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**LEADERS**

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Namibia Breweries reports 42% rise in operating profit to N\$830m

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# THE BRIEF

News Worth Knowing



**NBL faces export volume hit as HEINEKEN South Africa supply deal expires**

MONDAY 30 MARCH 2026

## MAIN STORY

## NBL faces export volume hit as HEINEKEN South Africa supply deal expires

**N**amibia Breweries Limited (NBL) expects a decline in export volumes following the expiry of its supply agreement with HEINEKEN Beverages South Africa at the end of April 2026.

The agreement carried a minimum off-take commitment of 450,000 hectolitres per year, although actual volumes supplied in 2025 amounted to about 365,000 hectolitres.

Its expiry removes a guaranteed export channel that has supported a significant share of NBL's regional volumes, leaving the company exposed to market-driven demand in South Africa.

Managing Director Waldemar von Lieres said the loss of the minimum supply arrangement will result in lower volumes.

"We foresee lower volumes in our supply to South Africa following the expiry of the minimum supply arrangement," he said.

While the commercial relationship with HEINEKEN will continue, it will no longer include minimum volume commitments.

NBL said the change is expected to weigh on production volumes and margins as the company adjusts to a more competitive export environment.

Internal sensitivity analysis indicates that a reduction to 50% of the contractual minimum would have lowered earnings per share by 22 cents, or 7.2%, while a complete loss of volumes would have reduced earnings



### 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**

## Namibia Breweries: Navigating the Shift to Market Competition

### THE ERA OF GUARANTEED VOLUME (PRE-2026)



#### Expiry of HEINEKEN Supply Deal

Minimum off-take agreement for 450,000 hectolitres per year ends in April 2026



#### The Earnings Exposure Gap

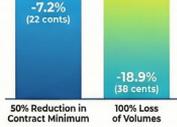
Complete loss of export volumes could reduce earnings per share by up to 18.9%



#### End of Fruitree Distribution

A 15-year partnership with PepsiCo concluded in February 2025, increasing reliance on own-brands

#### Volume Reduction Scenario – Earnings Per Share (EPS) Impact



### THE SHIFT TO MARKET-DRIVEN COMPETITION



#### From Guaranteed to Market-Driven

Future growth will be dictated by market share and brand strength rather than contracts



#### Portfolio Diversification

NBL is localizing cider and wine production to reduce reliance on external exports



#### Digital & Operational Reform

Implementation of the 'Digital Backbone' ERP and EverGreen 2030 priorities to drive efficiency

by 58 cents, or 18.9%.

Von Lieres said 2026 will be a transition year as the company completes internal reforms and adapts to changing market conditions.

“2026 will still be another year of change, with a focus on completing the Digital Backbone ERP implementation and advancing EverGreen 2030 priorities,” he said. The brewer is also facing broader pressures, including potential increases in energy costs and higher tax charges following the end of manufacturing allowances.

“Namibia could be faced with a global energy crisis and increased prices throughout the supply chain. In addition, we expect an increased tax charge following the cessation of manufacturing allowances,” he said.

The expiry of the South African agreement follows the end of NBL’s Fruitree distribution deal with PepsiCo in February 2025 after more than 15 years.

In response, the company has moved to reduce reliance on external agreements through portfolio diversification, including the localisation of cider and wine production and the expansion of redistribution channels.

NBL said future growth will be driven by market share gains, portfolio mix and brand strength rather than guaranteed export volumes.

“Growth will be driven by market share, portfolio mix and brand strength, supported by execution in the market and a continued focus on efficiency and productivity,” von Lieres said.



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➤ Closing Date: 7 April 2026, 7:00PM

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# Windhoek spends N\$64.3m repairing 67,344 potholes across 650 streets

The City of Windhoek has spent N\$64.36 million on repairs, fixing 67,344 potholes and rehabilitating more than 54,000 square metres of damaged roads as infrastructure strain intensifies across the capital.

Mayor Sakkarias Uunona said the city’s road network is under growing pressure following heavy rains and years of underinvestment in maintenance.

“To date, the City has invested N\$64.36 million in routine repairs. While pothole patching is only a temporary solution, it remains essential to keep our roads usable and our residents safe while we

work towards long-term improvements,” Uunona said.

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Damage escalated after heavy rainfall in early 2025 affected more than 650 streets, prompting the City to deploy private contractors alongside internal teams to speed up repairs.

