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THE

# BRIEF

News Worth Knowing



**CRAN proposes telecom levy increase to 2.25% to recover N\$118m shortfall**

FRIDAY 22 MAY 2026

## MAIN STORY

## CRAN proposes telecom levy increase to 2.25% to recover N\$118m shortfall

The Communications Regulatory Authority of Namibia has proposed increasing the telecommunications regulatory levy to 2.25% of industry turnover over the next five years as it seeks to recover an estimated N\$118 million funding shortfall and stabilise the regulator's long-term finances.

The proposal comes as the current 1% levy, introduced in 2021 following consultations with industry players, has failed to fully cover the cost of regulating Namibia's communications sector.

According to CRAN, the original recommendation was for a 1.5% levy, but this was reduced after engagements with industry stakeholders, resulting in continued under-recovery.

Speaking during the regulatory levy review process, CRAN executive for economics and market development Helene Vosloo said the regulator had under-recovered approximately N\$181 million over the past five years.

However, she said N\$63 million linked to settlement agreements and payment arrangements with certain licensees had already been excluded from the amount recoverable from the broader industry, leaving a net under-recovery of around N\$118 million.

"Turning to the financial position: the levy review covers the period from 2020 to 2021



### Crucial Dates

- **Bank of Namibia Monetary Policy announcement dates:**
  - \* 17 June 2026
  - \* 12 August 2026
  - \* 29 October 2026
  - \* 10 December 2026
- **Namibia Oil and Gas Conference 18-21 August 2026 in Windhoek**

onwards. The original budget assumptions were set during that period, but changes in the industry and implementation challenges resulted in delays and adjustments. Over this period, we recorded an under-recovery of approximately N\$181 million. Following settlement agreements with certain licensees, N\$63 million has been deducted, as some operators were unable to meet obligations. After adjustments, the total under-recovery over the five-year period stands at approximately N\$118 million,” she said.

Vosloo said the proposed 2.25% levy would generate around N\$829 million over the next five years, slightly above the estimated N\$823 million required to fund future regulatory operations and recover accumulated shortfalls.

CRAN said any over-recovery would legally have to be returned to the industry, while any future deficits would again need to be recovered through subsequent levy reviews.

The regulator also proposed a lower 1.25% levy for broadcasting licensees, citing weaker financial performance and declining revenues within the broadcasting sector compared to telecommunications operators.

“Broadcasting and telecommunications sectors were treated differently due to differing market conditions. Telecommunications revenues continue to grow, while broadcasting revenues are stagnating or declining. Postal services are also in decline globally,” Vosloo said.

She defended the move to

replace the current glide-path methodology with a fixed percentage levy system, arguing that the proposed model aligns with international best practice and would provide greater certainty for both the regulator and industry players over the next five years.

Vosloo also said the new model would reduce reliance on a few major operators such as Telecom Namibia, MTC and MultiChoice Namibia, which have historically carried a significant share of the sector’s regulatory costs.

CRAN warned that continued under-recovery could force even steeper levy increases in future, potentially rising to 3.5% or higher if corrective measures are delayed.

The authority said the proposed changes are aimed at ensuring sustainable funding for the communications regulator while stabilising regulatory costs across the sector.

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## Namibia eyes 30,000 jobs as green hydrogen projects gather momentum

Namibia aims to create 30,000 green jobs by 2030 as government accelerates efforts to position the country as a regional hub for green hydrogen production and low-carbon industrial development.

Speaking at the World Hydrogen Summit 2026 in Rotterdam, Director General of the National Planning Commission, Kaire Mbuende, said Namibia is leveraging

its renewable energy resources, ports and mineral reserves to build a modern industrial economy centred around green hydrogen.

“We don’t look at green hydrogen as a narrow energy project. It is at the core of our development agenda as a new frontier of growth and development,” Mbuende said.

He said government is targeting

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investment across a range of green industrial sectors, including solar panel manufacturing, electrolyser manufacturing, wind turbine manufacturing, lithium refining, rare earth refining, flat glass production, synthetic fuels production and hot briquetted iron production.

