid interest rates* and great benefits.

Join the bank that's right for your investment.

Shift today

+264 81 959 2222

nedbank.com.na

* Interest rates apply only when you maintain the minimum balances.



When you think investments, think Nedbank.

NEDBANK

first quarter were traded over 16 and 17 March, representing about 66% of the 2,501 rights available for the period covering 13 April to 29 May 2026. The rights traded at N\$300 each, reflecting firm pricing for early access to slaughter capacity.

Quarter three also showed notable demand, with 182 slaughter rights traded for the September to November 2026 period, pointing to growing confidence among producers planning ahead for later in the year.

By contrast, no trades were recorded for quarter two and quarter four during the period under review, although market depth data suggests varying supply and demand dynamics across the production calendar.

Market data indicates that 846 slaughter rights remain available for quarter one, while 165 rights are currently on offer for quarter two, which covers the period from 1 June to 27 August 2026.

For quarter three, there is currently net buyer interest, with prospective purchasers seeking 511 rights. In quarter four, however, the market reflects net selling pressure, with 148 rights available from sellers for the December 2026 to February 2027 period.

On the equity side, Savanna Beef shares also saw activity, with 12,000 shares traded at N\$1.02 over the two-day period. Market depth shows strong underlying demand, with buyers looking to acquire nearly 394,000 shares, while only 12,000 shares were available on the offer side at

N\$2.50.

The early trading activity comes as the company operates at reduced capacity of between 10% and 20% while awaiting final regulatory clearance for exports to the European Union and the United Kingdom.

Once accreditation is secured, Savanna Beef is expected to scale up production significantly, unlocking access to premium international markets and strengthening Namibia's position in the global beef export sector.

The rollout of a digital slaughter rights system and an online booking platform is expected to support transparent allocation of capacity and improve market efficiency as the company transitions towards full operations.

High-Speed and flexible Wi-Fi from N\$389 per month.

SP#CTRAGO

Plug in and get connected.

- ✓ Flexible contract
- ✓ No deposit
- ✓ Fast installation

5G brings it home.

Scan the QR code or call 90111 to get started.

MTC

SPECTRAGO is a plug and play 5G solution on a flexible contract you can cancel with one month's notice. Service is available in areas with 4G or 5G coverage. The SIM is locked to the registered address and cannot be used elsewhere. Top-up bundles are only available for the 350GB and 600GB plans.

T1 & C1 apply

How many MSMEs did you help to export?

Giving flowers to the mentors behind Namibian business success

By Hasekiel Johannes

Every mentor or coach working within Namibia's entrepreneurship ecosystem has faced this question at some point:

At face value, it sounds like a logical question for impact reporting. But beneath the surface, it touches something far deeper — the dedication, silent contributions, and emotional investment made by those who work in the shadows to build Namibia's private sector, one entrepreneur at a time.

For mentors and coaches across Namibia — whether they are part of public institutions like the local business chambers, Acceleration hub, or independent consultants — this question is a mirror. It reflects not only the number of businesses started or products exported, but the journey walked alongside MSMEs: the late-night phone calls before pitch competitions, the reworked business models, the countless grant applications, and the strategic connections to buyers and financiers.

Namibia's Micro, Small and Medium Enterprise (MSME) sector is estimated to consist of over 70,000 enterprises, contributing about 12% to the country's GDP and employing more than 160,000 people, according to the Ministry of Industrialisation and Trade.

However, most MSMEs operate informally and struggle with access to finance, limited market access, compliance



Namibia's Micro, Small and Medium Enterprise (MSME) sector is estimated to consist of over 70,000 enterprises, contributing about 12% to the country's GDP and employing more than 160,000 people, according to the Ministry of Industrialisation and Trade.

issues, and limited product development support.

This is where mentors step in — not just to guide, but to transform potential into performance.

In 2023, Namibia saw encouraging MSME exports in sectors like agro-processing, cosmetics, and crafts (NIPDB Annual Report, 2023). These successes were not accidental.

They were the result of years of investment in product development, certifications, packaging design, and strategic connections — often led by mentors behind the scenes

(Namibia MSME Development Programme Report, MIT/NIPDB, 2022). These stories, although often told with the entrepreneur as the hero, always have a co-author: the mentor.

Organizations such as BaseCamp Namibia, Namibia Business Innovation Institute (NBII), HTTPs, and Impact Tank have been instrumental in supporting entrepreneurs, providing mentorship, access to capital, and platforms for growth. These mentorship initiatives have played a vital role in helping Namibian businesses transition from informal markets to global export shelves.

Let's Give Them Their Flowers

The saying “give them their flowers while they can still smell them” reminds us to acknowledge people’s contributions while they’re still around. In the case of mentors in Namibia’s MSME sector, this recognition is long overdue.

So how can we institutionalise appreciation?

The saying “give them their flowers while they can still smell them” reminds us to honour people’s contributions while they are still present to receive that recognition. In Namibia’s MSME ecosystem, this recognition for mentors is long overdue.

To change that, we propose the formation of a Namibian Mentors Network, backed by both public and private sector partners. This initiative would not only celebrate mentors but also provide them with tools to grow their impact.