Since February 2025, repairs have covered damage caused by rain, pipe bursts and trenching, with the highest number of interventions recorded in Katutura, Khomasdal, the central business district, Otjomuise, Rocky Crest and Okuryangava.

Uunona said ageing infrastructure and limited maintenance funding have left the municipality reliant on short-term fixes.

“Pothole patching is not a long-term solution, but it is necessary to maintain basic road usability while we address broader infrastructure challenges,” he said.

The City warned that rising repair costs are placing increasing pressure on municipal finances as infrastructure continues to deteriorate and extreme weather events become more frequent.

Beyond roads, Uunona said demand for serviced land continues to exceed supply, with financial constraints limiting the

City’s response.

“The demand for land continues to exceed the availability of serviced land, and financial constraints remain a significant challenge,” he said.

The municipality has begun a planning process to formalise informal settlements following a public notice issued in March 2026, urging residents to cooperate with the initiative.

On economic development, the City said 21 entrepreneurs were supported through its Start Your Business training programme in February, covering financial planning, marketing and operations.

Infrastructure projects are also progressing, including the Rocky Crest cemetery, now in its third phase, and the refurbishment of Sam Nujoma Stadium, which is expected to be completed in October 2026.

“Providing burial space is a statutory and social responsibility of the municipality, and we are pleased with the progress on the Rocky Crest cemetery,” Uunona said.

## Windhoek’s Path to Revitalization: 2025-2026 Progress Report



### Road Rehabilitation & Maintenance

**N\$64.36**  
Million Invested

Funds used for routine repairs and patching across 650 rain-affected streets.

**67,344**  
Potholes Repaired



Rehabilitation effort covered over 54,000 square metres of damaged road surfaces.



### Necessary Short-term Fixes

Patching serves as a vital bridge while the city addresses broader infrastructure underinvestment.

**Road Repairs:**  
Katutura, Khomasdal, & CBD - Ongoing (Active 2025)

**Sam Nujoma Stadium:**  
Major Refurbishment - Completion: Oct 2026



### Urban Management & Public Facilities

**Land Demand Outstrips Supply**



Financial constraints limit the city’s ability to provide enough serviced land to residents.

### Formalizing Informal Settlements



A city-wide initiative began in March 2026 to formalize housing areas.

**Informal Settlements:**  
Formalization Planning - Commenced: March 2026



### Statutory Social Projects

Progress continues on Rocky Crest Cemetery (Phase 3) to meet burial space demand.



## BUTCHERIES TOTAL BASKET COST (N\$) - FEBRUARY 2026



# Where to buy meat for less: Meatco tops February price survey

This report compares meat prices across suppliers/butcheries in Windhoek for February 2026, focusing on both A-Grade and Economic cuts. It highlights the most affordable options per item while also identifying broader pricing trends.

### Overall Summary

- Across both A-Grade and Economic categories, Meatco stands out as the most cost-effective option, consistently offering the lowest prices.
- Ready Bites and Klein Windhoek Slaughterery remain solid alternatives, although some popular items are priced higher.

- Eros Meat Market and Hartlief generally rank among the more expensive retailers in both categories.

A-Grade Meat Analysis (Premium Cuts)



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### Key Observations:

- Clear price leader:

Meatco is by far the cheapest across most A-Grade items, with a total basket of N\$442.93, less than half of what most competitors are charging.

- Mid-range option:

Elmo's Butchery comes in as the second most affordable (N\$875.74), offering a balance between price and typical butcher-quality cuts.

- Higher-priced suppliers:

Eros Meat Market, Klein Windhoek Slagtery, and Hartlief all sit on the higher end, each exceeding N\$1,100. Hartlief, in particular, stands out for its higher steak prices, especially rump and sirloin.

- Product insights:

- o Steak cuts (rump and sirloin) show the biggest price differences across stores.

- o T-Bone prices vary widely, from N\$78.13 to as high as N\$249.00.

- o Lamb prices are relatively stable, with less variation between suppliers.

### What this means:

Prices in the A-Grade category vary quite a bit, so where you shop really matters.

Consumers can save significantly by being selective, as the differences likely come down to sourcing, branding, and quality variations.

### Economic Meat Analysis (Affordable Cuts)

The Economic category covers more affordable, everyday cuts, and while prices are generally closer together than in A-Grade meats, there are still noticeable differences between suppliers.

