

**APPOINTMENT**

**BFS Fund Manager  
appoints Kapani-Emvula  
as CEO**

p. 09



**EUROMONEY AWARDS**

**FNB Namibia wins two  
Euromoney awards for digital  
solutions and private banking**

p. 10



**APPOINTED**

**Menesiah Muinjo  
appointed NBC  
Director General**

p. 14



# THE BRIEF

News Worth Knowing



## NamRA targets betting industry, gambling operators and winners in tax crackdown

FRIDAY 20 MARCH 2026

### When doorstep hustle needs real support

We're here to back the unstoppable spirit of Namibian businesses.

Change to FNB

081 299 8883

Get a Speedee

Help Changes Everything

First National Bank | Namibia Reg. 2022/0182, A Member of FirstRand Namibia Limited



Business

## MAIN STORY



## NamRA targets betting industry, gambling operators and winners in tax crackdown

The Namibia Revenue Agency (NamRA) is tightening its grip on the country's betting and gambling industry, targeting both operators and winners who may not be declaring income, as part of an intensified enforcement drive.

The tax authority is relying on a newly signed cooperation agreement with the Gambling Board of Namibia, which will give it access to detailed data on operators and winnings, in a move aimed at closing compliance gaps and bringing more participants into the tax net.

NamRA Commissioner Sam Shivute said the agreement signals a shift towards stricter

oversight of a fast-growing sector that has remained unevenly regulated from a tax

### 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**

perspective.

“We are going to receive data on all players in the industry and compare it with our tax records. Where there is non-compliance, we will raise assessments to ensure the correct taxes are paid,” Shivute told The Brief.

The move will allow NamRA to track casino operators, betting businesses, gambling machine owners and individuals earning income from gambling activities.

Under the arrangement, the tax authority will cross-check information from the Gambling Board against its taxpayer register to identify individuals and companies that are either not registered or under-declaring income.

Shivute said Namibia’s tax laws already allow for the taxation of gambling-related income where it constitutes profit or business activity, but enforcement has been limited by weak monitoring and fragmented data.

“Once you are generating income or profit, it falls within the tax net. The challenge has been visibility and data. This agreement addresses that,” he said.

The cooperation will also extend to monitoring gambling machines, with authorities seeking to curb the proliferation of illegal or unregistered equipment in the market.

The crackdown comes as NamRA steps up efforts to broaden the tax base and strengthen revenue collection amid rising fiscal pressures.

Shivute warned that operators and individuals

who fail to regularise their tax affairs risk facing assessments, penalties and further enforcement action.

“We are calling for voluntary compliance. Those who are not registered must come forward, declare their income correctly and pay what is due,” he said.

The tax authority has also urged taxpayers with outstanding obligations to take advantage of the current tax amnesty programme before it closes later this year.

The latest move underscores a more assertive approach by NamRA as it seeks to bring previously under-monitored sectors into full compliance and ensure that all taxable income is accounted for.

**SPECTRA CONNECT**

**MTC BUSINESS**

*Your business runs faster on 5G*

**Fast installation, no downtime.**  
Plug in, and get more done

- Flexible contract
- Upgrade/downgrade anytime

**5G brings it all.**

Switch to Spectra Connect for high-speed, fixed 5G built for business.

13500 (toll-free) | mtcbusiness@mtc.com.na

T & Co apply

Facebook, X, Instagram icons

MTC logo



## Namibia construction growth to slow to 4–6% in 2026 despite strong pipeline

Construction activity in Namibia is expected to remain a key driver of economic growth in 2026, although expansion is projected to slow following a strong rebound in 2025.

Simonis Storm Securities Economist Almandro Jansen forecasts sector growth of between 4% and 6%, reflecting tighter fiscal conditions and more selective private-sector investment.

“Construction remains a key contributor

to economic growth in 2026, though the pace of expansion is expected to normalise following the elevated rebound recorded in 2025,” Jansen said.

Public investment is expected to continue underpinning activity, supported by a pipeline of government and parastatal projects in water, energy and transport infrastructure.

In the water sector, the Erongo desalination project, a joint venture

► Personal Banking

Get money fit with  
fees that work for you

see money differently

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



NEDBANK

between NamWater and Swakop Uranium, is expected to commence construction from mid-2026 following Cabinet approval. The plant is projected to produce about 20 million cubic metres of water annually and will include bulk pipelines and pumping infrastructure.

Agricultural infrastructure is also advancing, with the Neckartal Irrigation Scheme in the Ikaras Region moving into its second phase, which will develop 5,000 hectares of irrigation capacity.

Energy projects are expected to play a central role in driving construction demand. NamPower’s 100 MW Sores |Gaib solar photovoltaic plant near Rosh Pinah is on track for commissioning in the second quarter of 2026, while the Obib–Oranjemund transmission line linking Namibia to Eskom is nearing completion.

In Windhoek, the Khomas substation project is expected to be completed by the end of 2026, strengthening electricity supply capacity.

## Namibia 2026: Construction Industry Outlook

Projected 4–6% Growth Driven by Energy, Water & Mining Infrastructure

### Economic Forecast & Drivers

**4% to 6%**  
Sector Growth Forecast

Sector expansion expected to normalize following high-growth rebound in 2025.

**\$1.78 Billion**  
Strategy Approved

African Development Bank funding supports infrastructure investment through 2030.

**Selective Private Sector Activity**

High interest rates and affordability constraints limit residential and commercial development.

### Potential Growth Scenarios & Drivers

Baseline	Upside Risk
<b>4% – 6%</b> Projected Growth	<b>&gt; 6%</b> Projected Growth
<b>Primary Driver:</b> Public infrastructure & current mining projects	<b>Primary Driver:</b> Final investment decisions in Oil, Gas, and Green Hydrogen

### Strategic Project Pipeline

#### Energy & Water Infrastructure

Includes 100MW Sores |Gaib solar plant and the Erongo desalination project.