According to Mbuende, Namibia has already advanced nine green industrial projects at different stages of development, including Cleanergy Solutions Namibia, Hyphen Hydrogen Energy and HyIron Oshivelo.

“Two of these projects, Cleanergy Solutions Namibia and HyIron Oshivelo, have moved from policy to practical demonstration and production respectively. We are intentionally building an ecosystem of green industries,” he said.

Mbuende stressed that infrastructure development remains critical to supporting Namibia’s hydrogen ambitions, with the ports of Walvis Bay and Lüderitz positioned as strategic export hubs for green hydrogen and related industrial products.

Namibia has already signed strategic partnerships with the Port of Rotterdam and Port of Antwerp-Bruges to strengthen export logistics and connect Namibian production to international markets.

“The opportunity we see with our partners is to connect our green hydrogen ambitions to global

markets,” Mbuende said.

Namibia has also secured access to up to US\$250 million in concessional climate finance under the Climate Investment Funds Industry Decarbonisation Programme, with a Sectoral Transformation Investment Plan expected to be submitted later this year.

“We invite you to look at Namibia not only as a production location for green hydrogen, but as a future platform for the low carbon industry in Southern Africa. We invite you to move with us from dialogue to implementation,” he said.



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## VACANCY

**CATALOGUE CONTROLLER**  
**LOCATION: TWIN HILLS GOLD MINE SITE**

**JOB SUMMARY**  
This position is responsible for the control and maintenance of the inventory catalogue at Osino Gold Exploration and Mining (Pty) Ltd in accordance with company specifications, standards, and compliance requirements relating to items, end users, and suppliers.

**KEY RESPONSIBILITIES**

- Grade 12 with a good level of computer literacy.
- Valid driver's licence.
- A diploma in Supply Chain or Materials Management as a minimum
- Alternatively, a relevant combination of formal procurement-related experience and additional relevant studies.
- Three to five (3–5) years' experience in material control and inventory management.
- Sound knowledge of classification and coding of materials
- An artisan or engineering trade qualification will be an added advantage

**MINIMUM REQUIREMENTS**

- Eliminates unnecessary variety and improves specifications and descriptions on an ongoing basis.
- Scrutinise stock reports and promote standardisation of equipment and spares by investigating deviations, consulting with users and the warehouse and materials manager, and implementing corrective actions where necessary.
- Act as a resource to warehouse staff with regard to standards, specifications, and technical information by liaising with technical personnel from relevant departments and suppliers.
- Assists the Receiving Controller with the inspection of incoming goods, material and equipment for compliance with order specifications.
- Reviews daily the binning reports, including physical checks, to ensure no duplicate binning and/or material binning without bin numbers. Immediate corrective action should be taken on all deviations, and both the deviations and the corrective actions must be recorded.
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# Namibia operations boost Oceana earnings despite lower catch rates

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Namibia's horse mackerel operations helped lift earnings at Oceana Group during the six months ended 31 March 2026, as improved pricing and lower operating costs offset weaker catch rates in the country.

The fishing and food processing group reported a 7.7% increase in headline earnings per share despite a 6% decline in revenue to R4.9 billion, supported by stronger performances from its Lucky Star and Wild Caught Seafood divisions.

In Namibia, Oceana said lower fuel prices and reduced quota usage fees

helped contain operating costs within its horse mackerel business, while stronger average Rand selling prices and fuel-hedging gains boosted profitability.

Horse mackerel sales volumes across the group increased by 13%, with South African operations benefiting from improved catch rates, although Namibian catch rates weakened during the period.

The group's Wild Caught Seafood segment delivered improved earnings overall, driven by higher hake volumes, stronger European demand and better pricing supported by reduced global white fish supply.

Oceana said investment in fleet upgrades improved vessel reliability and increased days at sea, helping hake sales volumes rise by 10%.