### Key Observations:

- Consistent affordability:

Meatco remains the cheapest option, with a total basket of N\$420.05, highlighting its strong value for money across both categories.

- Mid-range competition:

Klein Windhoek Slagtery, Ready Bites, and Elmo's Butchery are fairly close in pricing, all sitting in the mid-range. This suggests tighter competition in this segment.

- Higher-priced options:

Eros Meat Market and Hartlief are the most expensive, making them less competitive for budget-conscious buyers.

- Product insights:

- o Liver and brisket prices don't differ too much across stores.

- o Mince and boerewors show bigger differences, likely due to processing and quality variations.

- o Beef stew cuts are fairly consistent across the board.

### What this means:

Compared to A-Grade meats, pricing here is more competitive, but shoppers can still save by choosing lower-priced retailers like Meatco or Klein Windhoek Slagtery.

### Overall Conclusion

The February 2026 analysis highlights a clear pattern in the meat retail market. Meatco stands out as the most affordable supplier, consistently offering the lowest prices across both premium and budget categories.

Mid-range retailers such as Ready Bites and Klein Windhoek Slagtery provide reasonable alternatives, but they are not always the cheapest of all items. Meanwhile, Eros Meat Market and Hartlief remain on the higher end of the price spectrum, likely reflecting branding, perceived quality, or overall shopping experience.

### Consumer Takeaway

For cost-conscious shoppers, Meatco remains the most reliable option for keeping total spending low across both A-Grade and Economic meats. However, those with specific quality preferences may still find value in selecting certain items from mid-range butchers like Ready Bites or Elmo's Butcher. That said, the biggest savings come from mixing and matching, buying the cheapest item per product across different retailers can significantly reduce overall costs. This is especially true for A-Grade meats, where price differences are more pronounced, while Economic meats show tighter pricing and more competition.

# FirstRand Namibia appoints Conville Britz as Non-Executive Director

FirstRand Namibia Limited has appointed Conville Raymond Britz as a non-executive director, effective 1 April 2026, in line with Namibia Securities Exchange (NSX) listing requirements.

The appointment was approved by the board of directors in accordance with paragraph 3.59(a) of the NSX Listings Requirements.

Britz currently serves as General Manager for Strategy and Projects at the Government Institutions Pension Fund (GIPF) and brings experience in strategy and institutional investment to the board.

He joins a board chaired by Otto Shikongo, as the group continues to strengthen its governance and oversight structures.



FirstRand Namibia's portfolio includes FNB Namibia, RMB Namibia, WesBank Namibia, Ashburton Investments Namibia and PointBreak Wealth Management.



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# The future of Namibia's youth economy: Why our young people are our greatest investment

By Hans Edward Karon

What if Namibia's greatest economic engine isn't oil, diamonds, or tourism—but the dreams and potential of its young people?

Namibia stands at a demographic crossroads—one that carries immense promise and profound responsibility. Over 70% of Namibians are under 35, and more than a third are under 15.

This is not just a statistic; it is a structural advantage in a world where many nations are grappling with ageing populations. But this advantage will only translate into economic strength if we act decisively to unlock the potential embedded in today's youth.

Global research shows that countries experiencing a "youth bulge" can achieve accelerated economic growth—known as the demographic dividend—when young people are healthy, educated, and productively employed.

Namibia is deep within this window. Yet, the urgency is clear: youth unemployment hovers around 44–46%, among the highest in the region, and more than half of young Namibians are either unemployed or seeking work. Without intervention, this demographic advantage could become a liability.

Financial inclusion is one of the most powerful levers to change this trajectory. It is not just about access to banking; it is about building capability and resilience. Studies across Sub-Saharan Africa show that early financial education and account



**Over 70% of Namibians are under 35, and more than a third are under 15.**

ownership correlate strongly with improved financial behaviors and long-term economic outcomes.

The habits formed between childhood and early adulthood (saving, budgeting, managing risk) persist into later life. For Namibia, where young people are tomorrow's workforce and innovators, this is critical.

Digital financial services amplify this opportunity. Across Africa, mobile money adoption has surged, with over 800 million accounts continent-wide, and Namibia is part of this transformation. FNB's own innovations (such as eWallet, CashPlus agents, and the Future and Student Account) are designed to meet young people where they are: on their devices, in their communities, and within their families.

These tools do more than facilitate transactions; they create teachable moments and build confidence in managing money.