#### Mining Sector Momentum

Massive developments at Etango, Tumas, and Twin Hills sites drive construction demand.

#### Neckartal Irrigation Phase II

Develops 5,000 hectares of irrigation capacity in the Ikaras Region.

Jansen said mining developments are providing additional momentum, with several large-scale projects progressing or nearing execution.

These include Bannerman Energy's Etango uranium project, Deep Yellow's Tumas development, Osino Resources' Twin Hills gold project and the expansion of B2Gold's Otjikoto mine.

"The current wave of mine development activity is a significant tailwind for construction, with multiple projects progressing simultaneously," he said.

Further support is expected from multilateral financing, including a US\$1.78 billion country strategy approved by the African Development Bank, aimed at supporting infrastructure investment through to 2030. However, Jansen cautioned that private-sector construction, particularly in housing and commercial property, is likely to remain constrained

due to affordability pressures.

"Private construction is expected to remain selective given persistent household affordability constraints," he said.

He added that the outlook could improve if large-scale energy investments proceed, particularly in oil and gas and green hydrogen.

"The principal upside risk centres on final investment decisions by oil and gas operators and green hydrogen developers. Should these proceed, construction growth could exceed 6%," Jansen said.

Such projects are expected to drive concentrated activity in regions including Erongo, Karas and Otjozondjupa, particularly around logistics hubs such as Walvis Bay and Lüderitz.

Jansen said the sector's growth trajectory will depend on the pace of investment decisions, project execution and coordination across key industries.

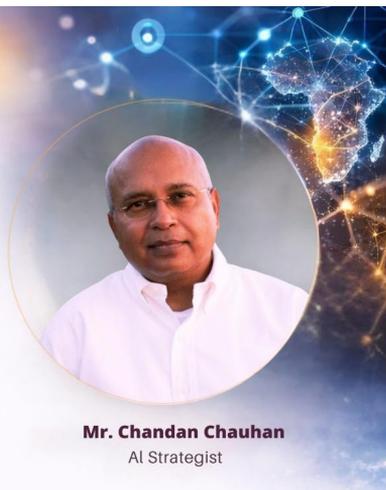
EAN Public Lecture

## Harnessing AI for National Development:

Skills, Productivity, and the Future of Namibia

Mr. Chandan Chauhan is a seasoned technology expert, digital health thought leader, and AI product strategist with more than four decades of experience in building and scaling high-impact technology companies. A Microsoft veteran, he was part of the Windows Operating System development team.

The lecture will explore how Artificial Intelligence (AI) can serve as a strategic tool to address some of Namibia's most pressing economic and social challenges, including youth unemployment, constraints in health care and education systems, and the need to improve productivity in both the public and private sector.



**Mr. Chandan Chauhan**  
AI Strategist

📅 Wednesday  
25 March 2026

🕒 09h00 - 11h00

economic  
association  
of namibia



**Hanns  
Seidel  
Foundation**

THE  
**BR/EF**

**Bank Windhoek**  
a member of Capricorn Group



# There is no mistake so great as that of knowing everything right

By Junias Erasmus

In life, knowledge is important. Education, experience, and skills all help us grow and succeed. However, there is a hidden danger that many people overlook, the belief that we know everything.

When a person thinks they are always right and have nothing more to learn, that is when real growth stops. In fact, there is no mistake greater than believing that you know everything.

At first, confidence in your knowledge can be a good thing. It helps you make decisions, take action, and lead others. But when confidence turns into arrogance, it becomes a problem.

A person who believes they are always right will stop listening to others. They will reject new ideas, ignore feedback, and miss opportunities to improve. Over time, this attitude limits both personal and professional development.

The world is constantly changing. New ideas, technologies, and ways of doing things are being introduced every day.

What worked yesterday may not work today, and what works today may not work tomorrow. This means that learning should never stop. A person who remains open to learning will continue to grow, while the one who believes they already know everything will be left behind.

One of the most important qualities of successful people is humility. Humility does not mean weakness; it means being open



**Good leaders encourage input, ask questions, and value different opinions.**

to learning from others. It means accepting that you do not have all the answers and that others may know something you do not.

When you listen to others, whether they are colleagues, students, or even people with less experience or low gradings jobs, you open yourself to new perspectives and ideas.

Mistakes also play a key role in learning. When someone believes they are always right, they are less likely to admit their mistakes. Instead, they defend wrong decisions and shift the blame on others. This prevents learning and growth. On the other hand, a person who accepts mistakes as part of the learning process will improve and learn over time. They will reflect, adjust, and do better next time.

In leadership, the danger of “knowing everything” is even greater. A leader who does not listen to their team creates a closed environment where people are afraid to share ideas. This limits innovation and reduces trust.

Good leaders encourage input, ask questions, and value different opinions.

They understand that leadership is not about having all the answers, but about guiding others and learning together.

In everyday life, this principle also applies. Whether in family, community, or social settings, people who think they know everything often struggle to build strong relationships.

This is because communication requires listening, understanding, and respect. When you allow others to express themselves and you remain open to learning, relationships become stronger and more meaningful.