The company also announced it has acquired a new dual-purpose vessel capable of catching both hake and horse mackerel, which is expected to become operational in January 2027 following refurbishment work.

At group level, operating profit remained broadly flat at R665 million, while gross profit margin improved by 30 basis points to 28.1%. The company maintained its interim dividend at 110 cents per share.

Net debt declined significantly to R1.7 billion,

down from previous levels, contributing to a R45 million reduction in net interest expenses. Oceana's net debt-to-EBITDA ratio improved to 1.1 times from 2.2 times in the prior period.

Chief Executive Officer Neville Brink



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said the company's diversification strategy and operational investments helped cushion the business against volatile market conditions.

"Investing in our fleet and factories, paying down debt and controlling what

we can has ensured resilience in this unpredictable environment," Brink said.

Oceana's African fishmeal and fish oil operations came under pressure during the period due to lower landings of industrial fish and fewer pilchard trimmings from Lucky Star canneries. Sales volumes in the segment declined by 90%, significantly reducing earnings.

In the United States, weaker US dollar pricing for fishmeal and fish oil, together with the stronger Rand, weighed on profitability despite stable fishmeal sales volumes.

The company said it expects recent global supply disruptions, including lower anchovy quotas in Peru and emerging El Niño weather risks, to support firmer global fishmeal and fish oil prices going forward.

Brink said Oceana remains positioned to benefit from improving resource availability and stronger market demand following recent investments across the business.

"Following investments in assets and moves to reduce unpredictability in the business in recent years, Oceana is in a good position to capitalise on cyclical improvements in resource availability, market demand and stronger pricing," he said.

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# Which one would you rather have, connections or qualifications?

By Junias Erasmus

In today's competitive world, one question continues to spark debate among students, professionals, and job seekers: Which one is more important, connections or qualifications?

Some people strongly believe that qualifications are the key to success, while others argue that connections open more doors than certificates ever can.

The truth is that both are important, but understanding how they work together is what truly matters.

Qualifications represent knowledge, discipline, and competence. They show that a person has invested time and effort into learning and developing skills.

A degree, diploma, or professional certificate is proof that someone has gone through training and has met certain academic or professional standards. In many careers, qualifications are necessary because they build trust and credibility.

A doctor, teacher, engineer, or lawyer must have qualifications to practice professionally.

At the same time, qualifications alone do not always guarantee opportunities. Many highly educated people still struggle to find employment or career growth. This is where connections become important.

Connections is not corruption, connections are relationships with people who know your abilities, trust your character, and are willing to recommend or support you. In many situations, opportunities come through people who know you personally or professionally.

This reality does not mean qualifications are useless. It simply means that success is not



**A doctor, teacher, engineer, or lawyer must have qualifications to practice professionally.**

only about what you know, but also about who knows you. A qualified person who is invisible may be overlooked, while someone with strong networks may hear about opportunities earlier, receive recommendations, or gain access to important spaces.

However, relying only on connections without competence can also be dangerous. A connection may help someone get an opportunity, but if they cannot perform, the truth will eventually become visible. Performance sustains opportunities. Without knowledge, discipline, and the ability to deliver results, connections alone cannot guarantee long-term success.

On the other hand, qualifications without relationships can limit progress. Some people spend years collecting certificates but fail to develop communication skills, professional relationships, or networks. They become academically strong but socially disconnected. In the modern world, success often requires both technical ability and human connection.

The most successful people usually combine both. They build qualifications to strengthen their competence and build connections to increase their visibility. They understand that relationships are not only about benefiting

from others, but also about learning, collaboration, trust, and mutual growth.

Young people especially need to understand this lesson early in life. Education remains important and should never be ignored.

Knowledge gives confidence and independence. But while building qualifications, it is equally important to build a

good reputation, strong communication skills, and meaningful professional relationships. Networking should not be viewed as manipulation, but as creating genuine human connections based on respect and value.

In many workplaces today, employers are also looking beyond qualifications. They want people who can work with others, communicate effectively, solve problems, and represent the organization positively.