The urgency is reinforced by global and local trends. Sub-Saharan Africa's youth are tech-savvy and mobile-first, and in Namibia, smartphone penetration among young adults exceeds 70%, making digital banking the most scalable inclusion strategy.

FNB Namibia is leading the charge in building a financially inclusive future, where every young Namibian has the tools and confidence to thrive in a digital economy.

Research shows that households with formal accounts and saving habits recover faster from shocks, a critical advantage in a country vulnerable to climate and commodity cycles.

Entrepreneurship is another engine of growth: SMEs already account for 30% of Namibia's registered businesses and employ 36.5% of the labor force. Youth entrepreneurship can be a catalyst for job creation, but access to finance remains a barrier.

Parents and guardians play a pivotal role as the first teachers of financial behavior. Yet, many lack practical tools to introduce financial literacy at home. Creating simple, trustworthy resources aligned with real-life scenarios is essential.

Conversations about money should start early: with the first pocket money, the first savings goal, or the first digital payment observed. FNB Namibia is committed to turning financial inclusion into a catalyst for innovation and entrepreneurship, ensuring that young Namibians have the confidence and resources to lead the country's economic transformation.

At FNB Namibia, youth

banking is not an early acquisition; it is a long-term partnership. Through products like the Future and Student Account, we help families formalise the journey toward financial confidence. Our digital platforms enable parents to monitor activity and turn everyday transactions into learning opportunities.

This aligns with Namibia's broader goals: financial inclusion, human capital development, and economic resilience.

Unlocking Namibia's youth economy requires collective action. Policymakers must prioritise youth-centric policies that integrate financial literacy into education and incentivise entrepreneurship.

Families should start financial conversations early; saving, budgeting, and responsible spending are lifelong skills. Institutions must commit to inclusive products and partnerships that empower young people to participate fully in the economy.

Namibia's youth economy is not tomorrow's challenge, it's today's opportunity. The choices we make now, how we include, equip, and trust our youth, will shape Namibia's economic story for decades. Investing in our youth is not just a social imperative; it is one of the smartest economic strategies we have.



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The banner features a vertical red background. At the top, the Namibian flag is partially visible. The text 'Fly Namibia' is written vertically in large white letters, with the tagline 'our most recent edition!' in smaller white text to its right. Below this, the headline 'We rise by lifting others.' is displayed in white. A call-to-action button with a white border and a right-pointing arrow contains the text 'READ ONLINE'. At the bottom of the banner is a group photograph of several people, including pilots in uniform and other staff members, smiling.

## Tim Ekandjo named among Africa's top 100 marketing leaders in ACMO100 list

**M**TC Chief Marketing Officer Tim Ekandjo has been named among Africa's 100 most influential marketing leaders, following the launch of the inaugural Africa CMO 100 (ACMO100) list by Brand Africa and its partners.

The initiative, developed in partnership with African Business magazine, MIPAD and the African Media Agency, recognises leading marketing, brand and reputation executives shaping Africa's economic narrative and global image.

Ekandjo is among 39 honourees from Southern Africa, a region that dominates the list and is anchored by South Africa as the continent's leading marketing hub.

Brand Africa said the ACMO100 list aims to address a long-standing imbalance, where African brands lag behind global competitors despite strong local belief in the continent.

Research by the organisation shows that while 68% of Africans believe in the continent, only 18% of the brands they most admire are African.

"CMOs and senior brand leaders are among the most powerful architects of Africa's future. Through strategy, stewardship and influence, they shape narratives, build trust and guide the preferences of hundreds of millions of people," said Brand Africa Founder and Chairman Thebe Ikalafeng.

The inaugural list spans 100 executives across 20 countries and six regions, including the diaspora, with no internal ranking applied.

Financial services and telecommunications emerged as the dominant sectors, accounting for more than half of the honourees, reflecting their central role in Africa's growth and digital transformation.



The data also highlights a shift in leadership dynamics, with women accounting for 62% of the list, a majority across all regions.

Southern Africa leads with 39 honourees, followed by West Africa with 20 and East Africa with 17, while North Africa contributed 14, signalling the rise of new marketing hubs such as Casablanca.

The recognition comes as Africa's marketing and brand leadership sector gains influence in shaping investment flows, consumer behaviour and the continent's global competitiveness.