Another important lesson is that

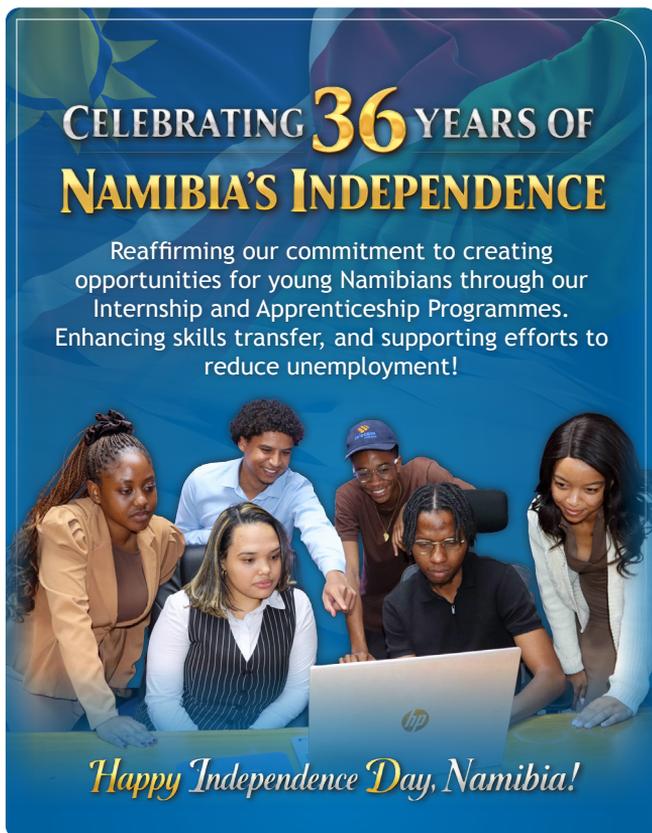
knowledge is never complete. No matter how educated or experienced a person is, there is always something new to learn. Life itself is a continuous learning process. The moment you think you have reached the end of learning is the moment you stop growing.

Therefore, the best approach in life is to remain curious. Ask questions, seek knowledge, and be willing to learn from everyone. Be confident in what you know, but also be open to what you do not know. This balance is what leads to true wisdom.

The greatest mistake is not ignorance, but the belief that there is nothing left to learn.

Growth begins when we accept that we do not know everything. By staying humble, open minded, and willing to learn, we create opportunities for continuous improvement and success. True knowledge is not about always being right, it is about always being willing to listen and learn.

**\*Junias Erasmus is a Financial Sector Professional and an Artificial Intelligence Expert, serving on the AI Skills Development Advisory Committee. He is a Management Scientist and Operational Researcher, a Strategic Scholar, and a Motivational Speaker. This article is written in his personal capacity. For enquiries, he may be contacted at Junias99@gmail.com.**



FOLLOW US!



[www.telecom.na](http://www.telecom.na)



# BFS Fund Manager appoints Kapani-Emvula as CEO

**B**FS Fund Manager has appointed Theopolina Kapani-Emvula as its Chief Executive Officer, effective December 2025, as the investment firm moves to scale its support for Namibian small and medium-sized enterprises (SMEs).

Kapani-Emvula takes over leadership of the unlisted investment manager at a time when demand for growth capital among local businesses is rising, particularly in sectors linked to infrastructure, supply chains and emerging industries.

The company said her appointment signals a renewed focus on expanding financing solutions and strengthening its role in supporting enterprise development across the economy.

Kapani-Emvula brings experience in engineering, infrastructure advisory and project finance, having held leadership roles in both Namibia and Europe. Her background is expected to support BFS Fund Manager's efforts to deepen its participation in complex, capital-intensive sectors while maintaining a focus on SME financing.

"My hope for BFS Fund Manager is that it continues to be a trusted, high-integrity institution that mobilises capital with purpose, enabling SMEs and credible enterprises to grow, strengthening local value chains and delivering measurable impact for Namibia's economy," she said.

BFS Fund Manager provides funding to Namibian businesses through a range of instruments, including working capital facilities, purchase order finance and



performance guarantees. These products are aimed at enabling smaller firms to access capital and participate in larger commercial opportunities.

Under Kapani-Emvula's leadership, the firm is expected to expand its reach and develop additional funding solutions tailored to the needs of local enterprises.

The appointment comes as Namibia's SME sector continues to face constraints in accessing finance, positioning investment managers such as BFS Fund Manager as key players in unlocking business growth and supporting broader economic development.

## FNB Namibia wins two Euromoney awards for digital solutions and private banking



**F**NB Namibia has been named Namibia's Best for Digital Solutions and Namibia's Best International Private Bank at the 2026 Euromoney Global Awards for Excellence, marking its third consecutive win in the private banking category.

The awards recognise the bank's continued investment in digital platforms and its performance in delivering private banking services to high net worth clients.

FNB Namibia Chief Executive for Retail, Mbo Luvindao, said the recognition reflects the bank's consistency and client trust.

"We are honoured to receive these Euromoney awards, particularly being

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



“We are honoured to receive these Euromoney awards, particularly being named Namibia’s Best International Private Bank for the third consecutive year.

named Namibia’s Best International Private Bank for the third consecutive year. This reflects the consistency of our teams and the trust our customers place in us,” she said.

The Best for Digital Solutions award highlights the bank’s focus on expanding digital capabilities, allowing customers to manage everyday banking, investments and other financial services through a single platform.

Luvindao said the recognition confirms the bank’s progress in building a secure and customer-focused digital ecosystem.

At a regional level, Euromoney also named FNB Private Africa’s Best for Digital Solutions, underscoring the strength of the group’s wider digital strategy.

The Euromoney Global Awards for Excellence are regarded as a benchmark for performance in the financial services sector, recognising institutions for innovation, service delivery and strategic execution.

FNB Namibia’s latest recognition comes as banks continue to invest in digital transformation and compete for high-value clients in an evolving financial landscape.



**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](mailto:orbitalmedianam@gmail.com)



+264 81 434 3154

# 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](#)



## E-hailing sector flags permit delays and outdated laws as compliance hurdles

**E**-hailing operators have raised concerns over lengthy permit approvals, outdated legislation and administrative inefficiencies, warning that these challenges are constraining sector growth and limiting income opportunities for drivers.

The concerns were highlighted during an industry engagement hosted by Yango, where operators and partners pointed to structural bottlenecks affecting compliance and day-to-day operations.

Yango Group's Head of Public Policy for Africa, Zanyiwe Asare, said the current permitting process is not aligned with the pace of the industry.