Key features would include a national database of accredited mentors — experts vetted across sectors like agriculture, ICT, cosmetics, tourism, and manufacturing — with clear areas of specialization.

Such a network would formalize the mentorship ecosystem, encourage peer accountability, uphold standards, and

ensure continuity.

The Namibian government and institutions like the regional councils play a pivotal role in elevating the visibility and value of mentors within the MSME ecosystem. One critical step is to include mentor contributions in national impact reporting. Public recognition is equally important; mentors should be given a platform at SME expos, investment conferences, and development forums to celebrate their contributions. To ensure inclusivity, mentorship efforts must be incentivized in rural and informal areas, where financial and logistical barriers often prevent expert support from reaching underserved communities.

Additionally, investing in knowledge transfer is essential. Many senior mentors possess decades of valuable industry experience that should be documented through case studies, toolkits, or integrated into academic curricula and business support organization (BSO) trainings, ensuring their wisdom benefits future generations of entrepreneurs.

Entrepreneurs, too, have a role. While scaling your business, take a moment to publicly thank those who guided you. Mention them in your brand story, tag them on social media, or recommend them to others. A simple “thank you” goes a long way.

So, the next time you ask a mentor,

“How many MSMEs have you helped to export?”,

also ask,

“How can we support you to do more?”

Namibia’s economic resilience and future competitiveness lie in its ability to grow vibrant MSMEs.

Behind every successful MSME is a mentor who saw potential before the world did.

It's time we give them their flowers — and build the systems that allow many more to bloom.

**Hasekiel Johannes has over 11 years of experience, he has established himself as a specialist in business innovation and MSME development,*

supporting entrepreneurs and innovators to turn their ideas into viable businesses. He currently serves as a Consultant for Market Access & Export Promotion at the Namibia Investment Promotion and Development Board (NIPDB). The views expressed are my own.

Call for Trustee Nominations



Namibia Health Plan is the leading Namibian medical aid fund in Namibia. A board of elected and appointed Trustees manages the Fund. All Trustees serve on the Board for a period of 3 years, in line with the Fund Rules, where after they retire but may be re-elected or re-appointed.

The Board of Trustees currently has **one (1)** vacancy which requires the expertise of a **principal member** in the area of:

HUMAN RESOURCES

Only nominations that fit this role shall be considered.

In terms of the Fund's rules, any Trustee shall not be:

- Under the age of 21 years.
- A person who is not a principal member of the Fund.
- A director, member, employee or other official of any organisation serving as the Administrator of the Fund.
- A director, member, employee or other official of any organisation rendering services to the Administrator in connection with the business of the Fund.
- The Principal Officer, Auditor, Consultant of the Fund.
- Anyone who has been declared insolvent.
- Anyone with a court judgement granted against him/her (including a default judgement, finding of fraud, financial mismanagement, misrepresentation or dishonesty) or a notice recorded by Transunion ITC in the last 5 years.
- Anyone with a criminal record.
- A person of unsound mind.

*If you wish to **nominate** a Trustee to serve on the Board for the next 3 years, the nomination forms are available on our website www.nhp.com.na.*

*Please submit your nomination to nhpagm@nhp.na by **12:00 pm** on **Tuesday, 31 March 2026**.*

NB: Incomplete forms will not be considered.

Administered by



Medscheme
Namibia



Diamond Arrow Award
Highest rated medical aid in Namibia 2010 - 2024



BEST MEDICAL AID
IN NAMIBIA 2025



Vehicle sales rebound in February as Namibia records 1,165 units sold

Namibia's vehicle market recorded stronger sales in February 2026, with total units sold rising to 1,165, reflecting improved demand conditions and a recovery from seasonal weakness at the start of the year.

The latest figures show a 4.1% increase from 1,119 units sold in February 2025, while sales were 15.9% higher than the 1,005 units recorded in January.

Simonis Storm economist Almandro Jansen said the February performance

marks the strongest outturn for the month since 2016, lifting year-to-date sales to 2,170 units, also 4.1% higher than the same period last year.

"This represents the strongest February outturn since 2016 and lifts year-to-date volumes to 2,170 units, 4.1% above the corresponding period last year," Jansen said.

He noted that the sharp month-on-month increase suggests that the typical slowdown at the start of the year has

NAMIBIA'S AUTOMOTIVE REBOUND: FEBRUARY 2026 SALES SURGE

Namibia's vehicle market recorded its strongest February performance since 2016, with 1,165 units sold. This growth marks a 15.9% month-on-month recovery, driven by improved consumer affordability and resilient demand across passenger and commercial segments.

MARKET GROWTH & ECONOMIC DRIVERS

1,165

TOTAL UNITS SOLD IN FEBRUARY
This reflects a 15.9% increase from January and a 4.1% rise year-on-year.



Year-to-date sales have climbed to 2,170 units, surpassing 2025 performance levels.



IMPACT OF 2025 MONETARY EASING

Lower borrowing costs from previous rate cuts have significantly improved household affordability.

PERFORMANCE BY VEHICLE TYPE

PASSENGER VEHICLES LEAD THE RECOVERY

+17.6%

Sales jumped 17.6% month-on-month to 582 UNITS as consumer demand surged.