The ACMO100 honourees will be recognised at Brand Africa Week in Addis Ababa from 22 to 26 May 2026, alongside the unveiling of the Brand Africa 100 | Africa's Best Brands rankings.

Brand Africa said the initiative is designed to connect leading marketers and strengthen Africa's brand presence globally, as competition intensifies across consumer and corporate markets.



## Mungunda appointed NCCI president, deputised by Karuaihe-Martin and Shaanika

The Namibia Chamber of Commerce and Industry (NCCI) has appointed Vetumbuavi Mungunda as president,

deputised by Patty Karuaihe-Martin and Tarah Shaanika as first and second vice presidents respectively.

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The appointments were confirmed at the Chamber's Annual General Meeting held in Windhoek on 27 March 2026.

Outgoing president Bisey /Uirab will remain on the board, while Dr Leake Hangala continues as an honorary director.

The new board, which will serve a two-year term, includes Amalia Schmidt, Brent Eiseb, Caroline Mswabi, Desmond Amunyela, Edwin Kamatoto, Elago Nantana, Hilda

Basson-Namundjebo, John Roos and Tracy Eagles.

Mungunda said the new leadership will focus on strengthening the Chamber's institutional capacity and expanding its role in economic and policy discussions.

The NCCI represents businesses across Namibia and advocates for policies aimed at improving the operating environment and supporting economic growth.

# Namibia Breweries reports 42% rise in operating profit to N\$830m

Namibia Breweries Limited (NBL) reported a 42% increase in operating profit to N\$830 million for the year ended 31 December 2025, underpinned by margin expansion and productivity improvements despite a constrained consumer environment.

The brewer recorded a 4% rise in net revenue to N\$4.8 billion, supported by growth across all beverage categories and a stronger product mix.

Managing Director Waldemar von Lieres said the profit growth was driven by structural improvements in the business.

“Operating profit rose by 42% to N\$830 million, driven by margin expansion following the localisation of cider and wine



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

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production, as well as ongoing productivity gains,” he said.

Earnings per share from continuing operations increased by 47% to 306.1 cents, while headline earnings per share rose by 45%, reflecting solid underlying performance.

Revenue growth was supported by continued investment in brands, production capacity and route-to-market capabilities, alongside a more focused portfolio strategy.

“Net revenue increased by 4% to N\$4.8 billion, supported by growth across all categories and an improved portfolio mix,” von Lieres said.

Beer volumes remained a key driver, with

Windhoek Draught maintaining its position in the market and Windhoek Lager recording the strongest growth. The non-alcoholic segment also expanded, with Windhoek Non-Alcoholic Lemon more than doubling its volumes. Cider performance improved following the localisation of production for Savanna and Hunter’s, which enhanced stock availability, reduced stockouts and supported margins. Premium spirits, including Richelieu, also contributed to overall volume growth.

The company said its growth strategy continues to centre on market share gains, supported by brand strength and data-led portfolio optimisation under its EverGreen 2030 strategy and broader digital transformation efforts. The mainstream wine segment recorded a slight decline, reflecting affordability pressures, although locally produced wines outperformed imports and contributed positively to margins.

NBL managed cost pressures through productivity gains rather than price increases, helping maintain competitiveness in a tight consumer market.

“Despite a constrained consumer environment, we achieved growth through disciplined execution and a focus on availability and value,” von Lieres said.

Strong operational performance and lower capital expenditure supported cash generation during the period, enabling the company to repay its revolving credit facility without significant refinancing.

## Tender Provision of Office Stationery



**FNB Namibia Ltd. invites reputable, qualified companies to supply and deliver various office stationery for a period of three (3) years. This service will be required for FNB Namibia’s head office in Windhoek and all branches and offices located across the country.**

**REQUEST FOR PROPOSAL (RFP) – Ref number NARFX10979**

Interested, reputable Namibian registered companies with proven experience can request the RFP document via the below email address:  
[procurement@fnbnamibia.com.na](mailto:procurement@fnbnamibia.com.na)

### Submission:

A formal RFP invitation will be issued through the FNB Namibia online portal. All submissions must be completed and submitted electronically via the portal.

No email/hand delivered, or late applications will be accepted.

**Enquiries:** Any enquiries relating to this tender should be directed via email to [procurement@fnbnamibia.com.na](mailto:procurement@fnbnamibia.com.na) on or before 27 March 2026.