"We are told the process takes seven months or more. That is unrealistic for a fast-moving sector where demand is high,"

Asare said.

She said delays in issuing permits are directly affecting driver participation and limiting access to affordable transport services.

"The backlog impacts opportunities for young people and the unemployed, while also affecting accessibility for commuters," she said.

Asare also noted that Namibia's regulatory framework has not kept pace with technological developments in the sector.

"The law dates back to the 1970s, yet in other markets technology is used to conduct real-time security checks and verify drivers and vehicles," she said.

Despite the challenges, she said the company is encouraging drivers and fleet partners to begin the compliance process,

with support provided for applications and documentation.

Operators said the permitting process is fragmented across multiple institutions, contributing to extended delays.

Josef Likoro, a Yango partner at JTP Tours and Safaris, said the process can take between six and nine months.

“Applicants must obtain documentation from several authorities, including police clearances, roadworthy certificates and approvals from the Roads Authority. The decentralised process is a major challenge,” Likoro said.

He said a centralised and digitised system could significantly improve efficiency.

Ashley Mafuwe, a Yango partner at Umaja Tours and Safaris CC, said additional concerns relate to permit approvals and enforcement practices.

“Some investors with valid work permits are being rejected because they are foreigners, while drivers who have already applied are being fined due to delays beyond their control,” Mafuwe said.

Industry participants said the combination of regulatory delays and outdated frameworks is limiting the sector’s ability to scale efficiently.

The concerns come as government intensifies oversight of the sector. Authorities have issued a 56-day ultimatum to e-hailing platforms, including Yango and inDrive, to comply fully with national transport regulations.

Under the directive, operators have 28 days to meet compliance requirements, followed by a 28-day verification period before enforcement measures are implemented.

The timeline was agreed following a meeting between regulators, platform operators and drivers in Windhoek, led by Information and Communication Technology Minister Emma Theofelus and Works and Transport Minister Veikko Nekundi.

Operators warned that without regulatory reform and streamlined processes, compliance efforts may remain constrained despite growing demand for e-hailing services.

## JOINT MEDIA STATEMENT

Namibia Health Plan, Medscheme Namibia and Universal Care confirm Managed Care transition and continuity for members



Namibia Health Plan (NHP), Medscheme Namibia and Universal Care issue this joint statement to clarify recent media reports regarding NHP’s Managed Care services and to reaffirm continuity of service for members, providers and employer groups.

### Strengthening care management and member value

As part of NHP’s ongoing commitment to strengthen healthcare value and improve long-term sustainability, the Fund is implementing a planned transition of its Managed Care service provider. The purpose of this transition is to enhance care management capability and operational efficiency, enabling stronger support for prevention, chronic disease management and appropriate utilisation while protecting the Fund’s sustainability for the benefit of all members.

NHP is the **first medical aid fund in Namibia** to embark on this journey as part of a broader modernisation programme aimed at strengthening Managed Care capability. This step is important because the healthcare environment is evolving rapidly and medical aid funds must continuously improve clinical oversight, preventive health interventions, and operational efficiency to deliver sustainable value.

NHP confirms that Medscheme Namibia remains the Fund’s primary administrator, a role it has fulfilled since 1995. This administrative relationship remains fully in place. The only change currently underway is the planned transition of the Managed Care function to Universal Care.

NHP, Medscheme Namibia and Universal Care confirm that the transition is being managed through a structured implementation process with appropriate oversight and safeguards. Medscheme Namibia and Universal Care are working closely together to ensure a seamless integration, stable operational processes, and continuity for all stakeholders.

### What is changing and what is not

The transition relates specifically to Managed Care services, which typically include functions such as related claims assessments, pre-authorisation support, disease management programmes and provider network-related administration. It is important to note that:

- Members’ benefits remain unchanged and members will continue to access services as they do currently.
- There is no disruption anticipated to members’ access to care or continuity of benefits during the transition.
- Members, providers and employer groups will continue to receive the same level of service and engagement they are accustomed to.

### Commitment to member interests and healthcare delivery

NHP, reaffirms our commitment to transparency, sound governance, and responsible implementation, always guided by what delivers the best outcomes and value for members.

Further updates will be provided at the appropriate milestones as the transition progresses.

ENDS

**Media enquiries:**  
Tunohole Mungoba  
Corporate Communications Manager  
tmungoba@nhp.na  
Namibia Health Plan (NHP)



## Menesiah Muinjo appointed NBC Director General

The Namibian Broadcasting Corporation (NBC) has appointed Menesiah Muinjo as its new Director General, effective 1 April 2026, for a five-year term.

Muinjo succeeds Stanley Similo and previously served as NBC's Chief of News and Programming.

NBC Board Chairperson Lazarus Jacobs said the appointment was made in line with the provisions of the Namibian Broadcasting Corporation Act, in consultation with the Minister of Information and Communication Technology.

Jacobs said Muinjo brings extensive experience in institutional management, content development and stakeholder engagement, positioning her to lead the national broadcaster through its next phase of growth.

"Throughout her tenure at NBC, she has consistently demonstrated a commitment to excellence, innovation and public service," Jacobs said.

He added that her leadership is expected to strengthen operational efficiency, improve revenue generation and deepen audience engagement across NBC's platforms.

Muinjo's appointment comes as the broadcaster continues to implement its Integrated Strategic Business Plan, with a focus on digital transformation and expanding its reach in a rapidly evolving media environment.

Jacobs said the board expects her to reinforce NBC's role as a credible and trusted national broadcaster while adapting to changing audience needs and technological advancements.



# The science of hiring in Namibia

By Asteria Pirola

How behavioural science, data, and psychology can transform talent acquisition in a market of 15,000 employers Namibia's labour market is at a pivotal crossroads.

With a working-age population of roughly 1.4 million and an unemployment rate that has persistently hovered above 33%, the pressure on employers to hire well — and hire right — has never been greater.