This means personal character, attitude, and relationships matter greatly.

The question should not only be whether one would rather have connections or qualifications.

The wiser goal is to have both. Qualifications give you the ability to perform, while connections create opportunities for your abilities to be seen.

One gives you competence, and the other gives you access. When combined with discipline, integrity, and hard work, they become a powerful foundation for long term success.

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

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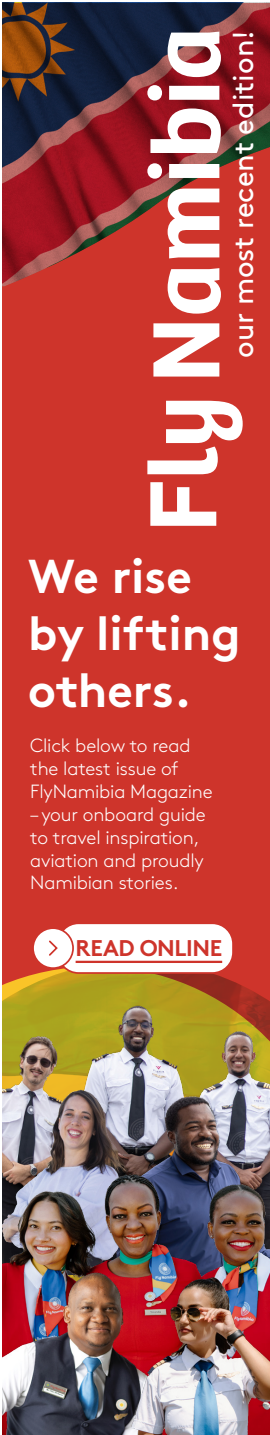


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## Namibia’s sand mining regulations to be finalised by June amid compliance concerns

**E**nvironmental Commissioner Timoteus Mufeti says draft regulations aimed at governing sand mining activities in the country are being consolidated following nationwide stakeholder consultations, as authorities move to tighten enforcement amid growing concerns over non-compliance.

Mufeti said the Ministry of Environment, Forestry and Tourism has already conducted consultations with stakeholders, including traditional authorities, to gather input on the proposed regulatory framework. One final engagement is expected before the draft regulations are refined, submitted and gazetted.

“We have got draft regulations. Two weeks ago, we went around the country to talk to stakeholders, traditional authorities, everybody, to present the elements of the regulations that we have and to get their input,” Mufeti said.

He said the proposed regulations are expected to introduce enforceable legal provisions, including penalties and compliance requirements aimed at regulating sand mining activities, particularly in northern regions where extraction activities have intensified due to growing development pressures.

“This is an activity that involves money. Always where you get money, you could get a lot of issues and a lot of problems,” Mufeti said.

Authorities have identified governance and enforcement gaps in communal areas, where sand mining oversight is expected to fall under traditional leadership structures. However, Mufeti said enforcement challenges persist partly because some traditional authorities are themselves involved in sand extraction activities.

“Some traditional authorities are also mining, that’s an issue, so the regulations were set out for these issues,” he said.

Mufeti said the ministry expects the finalisation process to be completed by June, after which the regulations will be submitted for gazetting to formally make them law.

“Once it's done, our plan is to go back, maybe around June, with the draft final regulations. Once we get the okay, then we submit them, then we gazette them. Now that becomes law,” he said.

He said the proposed enforcement framework is expected to include powers to confiscate equipment, open criminal cases and impose penalties, including imprisonment, for non-compliance.

The regulations are expected to mark a significant tightening of oversight over Namibia’s sand mining sector, which has increasingly come under scrutiny over environmental damage and unregulated extraction activities.



## Request For Proposals

RFP/SBN/001/05/2026 - Professional Programme Management Services

### 1. Information

Standard Bank Namibia invites experienced, qualified independent contractors and consulting firms to submit proposals for the provision of Project Head services for Retail Banking Transformation on a fixed-term outsourced basis.

