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THE BRIEF

News Worth Knowing

Namibia spends N$138.8 billion on imports in nine months



TUESDAY 10 NOVEMBER 2026

MAIN STORY



Namibia spends N$138.8 billion on imports in nine months

Namibia imported goods worth N$138.8 billion during the first nine months of 2026, an increase of N$29.6 billion or 27.1% from the N$109.2 billion recorded during the corresponding period in 2025, according to the Namibia Statistics Agency (NSA).

The latest International Merchandise Trade Statistics Bulletin shows that cumulative export earnings reached N$103.5 billion over the same period, up N$11.7 billion year-on-year, leaving the country with a cumulative trade deficit of N$35.3 billion.

The figures indicate that Namibia's import bill grew faster than export earnings during the nine-month period, widening the gap between the value of goods purchased from international markets and those sold abroad.

"By September 2026, Namibia's cumulative export earnings had reached N$103.5 billion, which was N$11.7 billion higher than the value recorded during the same period of the previous year. On the import side, the cumulative value for the month under review amounted to N$138.8 billion, which is an increase from N$109.2 billion recorded over the same period in 2025," the NSA said.

Crucial Dates

- **Bank of Namibia Monetary Policy announcement dates:**
  * 10 December 2026

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In September alone, Namibia imported goods worth N$16.9 billion, representing an increase of 2.1% from August and 55.5% compared with September 2025.

Export earnings, however, declined by 3.4% month-on-month to N$12.2 billion, resulting in a monthly trade deficit of N$4.7 billion. This marked a deterioration from the N$3.9 billion deficit recorded in August 2026 and the N$3.5 billion deficit registered in September 2025.

“In September 2026, Namibia’s trade balance, measured as the difference between exports and imports, recorded a deficit of N$4.7 billion, a deterioration from the N$3.9 billion deficit and the N$3.5 billion deficit registered in August 2026 and September 2025, respectively,” the report states.

The NSA attributed the monthly increase in imports to higher purchases of several commodities, including sulphur and unroasted iron pyrites, which increased by N$734 million, ships and boats by N$470 million, and fertilisers by N$148 million.

Petroleum oils remained Namibia's largest imported commodity in September, accounting for N$2.2 billion or 12.8% of the country's total import bill.

Sulphur and unroasted iron pyrites followed at N$1.6 billion, while nickel ores and concentrates accounted for N$747 million.

Manufactured products dominated Namibia's imports, with purchases valued at N$13.1 billion during September, representing an increase of 13.6% compared with August.

South Africa remained Namibia's largest source of imports, accounting for 30.7% of the country's total import bill.

China was the second-largest source at 12.2%, followed by Canada at 6.5%, the United States at 5.9% and Zambia at 4.7%.

“Analysis of Namibia’s major trading partners shows that China emerged as the country’s largest export destination, while South Africa continued to be the leading source of imports,” the NSA said.

The figures show that Namibia's merchandise trade deficit continued to widen in September, with the increase in import expenditure outpacing growth in export earnings during the first nine months of 2026.





Namibia loses more than half of its water before it reaches consumers



Namibia loses more than 50% of its water during distribution due to ageing infrastructure and other supply losses, Minister of Agriculture, Fisheries, Water and Land Reform Inge Zaamwani has revealed.

Speaking at the Third Namibia Regional Water Symposium in Swakopmund on Tuesday, Zaamwani warned that the losses were worsening water security challenges in the already water-stressed country and called for urgent improvements to distribution infrastructure.

She said the losses were linked to ageing infrastructure and conditions affecting water distribution, adding that reducing them should form part of the country's efforts to secure reliable water supplies.

"50% of the water that we put in our

> Across Southern Africa, we lose between 35% and 45% of our created water before it reach our homes.

pipeline to supply our community get lost. Because the structure are aged or because of high the heat that actually take the water away from the canals. So we really have to work together to reduce the water losses. It is not fair that we are already a water stressed country and more than 50% of our water is lost in the process of supply," Zaamwani said.

South African Minister of Water and Sanitation Pemmy Majodina also raised concerns about water losses across Southern Africa, saying ageing infrastructure and leaking pipelines were reducing the amount of water reaching households.