COMMERCIAL SECTOR SHOWS MIXED RESILIENCE

PASSENGER VEHICLES:	582 UNITS (+17.6% MoM)
COMMERCIAL VEHICLES (TOTAL):	583 UNITS (+14.3% MoM)
LIGHT COMMERCIAL (LCV):	503 UNITS

COMMERCIAL VOLUMES REACHED 583 UNITS, acting as a leading indicator for economic momentum.



LCVs HOLD THE LARGEST MARKET SHARE.

Light Commercial Vehicles (LCVs) dominated the commercial segment with 503 UNITS SOLD.

largely dissipated, with underlying demand remaining resilient.

Passenger vehicles led the recovery, with sales rising 17.6% month-on-month to 582 units in February from 495 units in January. On an annual basis, passenger vehicle sales increased 13.9% from 511 units in February 2025.

Jansen attributed the strength in passenger vehicle sales to the cumulative impact of monetary easing during 2025, which has reduced borrowing costs and improved affordability for consumers.

“The strength here is likely a reflection of the cumulative monetary easing that took place over the course of 2025, which has gradually filtered through into lower borrowing costs and improved affordability for households,” he said.

Commercial vehicle sales showed mixed performance. Light commercial vehicles (LCVs) accounted for the largest share of sales at 503 units, although this was 6.9% lower than the 540 units recorded in February 2025.

Overall commercial vehicle volumes

increased 14.3% month-on-month to 583 units from 510 units in January, but declined 3.8% compared to 606 units a year earlier. Medium commercial vehicle sales stood at 24 units, down 4.0% year-on-year.

Rental companies increased activity during the month, purchasing 82 units compared to 32 units in January, accounting for 7.04% of total sales. Dealership sales dominated at 1,083 units, representing 92.96% of total volumes, while no government purchases were recorded during the period.

Jansen said commercial vehicle demand remains elevated by historical standards and continues to serve as an indicator of broader economic activity.

“Commercial volumes remain elevated by historical standards and continue to function as a useful leading indicator of broader economic momentum,” he said.

He added that this trend is particularly relevant as Namibia's economy prepares for increased investment activity across multiple sectors.



SNC Incorporated wins Namibia Law Firm of the Year at IFLR Africa Awards

SNC Incorporated has been named National Law Firm of the Year for Namibia at the IFLR Africa Awards 2026.

The IFLR Africa Legal Awards recognise legal innovation in dealmaking, including the development of new legal frameworks, innovative transaction structures and

industry benchmarks.

The awards are widely regarded as a measure of legal excellence across the continent, highlighting firms that contribute to complex transactions and support cross-border investment.

Judges recognised SNC Incorporated for its role in advising on major corporate,

energy, and oil and gas transactions, as well as its contribution to Namibia's evolving legal and regulatory environment.

The firm's involvement in cross-border deals within the energy sector was noted as having supported investment into Namibia.

The recognition underscores the firm's continued focus on delivering high-quality legal services to both local and international clients on complex and commercially significant matters.

"We are proud to receive this award," said Shakwa Nyambe, Managing Partner of SNC Incorporated.

"It is deeply rewarding to see our work recognised at this level. Much of what we do happens behind the scenes, solving difficult problems and supporting our clients when decisions carry real weight. I am proud of the discipline and care our team brings

to that responsibility every day. We also extend our sincere gratitude to our clients and stakeholders for their continued trust and support."

The awards cover a range of practice areas, including mergers and acquisitions, capital markets, corporate and commercial law, finance and energy projects, and recognise law firms, lawyers and in-house teams shaping Africa's legal landscape.

The awards ceremony was held at the Mount Nelson, A Belmond Hotel in Cape Town, South Africa, bringing together leading legal practitioners from across the continent.

The accolade adds to SNC Incorporated's growing reputation in both African and international markets and reflects the impact of its work in Namibia and across the region.

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

50k followers

Namibia
M&E
MINING & ENERGY

SCAN HERE TO
FOLLOW OUR
WHATSAPP
CHANNEL



 miningandenergy.com.na

 @miningandenergy

 Namibia Mining and Energy

 Namibia Mining and Energy



MTC opens flagship store at Grove Mall

Mobile Telecommunications Limited (MTC) has opened its first flagship retail store at The Grove Mall in Windhoek, marking a strategic move to enhance customer engagement and expand access to its full suite of products and services.

The new “mobile home” brings together MTC’s offerings under one roof, including key account services, business solutions and self-service platforms, as the company seeks to improve service delivery and modernise customer interaction.

MTC said the flagship store is designed to provide a more interactive and efficient service environment, allowing customers to access support, explore new technologies and manage services through integrated digital touchpoints.

Chief Commercial Officer Octivius Kahiya said the facility represents a shift in how the company engages with its customers.

“The new store is more than just a retail space. It is a hub for connection, innovation and engagement. Customers will benefit from faster service, expert assistance and a more immersive experience,” Kahiya said.

The launch forms part of MTC’s broader strategy to invest in infrastructure and decentralise its service footprint across the country.

Kahiya said the company plans to open additional mobile homes in Okongo in the Ohangwena Region and Kuisebmond in Walvis Bay during the second quarter of 2026.