Yet, despite these stakes, hiring in Namibia remains largely intuitive, informal, and inconsistent.

According to research by Cirrus Capital, a Windhoek-based investment and economic research firm, there are approximately 15,000 registered employers operating across the country.

That is a remarkably concentrated employer base for a nation of nearly 3 million people, which means the quality of hiring decisions made within that group carries outsized consequences for national productivity, economic mobility, and social equity.

Science offers a more reliable path forward. From cognitive psychology to organisational behaviour, decades of research have generated evidence-based tools and frameworks that can meaningfully improve how employers find, evaluate, and retain talent.

This article examines the key scientific principles that should be shaping how Namibian employers approach hiring — and why the time to act is now.

## The Cognitive Bias Problem: Why Gut Instinct Fails

The human brain is wired for efficiency,



The single most impactful change an employer can make is shifting from unstructured to structured interviews.

not accuracy. When hiring managers rely on instinct, they are actually relying on a suite of well-documented cognitive biases — affinity bias (favouring candidates who remind us of ourselves), halo effect (letting one positive trait inflate overall assessments), and confirmation bias (seeking information that confirms our first impression).

A landmark meta-analysis by Schmidt and Hunter (1998), which remains the most comprehensive study of its kind, found that unstructured interviews — the dominant hiring format globally — have a predictive validity of only 0.38, meaning they are a fairly weak predictor of actual job performance.

For Namibia's 15,000 employers, particularly the small and medium-sized enterprises that make up the bulk of that figure, this is not merely an academic concern. Hiring the wrong person is expensive. Estimates from the Society for Human Resource Management suggest the cost of a bad hire can reach up to 50% of that employee's annual salary when onboarding, lost productivity, and rehiring costs are factored in. In a market where margins are tight and labour budgets are limited, this is a risk that science can help mitigate.

Structured Interviews and Validity: What

## the Evidence Shows

The single most impactful change an employer can make is shifting from unstructured to structured interviews.

A structured interview involves predetermined questions tied directly to the competencies required for the job, with standardised scoring rubrics applied consistently across all candidates. Research shows structured interviews have a predictive validity of around 0.51 — a significant improvement over their unstructured counterparts.

In the Namibian context, where many hiring decisions are made by line managers with little formal HR training, the

introduction of structured interview guides democratises good practice. It reduces the influence of personal rapport and instead focuses assessment on evidence of relevant capability.

Given that Namibia's employer pool is relatively small, the adoption of this single practice across even a quarter of those 15,000 employers would represent a substantial improvement in national hiring quality.

## Work Sample Tests and Skills-Based Hiring

Among all selection tools studied by organisational psychologists, work sample tests consistently rank among the most predictive. When a candidate is asked to perform a task representative of the actual job — drafting a report, solving a customer service scenario, writing a line of code — the resulting performance is a far more reliable indicator of future success than any self-reported CV or degree certificate.

Namibia's education system, like many on the continent, faces quality consistency challenges. Employers who rely heavily on formal qualifications risk filtering out capable candidates who attended under-resourced schools while simultaneously over-selecting candidates whose credentials do not reflect genuine competency.

A shift toward skills-based assessments aligned with job demands addresses this directly. It is also more equitable — an important consideration in a country still navigating the complex legacies of economic exclusion.

## The Role of Psychometric Assessment

Personality and cognitive ability testing, when properly



# 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](mailto: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.

validated and contextually appropriate, adds meaningful predictive power to hiring decisions. General cognitive ability — the capacity to learn, reason, and solve novel problems — is the single strongest predictor of job performance across roles, with a validity coefficient of approximately 0.65 according to Schmidt and Hunter's research.

Conscientiousness, one of the Big Five personality dimensions, also shows consistent predictive value, particularly for roles requiring sustained effort and reliability.

However, Namibian employers must approach psychometric tools with care. Many assessments developed in Western contexts have not been validated for Southern African populations, linguistic diversity, or socioeconomic backgrounds. The use of culturally inappropriate tools can introduce systematic bias that disadvantages local candidates unjustly. Employers should seek assessments that have been normed locally or regionally, and should always use psychometrics as one data point among several — never as an standalone selection gate.

### Employer Branding and Attraction Science in a Small Market

With 15,000 employers competing for a finite pool of skilled talent, attraction matters as much as selection.

Organisational psychologists have extensively studied the drivers of employer attractiveness, and the findings are consistent: candidates are drawn to organisations that signal psychological safety, purpose alignment, developmental opportunity,

and fairness in their hiring process itself.

In Namibia's concentrated employer landscape, word travels fast. Candidates share experiences. A hiring process perceived as disrespectful, opaque, or discriminatory will harm an employer's ability to attract future talent in ways that are difficult to reverse.

The science of employer branding suggests that every touchpoint in the recruitment process — from the job advertisement to the post-interview communication — shapes candidate perception and, by extension, talent supply. Employers who invest in transparent, respectful, and timely processes are investing

Share opportunities

Vacancies

As a leading ICT player and equal-opportunity employer, Telecom Namibia is committed to innovation and service excellence. We are at the forefront of cutting-edge technologies, driving 5G expansion, cloud transformation, and managed cybersecurity services to enhance connectivity across Namibia. Our competitive remuneration and investment in human capital empower our employees to thrive in a rapidly evolving digital economy.

If you are a forward-thinking professional eager to shape the future of telecommunications, we invite applications for the following position based in Windhoek.