Majodina said between 35% and 45% of treated water was lost across the region before reaching homes, highlighting the need for infrastructure rehabilitation and investment in monitoring systems.

"Across Southern Africa, we lose between 35% and 45% of our created water before it reach our homes. Not because there is no water. Because our pipes are leaking, our infrastructure is aging because that infrastructure was not meant for us," Majodina said.

The concerns come as figures from Namibia's 2023 Population and Housing Census show that 91.4% of households have access to safe drinking water, while 8.6% remain without access.

Zaamwani said addressing water losses should form part of broader measures to improve water security, including protecting groundwater resources, improving water metering and expanding the safe reuse of wastewater.

She also called for practical commitments from stakeholders, including clearly defined priorities, responsible institutions, financing requirements and implementation timelines.

The symposium brought together government representatives, industry players, water-sector institutions and other stakeholders to discuss measures to strengthen water security.

Discussions covered water infrastructure, desalination, groundwater management and water reuse.





Namibia's beef export earnings fall 38% to N$323m in September

Namibia's export earnings from bovine and bovine products declined by 38% to N$323.3 million in September 2026, down from approximately N$521.9 million in August, according to the Namibia Statistics Agency (NSA).

The latest International Merchandise Trade Statistics Bulletin shows that export earnings from the sector fell by N$198.6 million month-on-month, reflecting a slowdown in the country's livestock and meat export trade.

The NSA identified beef among the commodities contributing to the decline in Namibia's overall export earnings, with beef exports alone recording a reduction of N$125 million during the month.

Despite the decline, the Netherlands, South Africa and the United Kingdom remained the main export destinations for Namibia's bovine and bovine products.

"In September 2026, the country exported 'Bovine and bovine products' valued at N$323.3 million predominantly destined for the Netherlands, South Africa and the UK. On the other hand, the country imported 'Bovine and bovine products' worth N$6.5 million, sourced from South Africa and Botswana," the NSA said.

Meanwhile, Namibia imported bovine and bovine products worth N$6.5 million during September, significantly below the value of exports.

The imports originated from South Africa and Botswana, resulting in a trade surplus of approximately N$316.8 million in the bovine products category.

The surplus indicates that Namibia remained a net exporter of bovine products



despite the sharp monthly decline in export earnings. The decline in bovine export earnings coincided with a broader contraction in Namibia's merchandise exports, which fell by 3.4% month-on-month to N$12.2 billion in September.

The figures highlight the contribution of bovine products to Namibia's export trade, although the NSA data does not establish whether the decline in earnings was driven by lower export volumes, weaker prices or a combination of both.