### 2. Description of Role

The role will focus on leading the delivery of a Board-approved retail transformation programme, including coordinating cross-functional initiatives, ensuring effective execution, and monitoring performance and benefits realisation.

### 3. Key Responsibilities

- Drive disciplined execution of retail banking transformation initiatives.
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- Provide executive-level reporting, analysis, and strategic insights.
- Coordinate programme delivery across multiple business functions.

### 4. Experience Required

- Minimum of 10 years’ experience in banking or financial services.
- Proven experience in delivering retail banking and/or payments-led transformation programmes.
- Experience engaging and operating at an Executive Committee and Board level.
- Strong understanding of regulatory requirements and governance practices.

**Contract Nature:** This is a fixed-term independent contractor engagement and does not constitute employment with Standard Bank Namibia.

**Application Process:** Interested suppliers and consultants may request the detailed RFP document and required submission forms by emailing:

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• Closing Date: Friday, 05 June 2026 at 16:00

**Note:** Only shortlisted applicants will be contacted within two weeks after the closing date.

This Request for Proposal (RFP) does not constitute a commitment by Standard Bank Namibia to award any contract or engage any responding party.

## Strategy Execution Capsule#2 - Portfolio Management: Closing the Strategy Execution Gap

By Victor S Mutonga

In the previous capsule, we introduced the missing layers of strategy execution. In many organisations, the absence of these layers creates what is increasingly recognised as the strategy execution gap, where strategy exists, yet results do not fully materialise.

Strategy is approved, strategic priorities are defined, and targets are announced. Yet outcomes often fall short of expectation.

The question is therefore unavoidable: what sits between strategic intent and actual results? The answer is Portfolio Management. And this, I mean Project Portfolio Management (PPM)

Strategy execution is often treated as a one-way process --- Strategy-->Projects. While this creates activity, it does not necessarily produce outcomes. A complete and more effective model is one that recognises strategy execution as a system rather than a sequence: Strategy - Portfolio - Programs - Projects - Feedback - Strategy.

In this capsule, the focus is on the Portfolio layer --- the critical bridge between strategy and execution. The other layer remains essential, but they will be explored in future capsules, as reflected in the dotted model: Strategy- Portfolio - ->Programs - ->Projects - ->Feedback -->Strategy

Portfolio management is where strategy is translated into an executable investment logic. It is the point at which strategic intent becomes concrete decisions about what will be done, what will not be done, in what



**Strategy is approved, strategic priorities are defined, and targets are announced.**

sequence, at what pace, with which resources, under what governance, and with what level of organisational readiness. Without that bridge, strategy remains aspiration.

Once strategy has been approved, it immediately begins to generate demand. Each strategic objective, pillar, or priority creates pressure for action. Business units propose initiatives, functional leaders argue urgency, operational areas highlight constraints, and sponsors push for investments. In a short space of time, every initiative presents itself as necessary, every project appears strategic, and every request seeks priority.

This is the point at which many organisations begin to lose execution discipline.

If this strategic demand is allowed to flow directly into project approval, the result is predictable. Too many initiatives enter the system, limited resources are spread too thin, urgent work crowds out important work, sequencing becomes reactive, and leadership loses clear line-of-sight over what truly matters.

Portfolio Management therefore does not begin with scheduling projects. It begins with

controlling strategic demand.

It does not only ask, “what can we do?” It asks what should be done, what can realistically be absorbed, what should wait, what should be declined, and what combination of initiatives best advances strategy within real organisational constraints. This is the first major discipline of Portfolio Management: converting unlimited strategic demand into a deliberate, governable portfolio.

At its core, Portfolio Management is the balancing of demand and supply. Demand is generated by strategic objectives, regulatory commitments, transformation ambitions, stakeholder expectations, operational improvement needs, risk responses, compliance requirements, innovation proposals, and capital requests through formalised strategy.

Supply, on the other hand, reflects the organisation’s actual execution capacity. It includes available funding, skilled people, leadership attention, implementation capability, change absorption capacity, operational bandwidth, technology capability and governance maturity.