MTC has been steadily expanding its retail presence, having opened five mobile homes

in 2025 in locations including Omuthiya, Divundu and Windhoek, while Katima Mulilo and Rundu each received a second outlet.

With the planned expansions, the company expects to operate more than 41 stores nationwide.

The investment comes as mobile operators

increasingly focus on customer experience and digital integration to retain market share and respond to evolving consumer demand. MTC said the new flagship outlet reflects its ongoing commitment to innovation and improved service accessibility as competition in the telecommunications sector intensifies.

Call for Appointed Board Member

MEDICAL PRACTITIONER



Namibia Health Plan is the leading medical aid fund in Namibia. A board of elected and appointed Trustees manages the Fund. All Trustees serve on the Board for a period of 3 years, in line with the Fund Rules, where after they retire, but may be re-elected or re-appointed.

The Board of Trustees currently has **one (1)** vacancy for an appointed Board member, who must be a **principal member** of the Fund and a long-standing **health professional in the medical field with at least 10 years of experience, practicing in any medical discipline.**

*The prospective candidate must be a **Namibian citizen** and a registered practitioner with the Health Professions Council of Namibia, with a keen interest in the medical aid funding industry.*

In terms of the Fund's rules, any Trustee shall not be:

- Under the age of 21 years.
- A person who is not a principal member of the Fund.
- A director, member, employee or other official of any organisation serving as the Administrator of the Fund.
- A director, member, employee or other official of any organisation rendering services to the Administrator in connection with the business of the Fund.
- The Principal Officer, Auditor, Consultant of the Fund.
- Anyone who has been declared insolvent.
- Anyone with a court judgement granted against him/her (including a default judgement, finding of fraud, financial mismanagement, misrepresentation or dishonesty) or a notice recorded by Transunion ITC in the last 5 years.
- Anyone with a criminal record.
- A person of unsound mind.

*Interested individuals who comply with the above requirements are invited to submit the following documents to nhpaggm@nhp.na by **12:00pm** on **Friday, 27 March 2026**:*

- Comprehensive Curriculum Vitae
- Certified relevant qualifications
- Valid HPCNA registration
- Namibian ID / Passport

*For enquiries, please call **+264 61 242 821***

Administered by



Medscheme
Namibia



Diamond Arrow Award

Highest rated medical aid in Namibia 2010 - 2024



**BEST MEDICAL AID
IN NAMIBIA 2025**

Your best employees are not proof that your staffing model works, they are proof of how long it has been broken.

By Tangeni Namene

What Shoprite's 35-year journey in Namibia, and a global body of evidence, tells us about hiring before the cost becomes visible.

In July 1990, Shoprite opened a single store on Independence Avenue in Windhoek.

One store. One market they had never operated in before. A country that had just become independent four months earlier, with an economy that was still finding its footing.

Thirty-five years later, that single store is 27 supermarkets and 21 LiquorShop locations. It serves more than three million Namibian customers every month and has created over 4,000 career opportunities in this country alone.

The question worth asking is not how Shoprite grew. It's what made growth possible at each stage. And the answer, in every stage, is the same: they hired ahead of what they needed, not in response to what had already broken.

Growth is not something that happens to a company. It is something a company builds the capacity to receive.

Most Namibian businesses understand this in theory. Very few practise it. The previous article described why: long-serving, capable employees quietly absorb the dysfunction, and leadership mistakes endurance for sufficiency.

This article is about what happens when companies stop accepting that trade-off — and what the data says it actually costs when



Growth is not something that happens to a company. It is something a company builds the capacity to receive.

they don't.

What the numbers say, before we get to the stories

The cost of understaffing is rarely calculated. It should be. Here is what verified research tells us:

50–200% of an employee's annual salary — the cost of replacing them, per SHRM and the Society for Human Resource Management

42% of institutional knowledge is role-specific — not documented, not transferable — Panopto Workplace Knowledge and Productivity Report \$47 million is lost in productivity yearly by the average large business due to inefficient knowledge sharing — IDC study, widely cited in HR literature 60% of employees found it difficult or nearly impossible to get critical information from colleagues — same IDC study 36.9% — Namibia's official unemployment rate per NSA's 2023 Labour Force Report, with economists at Cirrus Capital placing the real figure closer to 50% — NSA 2023

That last number matters to this conversation in a specific way.

In a market where the NSA's own data

shows fewer than 547,000 people are formally employed out of a working-age population of 1.87 million, the argument that companies cannot afford to hire is not a financial argument. It is a structural one. The talent exists. The capacity to build around it does not.

The more uncomfortable truth is this: in a market this size, the cost of losing a key employee is proportionally higher than in larger economies.

There is no deep bench to pull from. A 15-year employee who leaves takes their institutional knowledge to a competitor, a new venture, or retirement, and there is no equivalent waiting to replace them.

The Shoprite lesson: capacity is built, not borrowed

Shoprite's story in Namibia is not a story about retail.

It is a story about what an organisation looks like when it hires to grow rather than hiring to survive.

When that first store opened in 1990, Shoprite was already operating a model that

most businesses in this country still haven't adopted: deliberate, proactive investment in people as a precondition for expansion, not a consequence of it.