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JUNIOR METALLURGIST (X2) Permanent	• Grade 12 • Bachelor's degree in Metallurgical Engineering, Chemical Engineering, Mineral Processing or a closely related discipline. • Successful completion of a structured graduate / engineer-in-training programme in a mineral-processing operation (proof of completion required). • 1–3 years' post-graduate processing plant experience (including the graduate programme); gold CIL/CIP experience is highly advantageous. • Proficiency in Microsoft Excel and data analysis; experience with plant historians (e.g. PI), LIMS or metallurgical-accounting systems is advantageous. • Valid Namibian Driver's Licence.	• Take metallurgical ownership of assigned plant areas and monitor performance across crushing, milling, gravity, pre-oxidation, CIL, cyanide destruction, filtration and gold-recovery circuits. • Use the plant DCS/SCADA and process historian to monitor trends, alarms, interlocks and key control loops; identify process deviations and recommend set-point and control-strategy changes through the Shift Supervisor and Process Controllers. • Analyze plant operating data and identify trends affecting throughput, recovery, reagent consumption, product quality and operating stability. • The incumbent will be required to work shifts, including night shifts, weekends and public holidays, as well as extended hours during commissioning, ramp-up, shutdowns or process upsets, in line with operational requirements. • Comply with company SHE policies, cyanide management (ICMC) requirements, Permit-to-Work and applicable standards.
TAX ACCOUNTANT (X1) Permanent (Whk Based)	• Grade 12 • Bachelor's degree in accounting, finance or related field. • Postgraduate qualification in tax. • A minimum of 7 years of experience in tax accounting, with extensive tax preparation background. • Proficiency in Microsoft applications such as Excel, Word, and PowerPoint • Ability to meet multiple deadlines in a high-pressure, fast-paced environment	• Prepare monthly reconciliations submit tax returns for all Osino group entities to NAMRA. • Generate and reconcile VAT-related reports with general ledger accounts. • Coordinate with external and internal audit teams, ensuring comprehensive documentation for tax audits and assisting in resolving audit findings. • Keep the business informed of tax legislation developments, assessing the impact thereof. • Manage tax liabilities effectively, minimizing tax risks and exposures. • Streamline the preparation of Customs Clearing documentation. • Comply with all safety and environmental requirements.
SUPERINTENDENT: INFORMATION TECHNOLOGY (IT) (X1) Permanent	• Grade 12 • Bachelor's degree in relevant field • Five (5) to Seven (7) years' experience of which three should be in supervisory role. • IT experience in a mining or fast paced environment is an added advantage • Ability to maintain confidentiality is a pre-requisite • Good interpersonal skills • Ability to work in a multi-cultural environment • Valid Namibian driver's licence	• Lead the team to operate the on-site IT service desk and organize the handling of hardware, software, network, system and communication faults to ensure timely and effective user support. • Organize the team to implement information security requirements, carry out data backup, antivirus, access control, vulnerability checks and emergency drills, and promptly report security incidents. • Organize the team to carry out the day-to-day operation and maintenance of IT infrastructure, including networks, servers, server rooms, wireless systems, communications, monitoring and terminal devices • Maintain IT asset records, allocation, maintenance, inventory and disposal execution. • Responsible for day-to-day technical guidance, training organization and on-site coaching, and provide input for performance appraisal
SUPERINTENDENT: ADMINISTRATION (X1) Permanent	• Grade 12 • Bachelor's degree in relevant field • Five (5) to Seven (7) years' experience of which three should be in supervisory role. • Ability to maintain confidentiality is a pre-requisite • Good interpersonal skills • Ability to work in a multi-cultural environment • Valid Namibian driver's licence • Proficient computer and Microsoft package skills	• Execute the company's administrative management systems and processes, and supervise the day-to-day administrative work of offices, dormitories, canteens, vehicles, security coordination amongst others to ensure compliance with standards • Responsible for the day-to-day scheduling of site logistics support • Supervise vehicle dispatch, driver management, commuting arrangements, and the day-to-day coordination of travel, accommodation and flights • Responsible for administrative staff scheduling, day-to-day guidance, attendance, training organization, and provide input for performance appraisal • Coordinate external administrative matters with local government, communities, landlords and service providers • Consolidate administrative expenses and budget execution data, monitor day-to-day spending, and propose cost-reduction and efficiency-improvement recommendations • Complete other tasks assigned by superiors
MOBILE EQUIPMENT OPERATOR: PLANT (X1) Permanent	• Valid competency certificates for a front-end loader (CAT 966 or larger), forklift, and HIAB / truck-mounted loader crane – required. • Minimum five (5) years' experience operating heavy or industrial mobile equipment in mining, construction, or process-plant environments. • Trained or experience in hazardous chemical / dangerous goods handling; cyanide awareness or ICMC-related training is highly advantageous. • Residents of Otjimbingwe, Karibib, Omaruru or Usakos will be given preference.	• Receive and offload reagent and consumable deliveries using forklifts, the telescopic handler, or the HIAB truck. • · Carry out machine-assisted housekeeping with the front-end loader and skid-steer loader: spillage clean-up at crushing, conveyor transfer points, stockpiles, drive-in sumps, bunded areas, and plant roads. • Conduct and document pre-start inspections for every machine before each shift or handover; immediately isolate and report defects or unsafe conditions. • · Maintain cleanliness and basic operator care of assigned equipment, and keep accurate equipment-utilisation, delivery, and defect records.
PROJECT SECURITY MANAGER (12 MONTHS) FIXED TERM CONTRACT	• Proven experience in managing security projects and functions (minimum 10 years preferred). • In-depth knowledge of the design, implementation and commissioning of integrated electronic security systems, physical security controls, and related technologies. • Strong project management skills with the ability to manage multiple projects simultaneously. • Relevant qualifications in Project Management and Security Management, or Security Risk Management are compulsory. • Relevant Tertiary Qualification at NQF level 6 (Degree or National Higher Diploma or equivalent) in Project Management and Security Management or recognized equivalent.	• Plan, execute, and manage security projects from inception to completion. • Lead the design and implementation of integrated electronic security systems (CCTV, access control, intrusion detection, etc.). • Manage the security systems integrator to ensure the project is aligned with the overall project schedule. • Develop and manage project budgets, schedules, and resources. • Proactively lead and advise the project leadership team on the implementation of security strategies during construction. • Providing assurance to the project leadership team and other stakeholders on the adequacy of the protective measures in place during construction.