<b>POSITION:</b>	SENIOR REGULATORY & COMPLIANCE OFFICER
<b>REPORTING TO:</b>	HEAD: LEGAL SERVICES AND REGULATORY AFFAIRS
<b>DIVISION:</b>	LEGAL DEPARTMENT
<b>DUTY STATION:</b>	WINDHOEK
<b>GRADE:</b>	D2

**KEY PURPOSE:**  
The position of the Senior Regulatory and Compliance Officer is responsible for assisting line management in discharging its responsibility to comply with applicable statutory, regulatory and supervisory requirements. The Senior Officer should enable the company to demonstrate to the Regulators that it is fit and proper to undertake its business. The position holder is liable to facilitate the management of compliance risks, to avoid regulatory summons and action by the Regulators as well as, to minimise the possibility of civil and criminal action against the company. The Senior Officer: Regulatory and Compliance is responsible for embedding the administrative and process support to the compliance function with implementation of the compliance framework, policy, and methodology.

**KEY EDUCATIONAL QUALIFICATIONS & EXPERIENCE REQUIRED:**

- Bachelor's degree in law, or similar field.
- A Compliance Certificate or Diploma.
- Knowledge of Excel, Outlook and PowerPoint.
- Minimum 5 years' experience in the legal/auditing environment.

**NOTES TO APPLICANTS:**  
A comprehensive application supported by a detailed CV with copies of educational qualifications should be addressed in confidence to: The Acting: Human Resources Business Partner: Corporate & Marketing Divisions via the following email address: [apply@telecom.na](mailto:apply@telecom.na)

Suitably qualified applicants from designated groups defined in the Affirmative Action Act (1998) are encouraged to apply. Only short-listed candidates will be communicated with, and no personal documents will be returned.

CLOSING DATE: 26 March 2026

in their long-term talent pipeline.

### **Localising the Science: Namibia-Specific Considerations**

None of these principles operate in a vacuum. Namibia's labour market has structural features that require thoughtful adaptation. High youth unemployment means a large portion of the candidate pool is early-career, with limited formal experience but significant potential. Science-informed hiring must therefore emphasise potential-based assessment — evaluating learning agility, motivation, and growth orientation — rather than defaulting to experience requirements that exclude qualified young Namibians.

Simultaneously, Namibia's geographic dispersal, with significant talent residing outside of Windhoek, means that digital and remote-friendly hiring processes are not merely convenient but equitable.

Video-based structured interviews and online work sample tests extend access to employers and candidates alike across a country where transport infrastructure can be a genuine barrier.

Conclusion: A Call to Evidence Namibia's

15,000 employers collectively hold enormous influence over the country's economic trajectory.

When those employers hire well — using structured processes, validated tools, skills-based assessments, and bias-aware practices — they not only build better teams; they contribute to a labour market that rewards merit, supports social mobility, and drives national productivity.

The science of hiring is not a luxury reserved for large multinationals with dedicated HR functions. It is a practical, scalable toolkit that Namibian businesses of all sizes can adopt — incrementally, affordably, and with measurable return. The research is clear. The need is urgent. The question now is simply whether Namibia's employer community is ready to move from instinct to evidence.

**Key sources:** *Cirrus Capital (Namibia employer market data); Schmidt & Hunter (1998), Personnel Psychology; Ones et al. (2007); Namibia Statistics Agency Labour Force Survey. Full references available on request.*

# The Business Banking Masterclass

Sales and Customer Acquisition

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



## Walvis Bay identified as key hub to boost Namibia–Botswana trade

Walvis Bay is being positioned as a strategic hub to enhance trade facilitation, improve competitiveness and unlock regional value chains between Namibia and Botswana.

President Netumbo Nandi-Ndaitwah on Friday hosted Botswana President Duma Boko at State House in Windhoek during a working visit focused on strengthening

bilateral ties.

Nandi-Ndaitwah said the Walvis Bay Corridor will play a central role in providing Botswana and other regional economies with access to international markets.

“Through the Walvis Bay Corridor, we are able to facilitate trade and unlock regional value chains by improving our competitiveness,” she said.

Through the Walvis Bay Corridor, we are able to facilitate trade and unlock regional value chains by improving our competitiveness.

The discussions focused on strengthening cooperation across trade, infrastructure, logistics, tourism and natural resource management.

A key priority is the development of

the Trans-Kalahari Rail Project, which is expected to improve connectivity and reduce the cost of moving goods between Namibia and Botswana. Transport ministers and technical teams have been tasked with advancing the project.

Nandi-Ndaitwah said both countries are also prioritising the implementation of agreements under the bi-national commission framework, with progress described as satisfactory.

She warned that global geopolitical tensions could disrupt commodity flows, particularly oil, highlighting the need for efficient and reliable port operations.

“One clear one is the oil flow, and we want to ensure that our port continues to facilitate movement,” she said.

The initiative forms part of broader efforts to strengthen regional trade and position Namibia as a key logistics hub in southern Africa.



## 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.

04  
JUNE  
2026

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



## Namibia cattle market grows 10% in February

Namibia's cattle market recorded a solid increase in February 2026, with total throughput rising 10.11% year-on-year to 17,772 head, up from 16,140 in the same month last year, according to the Livestock and Livestock