Their own words describe it as a 'hire-to-retire' model — attracting, developing, and retaining a workforce that grows with the organisation rather than being replaced by it.

By 2002, Shoprite was listed on the Namibian Stock Exchange — a signal of permanence and local investment.

The 4,000 jobs they have created here are not a by-product of success. They are the mechanism through which success was built.

The 4,000 jobs Shoprite created in Namibia are not a by-product of their growth. They are the architecture of it.

Contrast this with the companies described in the previous article: businesses where the same three or four people have been running operations for a decade, absorbing whatever the organisation could not formally staff, and where every growth opportunity that arrives is quietly turned down because there is no capacity to service it.



Standard Bank

The best roads on the continent await

You, behind the wheel of your dream car, your favourite playlist blasting, your favourite people accompanying you, or a solo trip; let us finance your best road trip on the continent's best-rated roads yet.

- Applicable to all new and pre-owned cars
- Up to 35% residual value on new vehicles
- Prime rate
- 3-month payment holiday

Special valid until 31 March 2026. Ts & Cs apply.

#KeepGrowing

 | standardbank.com.na



Shoprite did not stay one store because they were waiting for conditions to be perfect.

They built the conditions by investing in people first. That is the entire difference.

What the current model is actually costing you

The argument against hiring is almost always framed as a cost calculation. It is a salary. A recruitment fee. An onboarding period where productivity dips. These are

real costs, and they show up on a budget.

What does not show up is the other side of the ledger.

When a long-serving employee with fifteen years of supplier relationships, process knowledge, and institutional memory resigns, the cost of replacing them is — conservatively, per SHRM, between half and twice their annual salary. For specialised or senior roles, it can reach 150% to 200%.

And that calculation only covers the visible costs: recruitment advertising, agency fees, onboarding time, the reduced productivity of a new hire ramping up over three to six months.

What it does not account for is the 42% of their knowledge that existed only in their head. The supplier who dealt exclusively with them. The client who trusted them specifically. The process workaround they had developed over years that no

one else knows exists, and whose absence will only become apparent when something goes wrong.

Gartner's research found that the departure of a single engineer caused substantial production delays for a defence contractor's flagship product. In Namibia, the stakes are the same. The talent pool to recover from that loss is smaller.

There is also what does not show up at all: the opportunities declined because the team was already stretched. According to research by Great Place to Work, companies running lean operations consistently underperform on innovation. The employee who has no bandwidth to think cannot think. The organisation that has no spare capacity cannot grow.

If your company has declined or deferred a meaningful opportunity in the last two years because of capacity constraints, that is not a strategic decision. That is a staffing deficit presenting itself as strategy.

The SAP case: what one departure actually costs

One of the clearest documented examples of key-person dependency comes from a case shared by knowledge management firm Sugarwork in their 2024 research into institutional knowledge loss.

A large enterprise had a single employee who knew how to operate its SAP Material Ledger, a core financial system. When

CRAZY DISPLAY DEALS

STANDARD PULL-UP
Banners

N\$1 000.00



EXECUTIVE PULL-UP
Banners

N\$1 200.00



PVC BANNER
WITH EYELETS

N\$250.00 per SQM



CANVAS FRAME

A3 - N\$250.00

A2 - N\$400.00

A1 - N\$500.00

A0 - N\$850.00

Custom Sizes Available
Prices Excludes VAT





CALL US TODAY

+264 81 434 3154

that person left, the organisation did not know what they did not know. Operations continued, until they couldn't.

The company eventually engaged a consulting firm at a cost of one million US dollars.

The finding? Everything was in working order. They had paid a million dollars to be told that the system the departing employee had been running correctly was still running correctly.

The cost was not the employee's absence. The cost was the organisation's failure to build knowledge that could outlast any individual.

In Namibia, the consulting budget for a million-dollar diagnostic does not exist for most businesses. But the dependency does.

And the exposure is proportionally identical.

Recognising the pattern before it becomes the crisis

The warning signs are consistent across companies and sectors. They do not feel like emergencies. That is what makes them dangerous.

* Decisions that should be routine require one specific person's involvement.

* New staff take months to become effective — not because the role is complex, but because knowledge is held informally and transferred by osmosis rather than system.

* Senior employees are resolving problems that should never reach their level.

* Opportunities are being declined or deferred for capacity reasons, not strategic ones.

* The most experienced people in the organisation are the most visibly exhausted.

None of these are performance problems. They are design problems. And the distinction matters, because performance problems are addressed by managing people differently. Design problems are addressed by changing

the structure they work within.

The finance manager who collapsed at her desk, described in the previous article, did not have a performance problem. She had been given, informally, without acknowledgment, without compensation adjustment, the equivalent of three people's work.

Her dedication was real. The organisational decision that created that situation was not her responsibility to solve through endurance.

The companies that will be well-positioned in five years are not the ones with the most aggressive growth plans. They are the ones who, quietly, stopped depending on individual endurance to hold the structure together.

The reframe that changes the calculation

The question most companies ask is: can we afford to hire?

The question Shoprite has been answering for 35 years in Namibia is: what do we need to build, and who do we need in order to build it?