HOW TO APPLY

Interested candidates should submit a resume, all supporting documents and a letter of motivation detailing relevant experience and potential starting date to **recruitment@osinoresources.com** by **24 November 2026. Please clearly indicate position applied for in the subject matter line. Failure to do so, may result in disqualification of your application.** If you have not heard anything from us two weeks after the due date, please consider your application unsuccessful. **NO HARD COPY CV'S WILL BE ACCEPTED AT OUR OFFICES.**

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Big dreams, small beginnings: Why graduates should not overlook SMEs

By Lisa Matomola



As graduation season winds down, thousands of young Namibians are preparing to enter the labour market.

Graduation marks years of hard work, sacrifice and determination. Once the celebrations are over, though, a hard question follows: Where do I begin my career?

Almost every graduate has a list of dream employers. These are established organisations with recognisable brands, attractive packages, structured graduate programmes and clear paths to advancement. There is nothing wrong with that. Ambition should be encouraged.

The truth is, not every graduate will land in their preferred organisation, particularly in an economy where opportunities are limited and competition for entry-level positions is intense. So perhaps it is time to rethink what makes an employer one of choice.

Must an employer of choice be a large corporate, or can a small business offer an equally valuable foundation for career success?

The overlooked potential of SMEs

Small and Medium Enterprises (SMEs) play an important role in economic development, entrepreneurship and job creation. Yet they rarely appear at the top of a graduate's list.

Some graduates associate smaller organisations with lower salaries, limited benefits, job insecurity and fewer opportunities to progress. These concerns are not unfounded, but they are not the whole story.

> **“ Namibia's focus on localisation and local economic participation could make SMEs increasingly important employers.**

Namibia's focus on localisation and local economic participation could make SMEs increasingly important employers. How far that goes will depend on how the policies are implemented, and on whether small businesses can access the financing, markets and opportunities they need to grow. Either way, graduates have good reason to look beyond the traditional corporate market.

The question should not always be, "Which organisation has the biggest name?" Sometimes it should be, "Which organisation will give me the greatest opportunity to learn?"

Exposure can be worth more than a job title

One of the greatest advantages of working for an SME is the exposure.

In a large organisation, roles are often highly specialised. A graduate in the Human Resources department may spend months on one function, such as recruitment administration or payroll processing. In a small consulting firm, that same graduate could be exposed to recruitment, employee relations, performance management, job evaluation, client engagement, training coordination and business development within a short space of time.

That breadth can accelerate professional growth. Lean teams, limited resources and tight deadlines also demand adaptability, problem-solving, accountability and the ability to juggle competing priorities.

Of course, this depends on the organisation, its leadership and its industry. Not every SME offers meaningful development, just as not every corporate offers structured learning. But where the right environment exists, the exposure can be exceptional.

Sometimes, the smaller the organisation, the bigger the learning opportunity.

Learning directly from experienced founders

Another advantage graduates often overlook is the chance to work directly with founders and managing partners.

Many SME founders previously held senior positions in established corporates. They bring industry experience, technical expertise, professional networks and leadership knowledge into their businesses.

Imagine starting your career in a consulting firm whose founder once worked for an international professional services organisation. Beyond the technical work, you may learn professional standards, business ethics, client relationship management, commercial thinking and executive-level decision-making.