An organisation may have ten good ideas, but only the capacity to execute three well. It may have the capital to fund multiple initiatives, yet lack the leadership bandwidth to govern them effectively. It may have the technical capability to design change, but not the operational readiness to absorb it.

Portfolio management exists precisely because strategy always generates more demand than the organisation can responsibly absorb. This is why

prioritisation alone is insufficient. A realistic understanding of supply must precede any decision on how much demand should enter the system.

### Readiness: Can be the organisation Carry the Strategy?

One of the most overlooked disciplines in strategy execution is portfolio readiness assessment. Many organisations test whether an initiative is aligned to strategy. Far fewer test whether the organisation is ready to carry it.

Readiness assessment evaluates the organisation’s ability to execute and absorb change. It considers leadership capacity, technical capability, operational bandwidth, dependency readiness, cultural preparedness, system and process maturity,

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and the cumulative impact of concurrent change.

A strategy may be sound, and an initiative well designed, yet execution may still fail if the organisation is not ready. Readiness is therefore not a peripheral consideration --- it is a core portfolio decision.

Mature Portfolio processes do not simply approve or rejects initiatives; they determine whether an initiative should proceed now, later, or not at all. In many cases, the correct decision is neither approval nor rejection, but deferral until readiness is achieved. This is the one of the ways Portfolio Management protects strategy from premature execution.

### Setting the Rules of the Game

Once strategy is approved, the next question is not which projects to start. The

next question is: what rules will govern how initiatives enter and move through the system? Portfolio Management establishes these rules.

It defines admission criteria, prioritisation logic, funding thresholds, resources allocation principles, sequencing rules, and review cadence. It determines how initiatives are evaluated, approved, deferred, accelerated, paused, or killed. Without these rules, initiatives enter the system through pressure, urgency, and influence.

### Portfolio Governance and Oversight

Portfolio Management cannot function without Portfolio Governance. Portfolio Governance is the authority structure that translates strategic intent into disciplined portfolio decisions. It determines what enters the portfolio, how it is monitored, when intervention is required.

This governance must be real. It must have the authority to approve, rejects, defer, stop, and rebalance initiatives, as well as reallocate resources and respond to changing conditions. It is typically exercised through a Portfolio Governance Board or Exco, but its effectiveness lies not in its structure, but in its decision-making authority.

Portfolio oversight then provides continuous visibility across the entire portfolio ---including its health, alignment, risk, exposure, resource loading, funding utilisation, delivery confidence, benefits outlook, and organisational absorption levels.

Governing individual projects is not enough. Leadership must govern the portfolio as a system. Otherwise, organisations fall

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into a dangerous illusion: projects may appear healthy in isolation while the portfolio as a whole is overloaded, unbalanced, or strategically diluted.

Prioritisation is often the most visible element of portfolio management, but it is not the starting point. It follows strategy clarity, governance definition, supply understanding, and the establishment of decision rules.

Effective prioritisation is not about ranking enthusiasm. It is about making structured decisions under constraint. It evaluates initiatives based on strategic alignment, expected benefits, urgency, risk, readiness, resource intensity, and delivery confidence.

At its core, prioritisation forces one critical question: what are we willing not to do? Real strategy requires exclusion. If everything is treated as priority one, then nothing truly is. Portfolio prioritisation enables leader to choose deliberately rather than drift into overcommitment.

Portfolio management is not simply one mechanism among many. It is the primary bridge between strategy and execution. Strategy does not execute itself. Operations do not determine strategy priorities. Projects do not define enterprise direction.

Portfolio management is the only discipline that translates strategy into investment choices, balances ambition with capacity, sequences change, governs execution entry, maintains oversight, and feeds execution capacity, and feeds execution insight back into strategy.

Without it organisations moves

directly from strategic intent into fragmented delivery. Activity increases, but coherence is lost. Effort rises, but impact is diluted. Portfolio Management prevents strategy from dissolving into unmanaged activity.