These are not the same question. The first is reactive and defensive. The second is structural and forward-looking.

The first produces the pattern described in the previous article, lean teams absorbing more than they were designed to, growing fragile in ways leadership cannot see.

The second produces 4,000 jobs, 27 stores, and a business serving three million customers a month.

You do not need to be Shoprite to apply this logic. You need to ask, with honesty, what your current staffing model is actually costing you in the categories that do not appear on a budget line:

* Opportunities turned down or deferred because the team is already stretched, what is the cumulative value of those decisions over the last two years?

* The risk exposure created by having critical knowledge concentrated in one or

two individuals , what would happen to the business if either of them left next month?

* The cost of reactive hiring under duress, compared to the cost of proactive, deliberate hiring with time to find and integrate the right person?

* The retention risk created by sustained overload , senior employees who are carrying too much are not loyal indefinitely, and in a small market, their departure and its consequences are visible to everyone.

The NSA's 2023 Labour Force Report tells us that Namibia has a formal employment base of roughly 547,000 people.

The talent pool that established companies draw from is narrow.

Every hiring decision carries more weight here than in a larger economy. Which is precisely why those decisions should be made proactively, with care, before the position becomes urgent.

Because urgent hiring is expensive hiring,

Reactive hiring produces poor fit, fast. And in a market this small, a poor fit is not a quiet problem.

*** Tangeni Namene is a Namibian entrepreneur working in technology, skills development, and community-focused innovation.**

Sources: Shoprite Holdings (35 Years in Namibia, 2025); Namibia Statistics Agency, 2023 Labour Force Report (released January 2025); SHRM, Society for Human Resource Management; IDC Panopto Workplace Knowledge & Productivity Report; Sugarwork Enterprise Knowledge Research, 2024; Great Place to Work Institute; Gartner HR Research; Cirrus Capital, Namibia Labour Market Commentary. This is the second in a series on organisational health and staffing in Namibian companies.



LAUNCH YOUR BRAND INTO ORBIT WITH PREMIUM CORPORATE WEAR



- Corporate Lounge Shirts
- Branded Golf Shirts
- Formal & Casual Trousers
- Workwear & Overalls
- Corporate Dresses & Skirts
- Branded Winter Jackets
- Body Warmers & Fleece
- Safety Boots & PPE Wear
- Caps, Beanies & Accessories
- Custom Embroidery & Branding

CONTACT US TODAY TO PLACE YOUR ORDER



orbitalmedianam@gmail.com



+264 81 434 3154



Team Namibia appoints new board members to strengthen sector representation

Team Namibia has appointed four new members to its board as it moves to strengthen its strategic focus and expand representation across key sectors of the economy.

The organisation confirmed the appointments of Ingram van Heerden (Africa Online), Iyaloo Hamata (Brand Namibia), Rosina Shimbashike (Namibia Standards Institution) and Panduleni Shivute (JJ Nam Chemicals).

The appointments bring representation from technology, national branding, standards and manufacturing, as Team Namibia looks to deepen its role in supporting local production and economic development.

Chairperson Sidney Hanstein said the move is aimed at strengthening collaboration across sectors.

“We are proud to welcome these organisations and the leaders they have sent to us. Collaboration across sectors is essential to building a competitive and resilient economy,” he said.

Team Namibia, established in 2003, promotes the consumption of locally produced goods and services as part of efforts to retain capital within the country, support jobs and strengthen industrial capacity.

The organisation said the expanded board aligns with Namibia’s focus on economic diversification and reducing reliance on imports.

Team Namibia added that it will continue to promote local procurement across consumers, businesses and government as part of efforts to support domestic industry and long-term economic growth.



Executives urged to upskill as technology reshapes business landscape

Executives and board members have been urged to continuously upgrade their skills and leadership approaches as rapid technological change and economic complexity reshape the business environment.

Speaking at the Namibia Institute of Corporate Governance (NICG) executive leadership workshop, Chartered Director Joy-Marie Lawrence said modern leadership increasingly depends on the ability to adapt, warning that failure to do so could weaken organisations and expose them to risk.

“Operating systems

constantly evolve. In the same way, leadership skills must evolve. In the 21st century, the most important skill is not simply literacy in the traditional sense, but the ability to learn, unlearn and relearn,” Lawrence said.

She noted that executives making decisions on issues such as tariffs, fuel prices, logistics and market dynamics must remain responsive to changing conditions, as traditional approaches may no longer be effective.

Lawrence said technological disruption, including the rise of artificial intelligence, alongside shifting economic

Fly Namibia
our most recent edition!

We rise by lifting others.

Click below to read the latest issue of FlyNamibia Magazine – your onboard guide to travel inspiration, aviation and proudly Namibian stories.

[> READ ONLINE](#)

conditions, is fundamentally changing how businesses operate and how decisions are made.

She warned that leaders who rely solely on past experience risk becoming outdated, while those who invest in continuous development are better positioned to navigate uncertainty.

“Continuous development is essential. New issues constantly emerge such as cybersecurity, artificial intelligence, economic volatility and technological disruption. Leaders must keep learning to remain effective,” she said.