**Disclaimer:** FNB Namibia Limited shall not be responsible for any costs incurred in the preparation and submission of a response to this tender and furthermore reserves the right to not give any reasons for acceptance or rejection of any offer, and no correspondence will be entered into in this regard.

**Closing date: Tuesday, 7 April 2026 at 12pm**

# The weight of the seat and missional clarity

By Hilda Basson Namundjebo

“Great leaders, like most things you value in life come at a price”. These are the words of the First Gentleman Lieutenant General Epaphras Denga Ndaitwah, delivered at a public lecture on the topic of Strategic Leadership & Management.

Every leadership position carries a price tag. And to occupy the seat of authority is to inherit its weight; the expectations of those who entrusted it, the legacy of those who shaped it, and the responsibility to carry it forward with integrity. The seat is not a possession; it is a covenant. It is heavy with history and hope, and demands more than presence; it demands purpose.

In my earlier reflections on missional clarity, I argued that clarity is the compass of leadership. Without it, authority drifts into spectacle, mistaking visibility for vision. With it, every decision is anchored in purpose, every action aligned with service. Missional clarity is not about slogans or soundbites; it is about knowing whom we lead for and what we lead for. It is about resisting the temptation of comfort and holding firm to the enduring mission that gives leadership meaning.

“Seats are easy to sit in. But meaningful seats ask something of us. And that is where leadership begins”. During the course of last week, I attended a Masterclass hosted by the NICG in Windhoek and one of the speakers was Joy Marie Lawrence, Chartered Director at Boardvisory. During this training she sharpened this truth with her framework on the concomitant costs of leadership. She reminded us that the seat at the table carries



**Every leadership position carries a price tag.**

weight in very practical ways: the cost of being prepared, the cost of patience, the cost of courage, the cost of integrity, and the cost of judgement.

Preparation demands discipline. It is the unseen labour of reading, listening, and equipping oneself for the decisions that will shape lives. Patience requires restraint in the face of urgency, the wisdom to wait for the right moment rather than rushing into action for the sake of appearances. Courage calls us to act when silence is easier, to confront prejudice, injustice, or complacency even when it costs us comfort. Integrity insists that we hold the line even when compromise tempts, that we remain faithful to principle when expedience beckons. Judgement asks us to discern wisely, knowing that every choice shapes legacy and that every decision carries consequences beyond the immediate.

These costs are not burdens to be avoided; they are investments in credibility. They remind us that the weight of the seat is measured not in titles but in the daily sacrifices leaders must be willing to make. They are the price of stewardship.

Missional clarity transforms these costs from obligations into opportunities. It reframes leadership as stewardship, not ownership. It insists that authority is exercised not for self but for community, not for ambition but for renewal. When leaders embrace clarity, they lighten the weight of

the seat by sharing it—inviting trust, building credibility, and anchoring their mission in service. Clarity is what allows leaders to carry the weight without being crushed by it.

In moments of uncertainty, the seat grows heavier. Crises amplify expectations, and the burden of decision becomes sharper. Yet it is precisely then that clarity matters most. Expedience may offer relief, but only clarity offers direction. Leadership is not about knowing every answer; it is about holding fast to the question that guides every answer: for whom and for what do I lead?

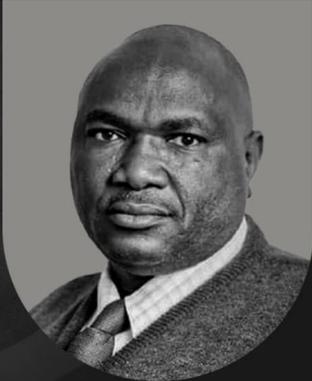
Our Namibian struggle for Independence reminds us of this truth, and that is that our independence was not won by those who

sought comfort, but by those who carried the weight of the seat with clarity of mission. They understood that leadership was not about possession but about service, not about visibility but about vision. Today, as we face new challenges; economic transformation, social cohesion, and generational renewal; the same clarity is required.

The weight of the seat will always be felt. But when carried with missional clarity; and with the courage to pay the costs Joy Marie Lawrence outlines; it becomes less of a burden and more of a blessing. It becomes the means by which authority is transformed into legacy, and legacy into hope. This is when leadership ceases to be about survival and becomes about stewardship. It ceases to be about the individual and becomes about the collective.