Finance

Business

SCAN HERE



THE BR/EF  
News Worth knowing

TO FOLLOW OUR  
WHATSAPP  
CHANNEL

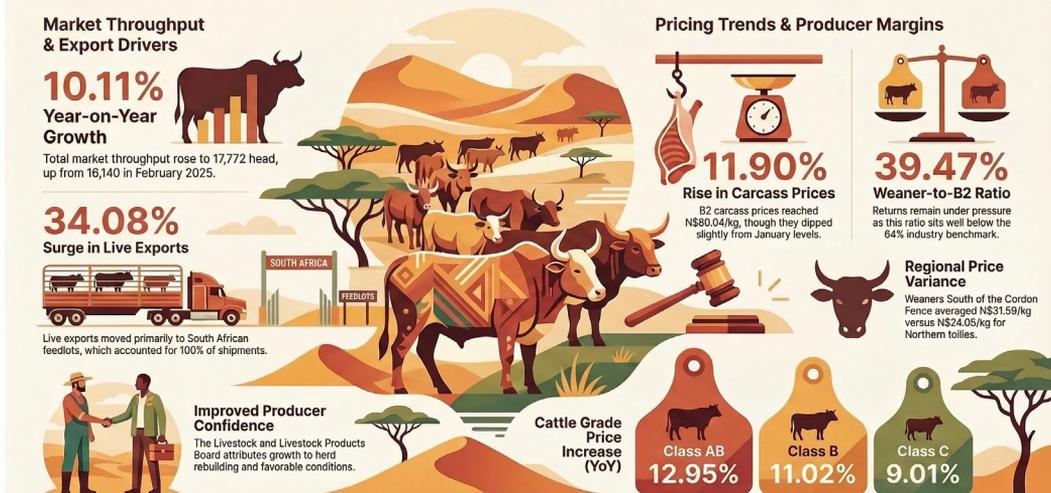
for Daily Namibian News

Daily PDF version sent via email

@thebrieflive @thebrieflive nam @TheBriefLive @thebrieflive



## Namibia's Cattle Market: The February 2026 Growth Surge



### Products Board (LLPB).

The board attributed the growth to improving herd numbers and firmer producer confidence amid favourable market conditions.

Live exports emerged as the main driver of the increase, surging 34.08% compared to February 2025. South Africa remained the sole export destination, accounting for 100% of live cattle shipments during the period. Nearly all exports, 99.98%, were directed to feedlots, with negligible volumes going to breeding and slaughter markets.

“Total marketing of cattle increased by 10.11% on a year-on-year basis, from 16,140 cattle marketed during February 2025 to 17,772 in February 2026. Year-on-year, live exports were 34.08% higher than observed during February 2025. South Africa accounted for 100% of total live exports during the review period,” the LLPB said.

Price trends were mixed, with strong annual gains offset by short-term declines linked to seasonal factors. South of the

Cordon Veterinary Fence, weaner auction prices rose 11.78% year-on-year to N\$31.59 per kilogram, compared to N\$28.26 a year earlier. However, prices fell 9.51% month-on-month from N\$34.91/kg recorded in January.

The LLPB expects a modest recovery, forecasting weaner prices to reach N\$32.10/kg in March.

North of the veterinary fence, tollie auction prices averaged N\$24.06/kg, while slaughter oxen prices declined 4.50% month-on-month to N\$37.32/kg. Prices are projected to edge up slightly to N\$37.80/kg in March.

“Weaner auction prices south of the CVF increased by 11.78% from N\$28.26/kg in February 2025 to N\$31.59/kg during February 2026, and decreased by 9.51% on a month-on-month basis,” the board said.

Despite the upward movement in cattle prices, margins remain under pressure. The weaner-to-B2 price ratio stood at 39.47%, well below the industry benchmark of 64%, indicating weaker relative returns for producers.

The B2 Namibia carcass price settled at N\$80.04/kg in February, up 11.90% year-on-year, although it declined 3.02% from January levels. The all-grade carcass price increased 2.15% month-on-month to N\$74.12/kg and is expected to reach N\$74.37/kg in March.

Meanwhile, B2 (RMAA) prices fell 7.53% month-on-month to N\$57.62/kg but remained 16.43% higher than in February 2025.

Across grading categories,

annual price gains were broad-based, supported by constrained supply and ongoing herd rebuilding. Class AB posted the strongest year-on-year increase at 12.95%, followed by Class B at 11.02%, Class C at 9.01%, and Class A at 6.25%.

Month-on-month performance was more uneven, with Class A prices declining 9.09%, while Classes B, AB and C recorded increases ranging between 1.56% and 5.35%.

**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

# CRAZY DISPLAY DEALS

**STANDARD PULL-UP Banners**  
N\$1 000.00

**EXECUTIVE PULL-UP Banners**  
N\$1 200.00

**PULL-UP BANNER**  
Orbital

**PVC BANNER WITH EYELETS**

**PVC BANNER with Eyelets**  
N\$250.00 per SOM

**CANVAS FRAME**

A3 - N\$250.00  
A2 - N\$400.00  
A1 - N\$500.00  
A0 - N\$850.00

Custom Sizes Available  
Prices Excludes VAT

**Orbital media**

**CALL US TODAY**  
+264 81 434 3154

THE  
**BR/EF**  
News Worth Knowing

# Year in Review 5 2026 Outlook 6



 [Click here to DOWNLOAD](#) 



THE ASSET ALLOCATION VIEW: IN COLLABORATION WITH NORTHSTAR AND CIRRUS

	GLOBAL		SA		Namibia	
	CURRENT	TREND*	CURRENT	TREND*	CURRENT	TREND*
EQUITIES	😊	😊	😊	😊	😊	😊
BONDS	😊	😊	😊	😊	😞	😞
CASH	😊	😊	😊	😊	😊	😊

ASSET ALLOCATION SNAPSHOT AS AT 12 MARCH 2026

Source: Northstar Proprietary Research and Cirrus Fund Managers. Royale, Northstar and Cirrus reserve the right to amend this information, data and views presented. This document does not constitute advice.