The workshop also highlighted the importance of leveraging diverse skills

and perspectives within organisations. Lawrence said companies perform better when they recognise and utilise different strengths within teams rather than forcing uniformity.

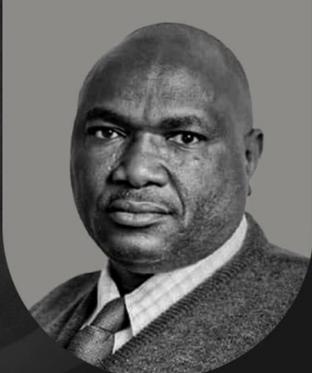
Effective communication in boardrooms was identified as another key factor in strengthening governance. Executives were cautioned against overwhelming boards with excessive data or overly technical information, which can undermine decision-making.

Instead, Lawrence said information should be clearly structured, strategically focused and aligned with long-term organisational objectives. Trust between management and boards was also emphasised as

critical to organisational performance. Transparent and accurate communication enables boards to make informed decisions, while poor communication can erode confidence and create friction.

“Effective governance and leadership require understanding different perspectives, communicating clearly, embracing continuous learning and recognising that decisions have long-term impacts,” Lawrence said.

The remarks come as organisations face increasing pressure to adapt to technological change, evolving regulatory environments and shifting economic conditions.




JOHN AKAPANDI ENDJALA
Annual Memorial Lecture
Speaker: Sisa Namandje
Topic: The Pursuit of Happiness
Entrance Free (tickets available at Country Club)
Pledges are encouraged and funds will be used to start the John Akapandi Endjala Foundation.

Venue: Country Club | Time: 18h00

Account Details:
Account Number: 8031211890 | Account Type: CHK | Bank: Bank Windhoek Ltd. |
Branch: Kudu (WHK) | Branch Code: 482-172 | Swift Code: BWLINANX

For Enquiries:
Diana Endjala-Kaute +264 81 200 4983 | David Endjala +264 81 635 4249

**04
JUNE
2026**

How can Africa dictate the green economy conversation?

By Wade Henckert

The global race to secure a sustainable future has ignited a new geopolitical scramble, one not for territory, but for the periodic table.

As the world pivots toward electric vehicles, solar grids, and wind turbines, the demand for critical raw minerals cobalt, lithium, copper, and rare earths has skyrocketed. At the center of this tectonic shift lies the African continent, custodian to an overwhelming share of these indispensable resources.

With roughly 30 percent of the world's known critical mineral reserves, including over 70 percent of global cobalt production, alongside vast amounts of lithium, manganese, and copper. Africa's resources are indispensable to the new industrial revolution.

However, African leaders are increasingly recognizing that simply exporting these resources in their raw form will no longer suffice to grow their economies.

To full grasp the scale of Africa's leverage, one only has to look at the numbers. The Democratic Republic of Congo (DRC) produces over 70% of the world's cobalt. Zimbabwe hold some of the most significant lithium reserves on the globe, while South Africa and Madagascar dominate in platinum group metals and rare earths.

These nations are not merely participants in the global supply chain; they are its bedrock. However, leverage unused is leverage lost. To capitalize on this, African states must deploy a cohesive, assertive foreign policy built on mandating value



African countries are fundamentally reshaping their foreign policy through "strategic autonomy" and "multi-alignment".

addition and aggressive implementation of technology transfer, across the continent.

Even, as we observe the tightening of global supply chains in 2026, a historical ghost haunts the continent: the paradox of the "resource curse." For centuries, Africa has been the world's quarry, exporting raw materials only to import expensive, finished goods.

If African states are to accelerate their economic growth and escape this extractive paradigm, they must recognize that their mineral wealth is not just a geological blessing, but a potent foreign policy tool. It is time for African capitals to rewrite the rules of global engagement.

Increased discussions on the African Green Minerals Strategy (AGMS), must now be cemented, through the halls of power within Africa, this blueprint guiding the continent's mineral future, champions "Equitable Resource-Based Industrialization".

It aims to establish midstream processing and refining facilities to produce battery

precursors and clean energy components locally, African nations could create high-skilled green jobs, diversify their economies, and dramatically increase government revenues.

If Africa successfully moves up the value chain, estimates suggest the continent's mineral market value could increase by nearly three-quarters from its current \$120 billion by 2040.

In reality, a few individual nations possess the capital, infrastructure, and full spectrum of minerals required to build complete technological supply chains alone, regional integration is an essential economic strategy.

The African Continental Free Trade Area (AfCFTA) serves as a potent diplomatic and economic tool, creating a unified continental market that allows countries to pool their assets, overcome fragmented supply chains, and achieve global competitiveness.

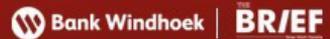
A prime example of this regional synergy is the landmark agreement between the

Democratic Republic of the Congo (DRC) and Zambia to establish cross-border Special Economic Zones for manufacturing electric vehicle battery precursors.

African countries are fundamentally reshaping their foreign policy through "strategic autonomy" and "multi-alignment". As powers like the United States, China, the European Union, and Gulf states vie for mineral access, African nations are increasingly positioning themselves as "Global Swing States".