Execution must inform strategy. That is why the model closes the loop: Strategy-Portfolio - programs - Projects - Feedback - Strategy

Feedback provides critical insight into whether strategic assumptions remain valid, whether value is being delivered, whether the pace of change is sustainable, and whether priorities should be adjusted. Without feedback, organisations continue to



# VACANCY

**SUPERINTENDENT: TECHNICAL PROCUREMENT**  
**LOCATION: TWIN HILLS GOLD MINE SITE**

**JOB SUMMARY**  
 The Superintendent: Technical Procurement will be responsible for building relationships with operations and supply chain stakeholders, acting as the focal point for transactional technical procurement related to strategic and core commodities, as well as commercial requirements.

**KEY RESPONSIBILITIES**

- Grade 12.
- Valid driver's licence.
- BTech Degree or related Bachelor degree in Procurement and/or Business Administration or equivalent.
- Alternatively, a relevant combination of formal procurement-related qualifications and additional specialized studies.
- Five (5–7) years' experience in procurement, contract and supplier management, of which 3 years should be on a supervisory level.
- Proven track record in the execution of procurement contracts and tender processes, supplier analysis, performance management, and negotiation.

**MINIMUM REQUIREMENTS**

- Act as the focal point for technical procurement related to strategic and core commodities.
- Build and maintain strong relationships with operations, engineering, and supply chain stakeholders.
- Manage end-to-end procurement processes, including sourcing, tendering, evaluation, and contract award.
- Ensure compliance with company procurement policies, procedures, and governance standards.
- Lead supplier identification, evaluation, and onboarding processes.
- Negotiate commercial terms, contracts, and service level agreements with suppliers.
- Monitor supplier performance and implement improvement initiatives where required.
- Collaborate with internal stakeholders to define technical specifications and procurement strategies.
- Identify cost-saving opportunities and drive value optimisation initiatives.
- Manage procurement risks and ensure continuity of supply for critical materials and services.
- Maintain accurate procurement records and reporting

**HOW TO APPLY**  
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execute --- but not learn. Without learning, no refinement, the portfolio loses relevance, meaning transformation gets lost.

Over time, the performance of the portfolio becomes a direct reflection of the organisation`s ability to select and execute the right initiatives that advance its strategy. When a portfolio consistently fails to deliver expected benefits, it is no longer merely an execution concern --- it is signal that the organisation may not be doing the right projects, in the right way, or at the right time.

Within organisations, strategy is ultimately executed through the portfolio, programs, and projects --- collectively referred to as Organisational project Management. There is no alternative mechanism through which strategic intent is translated into results.

As such, persistent performance shortfalls within the portfolio should not be viewed in isolation; they should trigger deliberate strategic review.

This underscores the importance of agility within both strategy and portfolio management. Strategy should not be static, nor should portfolio decisions be fixed once approved. Organisations must be able to reassess, adapt, and realign in response to execution feedback --- not at scheduled intervals only, but whenever performance signals demand it.

If strategy is clear, yet results feel diluted, the issue is rarely strategy. It is the absence of a discipline between strategy and execution.

Portfolio management is where strategic demand is filtered, readiness is tested, capacity is respected, priorities are set, governance is exercised, and learning is enabled. It is where the organisation decides, in practical terms, how strategy will live.

In future capsules, the dotted-line layers in this model --- Programs---Projects ---Feedback will be explored as distinct disciplines within the broader strategy execution system.

*\*Victor S Mutonga is a Portfolio, Programs and Project Management Professional, and Strategic Execution Specialist, with globally recognized certifications including PfMP, PgMP, PMP*

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## Namibia courts Chinese investors with industrialisation and trade push

Namibia has intensified efforts to attract Chinese investment and strengthen bilateral trade ties by positioning itself as a strategic gateway to Southern Africa during a business engagement between a delegation from Shandong Province and the Namibian business community in Windhoek.