\*3 Year View



	CURRENT	TREND
<b>GLOBAL EQUITIES</b>	<p><b>AVERAGE</b></p> <p>While returns were stable at an index level, rotation continued to favour cyclically exposed and AI adjacent sectors, including Energy, Materials, and Industrials. Additionally, Staples, Utilities and Real Estate performed well, a function of falling yields and a shift away from capital light businesses perceived to be at risk of AI disruption. The current situation in the Middle East has led to a spike in oil prices and the USD in March, leading to a moderation in rate cut expectations and a reversal in some of the year-to-date trends seen to the end of February.</p>	<p><b>AVERAGE</b></p> <p>Despite increasing geopolitical risks, valuations and growth expectations remain elevated at an index level, fuelled by AI investments. While recent model improvements and use cases support rapid adoption, questions on longer-term capital commitments and returns on these investments linger. Indiscriminate selling of businesses perceived to be at risk of disruption has created some attractive opportunities, with sentiment continuing to weigh on valuations. Away from AI, a prolonged war in the Middle East and disruption to oil markets poses risks to global inflation, rate cuts, and growth, which would likely drive a repricing in global equity markets. Sensitivity of Europe and emerging markets to gas prices and the USD could disrupt the current broadening of returns away from the US.</p>
<b>SA EQUITIES</b>	<p><b>AVERAGE</b></p> <p>The JSE All Share Index continued its upward trend in February, rising 4.1% for the month. However, the drivers of performance shifted relative to recent months. Telecommunications Services led the market, gaining 11.8%, followed by Banks (+7.9%) and Listed Property (+7.5%). Basic Materials rose 6.9%, representing a moderation in returns after its strong run in prior months. Banks and Telecommunications continue to benefit from a more supportive regulatory environment and easing inflation, alongside broadly positive recent results. As at the end of February, market returns appear increasingly contained in cyclical sectors and stocks, while large parts of the market remain fully priced.</p>	<p><b>GOOD</b></p> <p>Based on our valuation work, we remain constructive on South African equities, while recognising the potential for further geopolitical-driven volatility in the near term. Our research continues to highlight opportunities in select cyclical stocks, although higher-quality defensives are also becoming increasingly attractive while offering stronger earnings visibility. We remain constructive on a medium-term recovery in the South African macro environment, while staying alert to opportunities that may arise from near-term geopolitical uncertainty.</p>
<b>NAM EQUITIES</b>	<p><b>AVERAGE</b></p> <p>The asset class performed very well over recent years, driven by a noticeable lift in local market sentiment and helpful factors like interest rate cuts, easing inflation, lower tax rates and a civil servant wage increase. However, many of those tailwinds were short-lived boosts, providing temporary relief to consumers rather than structural changes. With these now fading and concerns around government's fiscal health arising, we're likely to see momentum cool through 2026. In this environment, we favour more defensive tickers on the NSX, such as financial tickers and other reliable high-dividend options.</p>	<p><b>AVERAGE</b></p> <p>Namibian Equities remain attractively valued but need a friendly investment climate to do well. Therefore, we believe it is important to actively deviate from the benchmark and select quality companies with growth prospects and high-quality management teams.</p>
<b>GLOBAL BONDS</b>	<p><b>AVERAGE</b></p> <p>Contradictory economic and labour data releases continue to keep yields elevated and rangebound. Furthermore, recent geopolitical events have caused the market to rethink its interest rate view in light of renewed inflationary impacts from a sustained increase in the oil price. The front end of the curve has reacted and this has led to a bear flattening move.</p>	<p><b>AVERAGE</b></p> <p>Sticky inflation, stable labour dynamics, rising growth forecasts and questions over Fed independence in 2026, should keep yields elevated with the long end most vulnerable to these pressures. A prolonged war in the Middle East will keep oil prices elevated, and inflation concerns front of mind.</p>
<b>SA BONDS</b>	<p><b>AVERAGE</b></p> <p>Local bonds continue their rally over February 2026, backed by a strong and credible Budget. The market continues to discount positive fiscal developments that may lead to rating upgrades in the near future. However, current valuations are now stretched and could be vulnerable to a continued sell off should global risks be sustained.</p>	<p><b>AVERAGE</b></p> <p>On a medium-term view, positive structural elements are falling into place. Inflation is low and appears to be stabilising, fiscal dynamics have improved, and the reform outlook is gaining credibility. The dynamics could necessitate multiple rating upgrades from the rating agencies. However, local bonds are currently pricing in the best-case outcome and any setbacks over the medium term could lead to a meaningful pull back in yields.</p>
<b>NAM BONDS</b>	<p><b>CONCERN</b></p> <p>Namibian bonds are expensive. We expect upward pressure on Namibian Government debt as government's fiscal position comes under significant pressure. Underweight long duration bonds and overweight short duration bonds.</p>	<p><b>CONCERN</b></p> <p>The Namibian Government has a saturated maturity profile with sizeable upcoming redemptions, which is expected to increase funding pressures and place upward pressure on yields.</p>
<b>GLOBAL CASH</b>	<p><b>AVERAGE</b></p> <p>Real rates have been narrowing as inflation remains sticky but with interest rates declining over 2025. The market is pricing in a further 50bps of easing through 2026 to 2027. This dulls cash's relative appeal vs other asset classes.</p>	<p><b>AVERAGE</b></p> <p>The Trump government is adamant on cutting interest rates but the Kevin Warsh nomination for Fed Chair stems previous concerns of rapid deterioration in Fed independence. Kevin Warsh is seen to have strong central bank experience, who will act with rationality when in the role of Fed Chair. Over the medium term, the debate between elevated inflation and labour market weakness is likely to rage on causing volatility and uncertainty at the short end of the curve.</p>
<b>SA CASH</b>	<p><b>GOOD</b></p> <p>Real rates remain elevated as the SARB attempts to drive inflation expectations lower. Current cash rates on offer are well above the inflation rate, therefore investors can earn a healthy real return without taking on risk. The latest geopolitical events will likely keep the SARB cautious.</p>	<p><b>AVERAGE</b></p> <p>As inflation expectations move credibly lower over the medium term, the SARB will become less restrictive and real rates will narrow, causing cash to become less competitive relative to other assets.</p>
<b>NAM CASH</b>	<p><b>GOOD</b></p> <p>Real rates remain attractive, averaging around 4.0%, well above the long term average of approximately 2.6%. Additionally, Namibian TBs are trading on average 0.45% above South African TBs, offering an attractive yield pickup on a relative basis.</p>	<p><b>GOOD</b></p> <p>South Africa's lower inflation target is expected to ripple through to the Namibian market and with funding pressures anticipated locally, Treasury bill rates are likely to remain elevated, offering attractive real returns.</p>