Instead of aligning exclusively with a single geopolitical bloc, they are engaging multiple global powers simultaneously to negotiate the best possible terms. This diplomatic flexibility maximizes their bargaining power, allowing them to pit competing powers against one another to secure vital infrastructure, technological transfers, and financing.

Going forward, African governments must negotiate as a unified continental bloc to ensure that foreign investment agreements mandate local processing,



The Business Banking Masterclass

Marketing and Branding

[Click here to watch
the full video](#)

If Africa successfully moves up the value chain, estimates suggest the continent's mineral market value could increase by nearly three-quarters from its current \$120 billion by 2040.

technology transfer, and environmental sustainability. African diplomats and policymakers must demand that international partnerships whether China's Belt and Road Initiative, the US-led Mineral Security Partnership, or the EU's Critical Raw Materials Framework, align with Africa's own industrialization goals rather than just securing raw materials for Western or Asian factories.

This must be said, through harmonizing continental policies, investing in processing capabilities, and leveraging the geopolitical competition between global powers, African nations can rewrite their role in the global economy. The green energy transition offers a unique opportunity for Africa to rise not just as a supplier of raw materials, but as a co-architect of a new, equitable global energy economy.

It is here, we see early iterations of this were African countries banning the export of raw lithium. To succeed long-term, these

bans must be paired with foreign investment strategies that secure technology transfer. Western and Eastern powers alike must be told access to minerals requires investing in the industrialization journeys of these states.

The international power dynamics continue to shift and shape, we are operating in an increasingly multipolar world, characterized by intense strategic competition between the United States, China, and the European Union over critical supply chains. African foreign policy must embrace strict, strategic non-alignment.

This is not a passive stance, but a highly active one. In refusing to be drawn into exclusive blocs, African states can foster a competitive and constructive conversation for their resources. If Beijing offers rapid infrastructure development but hesitates on local refinery ownership, African leaders can leverage European anxieties over supply chain dependencies to secure better terms

The banner features a light blue background with faint icons of various symbols like a dollar sign, a gear, and a person. On the left, it says "SCAN HERE" in large blue letters. Below this is a red Adobe PDF icon with the text "Daily PDF version sent via email". Underneath are social media icons for Facebook, LinkedIn, and Twitter, with handles: @thebrieflive, @thebrieflive.nam, and @TheBriefLive. In the center, there is a large QR code. Above the QR code is a blue circle with a white icon of a bar chart and a dollar sign, labeled "Finance". Below the QR code is a blue circle with a white icon of a bar chart and a gear, labeled "Business". To the right of the QR code is a blue circle with a white icon of a speech bubble, labeled "for Daily Namibian News". On the far right, the logo "THE BRIEF" is displayed in large blue letters, with "News Worth Knowing" in smaller text below it. Below the logo, it says "TO FOLLOW OUR WHATSAPP CHANNEL" in large blue letters. At the bottom right, there is a blue circle with a white icon of a speech bubble, labeled "for Daily Namibian News".

from the EU's Global Gateway initiative or the US Development partnership, or seek new partnerships within the global south.

The goal is to maximize economic dividends by remaining an open, yet highly demanding, market. The New formation of the Pan-African United Front is rapidly taking shape. When countries negotiate bilaterally with economic superpowers, they are invariably out-leveraged.

The solution is deeply diplomatic, utilizing the African Continental Free Trade Area (AfCFTA) as a foreign policy instrument, will remain crucial. African nations must harmonize their mining codes and export taxes. If one nation demands domestic

processing, neighboring countries must not undercut them by offering cheap, raw exports, in pooling resources, African states can create regional value chains.

For instance, DRC's cobalt and Zambia's copper can be processed regionally to manufacture battery components, creating a cross-border industrial ecosystem. A united African mineral cartel or at the very least, a coordinated policy bloc would possess unprecedented bargaining power on the world stage. The narrative of the 21st century is the green transition, but a transition built on the historical exploitation of the Global South is neither green nor just.

The foreign policy decisions made in the boardrooms of Pretoria, Kinshasa, Windhoek, and Harare over the next few years will determine whether the continent remains a mere pit stop in the global supply chain, or if it emerges as an architect of the new, decarbonized global economy.

The minerals beneath African soil are the key to the future. It is time African foreign policy ensured that this future is shared equitably with the people living above it.

** Wade Henckert, International Relations Editor & Foreign Policy Analysis Specialist. All comments and opinions in this work are not associated with any organization or entity, and are solely those of the author.*

Never Walk Alone

PROJECT NEVER WALK ALONE
INVITES YOU TO THE
**ANNUAL FUNDRAISING
GALA DINNER**
SAT, 30TH MAY 2026 **18H00**

VENUE: MOVENPICK HOTEL
DRESS CODE: BLACK TIE

SPECIAL GUEST:
GAYTON MCKENZIE
(MINISTER OF SPORTS, ARTS &
CULTURE-SOUTH AFRICA)

VIP TABLE: N\$40,000

FOR ENQUIRIES CONTACT +264 81 349 6234 OR
NEVERWALKALONE359@GMAIL.COM

THE
BR/EF
News Worth Knowing

Year in Review **5** **202** Outlook **6**



[Click here to
DOWNLOAD](#)