The true measure of leadership is not how lightly one sits, but how faithfully one carries the weight. To sit without clarity is to squander trust. To sit with clarity is to honour the covenant between leaders and people. And in that covenant lies the possibility of renewal; the chance to transform authority into service, service into legacy, and legacy into hope.

*\* 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.*




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**04  
JUNE  
2026**



## NovaNam renews global crew certification

Namibian fishing company NovaNam has renewed its FISH Standard for Crew certification, maintaining its position as the only company in Namibia and across Africa to hold the international labour compliance standard.

The certification recognises safe, fair and ethical working conditions on board fishing

vessels and follows an independent audit of NovaNam’s fleet and operations against global, regional and local standards.

NovaNam was the first fishing company globally to obtain the certification in 2022.

The company operates a fleet of seven vessels, including two freezer trawlers and five wet fish trawlers, out of Lüderitz

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and Walvis Bay. The fleet employs approximately 280 crew members, with total staff complement standing at around 2,300.

The FISH (Fairness, Integrity, Safety and Health) Standard for Crew is based on international labour conventions, including the ILO Work in Fishing Convention, and requires compliance across 28 criteria covering working conditions, safety and crew welfare.

Chief Sustainability and CSR Officer at Nueva Pescanova Group, Nuno Cosme, said the certification reflects NovaNam's focus on governance and employee welfare.

"This recognition reflects our commitment

to responsible governance and to the well-being and safety of our employees. Providing the best possible working conditions is essential to ensuring responsible and sustainable operations," he said.

NovaNam Country Manager and Group CEO Edwin Kamatoto said the renewal reinforces the company's commitment to international labour standards.

"This certification recognises NovaNam's ongoing efforts to provide our crews with decent, safe and internationally aligned working conditions, while contributing meaningfully to Namibia's fishing industry and economy," he said.

The audit process included inspections of vessels and interviews with crew members to assess compliance.

FISH Standard for Crew Executive Director Mike Kraft said the certification provides independent verification of labour practices in the fishing industry.

"Programmes such as FISH can serve as a credible, independent verification tool. Organisations can use it to demonstrate their leadership, the high value they place on the safety and well-being of their workers, and the transparency of their operations," he said.

NovaNam, which has operated in Namibia for more than 35 years, processes and markets seafood products under the Pescanova brand and remains a key employer in the country's fishing sector.

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## EIF hands over N\$4.9m waste facility in Etosha funded by environmental levies

The Environmental Investment Fund of Namibia (EIF) has handed over a N\$4.9 million solid waste management facility at Ombika in Etosha National Park, funded through environmental levies, including proceeds from the plastic bag levy.

The facility is aimed at addressing long-standing waste management challenges in the park, with authorities seeking to reduce environmental damage and improve conditions for wildlife.

Speaking at the handover, EIF Chief Executive Officer Benedict Libanda said the project reflects a shift from concern to investment in practical solutions.

“The Ministry of Environment, Forestry and Tourism initiated this undertaking in response to the critical and worrisome

state of solid waste management within the park. What began as a concern is now a N\$4.9 million investment in a sustainable solution,” Libanda said.

He said environmental levies remain the Fund’s primary source of revenue, with N\$236 million collected over the past three financial years between 2021/22 and 2023/24.

According to Libanda, the funds are directed towards priority areas including waste management, renewable energy, biodiversity conservation and climate resilience.

“The Board has allocated N\$20 million for waste management in Namibia for the 2024/25 financial year, of which this Ombika project was financed,” he said.

The Ombika facility is expected to

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reduce the impact of waste on wildlife and support improved environmental management within Etosha.

“No longer will wildlife be forced to linger around rubbish, scavenging through waste and exposing themselves to harm. We are restoring their habitat,” Libanda said.

He added that the success of the facility will depend on its effective operation, cautioning against underutilisation.

The project was implemented with the involvement of Tulipamwe Consulting Engineers and Khamachub Investment CC, with technical support from Rent-A-Drum.

Libanda said the development forms part of broader efforts to scale

up recycling initiatives, strengthen compliant waste infrastructure and advance Namibia’s transition towards a circular economy.

Environmental levies, introduced in 2019 under various legislative frameworks including the Environmental Management Act, are designed to reduce pollution and promote responsible waste management. These include charges on plastic bags, electronic appliances, lubricant oils and batteries.

The Namibia Revenue Agency collects the levies on behalf of the State, with funds channelled to the EIF to support environmental and climate-related projects nationwide.

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