Speaking at the engagement, Acting Head of Bilateral Relations in the Ministry of International Relations and Trade (MIRT), Charles Josob, said government is prioritising industrialisation, value addition, job creation and economic diversification.

He said Namibia is seeking to ensure that

the country's natural resources contribute more directly to domestic manufacturing and long-term economic development.

"The Government of Namibia is prioritising industrialisation, value addition, job creation, and economic diversification. We are particularly focused on ensuring that Namibia's natural resources contribute more directly to domestic manufacturing and sustainable economic development," Josob said.

He told the Chinese delegation that Namibia offers investors preferential access to regional and continental markets through the Southern African Customs Union (SACU), the Southern African

Development Community (SADC) and the African Continental Free Trade Area (AfCFTA).

“By investing in Namibia, investors have preferential access to regional and continental markets through SACU, SADC, and the African Continental Free Trade Area, which together provide access to a rapidly growing African market of over 1.3 billion people,” he said.

Josob highlighted investment opportunities in agriculture and agro-processing, including irrigation development, livestock production, fertiliser manufacturing, meat processing and food value chains.

He said Namibia’s beef and livestock industries also present opportunities for export growth and agro-industrial partnerships.

In the fisheries sector, Josob said opportunities exist in fish processing,

aquaculture, cold-chain logistics, fish feed production and marine value addition industries.

“In fisheries and the blue economy, there are opportunities in fish processing, aquaculture, cold-chain logistics, fish feed production, and marine value addition industries,” he said.

The engagement follows a recent working visit to China by Minister of International Relations and Trade Selma Ashipala-Musavyi, during which discussions were held with government officials and private sector representatives in Shenzhen, Guangzhou and Beijing.

According to MIRT, the visit highlighted China’s rapid industrial growth, technological advancement and logistics systems, as well as growing interest from Chinese companies and institutions seeking to expand cooperation with African countries, including Namibia.

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## Conservation initiative invests N\$92m in rural water infrastructure, drills 48 boreholes

A conservation and rural development programme funded by KfW Development Bank through the Community Conservation Fund of Namibia (CCFN) has invested approximately N\$92 million in water infrastructure projects across rural Namibia.

According to CCFN Chairperson Andrew Corbett, a significant portion of the funding was directed towards improving water access in rural communities.

Over the six-year implementation period, 67 boreholes were rehabilitated while 48 new boreholes were drilled.

“To provide a few examples: approximately N\$92 million was invested in water infrastructure. Sixty-seven boreholes were rehabilitated, and 48 new boreholes were drilled. In addition, around N\$75 million was disbursed through services and community forestry structures, directly supporting the work of approximately 760 game and forest guards,” Corbett said.

The programme also disbursed approximately N\$75 million through conservancy and community forestry structures to support service delivery and conservation management activities.

The funding directly supported around 760 game and forest guards responsible for wildlife monitoring, natural resource management and reducing human-wildlife conflict across communal conservancies.

The investment forms part of a broader six-year support programme aimed at



strengthening Namibia's community-based natural resource management (CBNRM) system, which combines environmental conservation with rural economic development.

The programme focused on strengthening conservancies and community forests through infrastructure development, livelihood diversification, resilience-building

initiatives, COVID-19 recovery support and human-wildlife conflict mitigation.

Corbett said the initiative also funded small-scale community infrastructure projects, including libraries, aimed at improving education and access to information in rural areas. He said the programme played a critical stabilising role during the COVID-19 pandemic, when tourism revenues collapsed and many conservancies came under severe financial pressure.

“The most significant programme has been the poverty-oriented support to community conservation, largely funded by the KfW Development Bank over the past six years. Focus areas have included infrastructure such as libraries, livelihood diversification, human-wildlife conflict mitigation, COVID-19 recovery, and resilience-building interventions,” Corbett said.

He added that the programme is now shifting focus from short-term support measures towards long-term sustainability aimed at ensuring conservancies remain economically viable, environmentally sustainable and socially inclusive.

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