In a large organisation, junior employees may rarely interact with senior executives. In an SME, you could be sitting in client meetings with the founder, joining strategic discussions and watching how important decisions are made. That builds confidence, professional maturity and commercial awareness much earlier in a career.

HITO HR: a practical example

As the founder of HITO HR and Training Consultants, I have seen firsthand what a small organisation can do for a graduate's development. When I established the business, creating employment opportunities and developing young professionals became part of our journey. Some who joined us as interns have since secured positions in corporate organisations.



What made the difference? It was not the size of our organisation. It was the exposure they received, the responsibilities entrusted to them and the professional relationships they built. Working in an HR consulting environment put them in front of different clients, industries and workplace challenges. They were not just learning to perform a task. They were learning to operate professionally, communicate with clients, manage deadlines and take responsibility for the quality of their work.

There is another dimension graduates sometimes miss: the reputation and networks of the founder. When a business owner has built credibility and trust in an industry, employees can benefit from that standing. Recommendations, referrals and relationships can open doors, provided the employee has shown competence, integrity and a strong work ethic. A founder's reputation can only create the opportunity. The employee must still prove their worth.

The reality of salaries and benefits

We must also acknowledge the limitations. Many SMEs cannot compete with large corporates on remuneration, medical aid, pension contributions, bonuses and other benefits. For graduates with financial responsibilities, that matters and should not be dismissed.

Still, I encourage young professionals to look beyond the starting salary. What skills will you acquire? Who will mentor you? What responsibilities will you carry? Will you be exposed to different parts of the business? Will you be more employable after two or three years? These questions matter just as much.

A higher salary does not automatically



mean better development, and a lower one does not automatically mean poor exposure.

Graduates should never be expected to accept exploitation in exchange for experience. Fair remuneration, lawful employment conditions, supportive supervision and meaningful development remain essential. The aim is not to settle for poor conditions, but to recognise opportunities that may not look like what you first expected.

Be flexible about where the journey begins

I encourage job seekers to stay ambitious while being realistic about how they enter the labour market. That may mean rethinking expectations about the size, prestige or public profile of a preferred employer. It does not mean lowering standards on professionalism, ethical leadership, fair treatment or personal dignity.

Consider two graduates. One insists on working only for a particular bank, telecommunications company, mine or multinational. The other accepts a role in a growing SME and spends two years building practical experience, professional networks and new competencies. At the end of those two years, the second graduate may be better positioned to compete for the corporate role both originally wanted.

Career development is not about where you start. It is about what you learn, how you grow and what you do with the opportunities in front of you.

SMEs must also become employers of choice

The responsibility does not rest with graduates alone. If SMEs want to attract and keep talented young professionals, they must deliberately build workplaces where people can grow.

Size is not an excuse for poor management, weak supervision or the absence of development. Even with limited budgets, SMEs can offer real mentorship, constructive feedback, recognition and a positive culture.

Founders must also accept that developing people is not a loss just because they may eventually move on. One of the strongest measures of leadership is the ability to develop people who go on to succeed beyond your organisation. We should take pride when those who started with us progress into bigger roles. Their success is part of our contribution to building Namibia's workforce.

Your first employer does not define your final destination

To the graduates entering the labour market, my message is simple: do not let an organisation's prestige decide whether an opportunity is worth considering.

Apply to your dream employers, but do not overlook the smaller businesses around you. Research their founders, understand their operations, ask about learning opportunities and assess the quality of leadership. Your first job may not come with an impressive title, a large salary or a famous name. It may, however, give you the skills, confidence, resilience and relationships that prepare you for the career you ultimately want.

And to SME founders, a question for us: are we merely creating jobs, or are we developing the next generation of professionals?

Big dreams do not always require big beginnings. Sometimes, the smallest organisations provide the strongest foundations for extraordinary careers.

**** Lisa Matomola is the Managing Consultant of Hito HR and Training Consultants & IPM Namibia CEO.***



Access Bank Namibia joins NamPay system following full banking licence approval

Access Bank Namibia has officially joined the Namclear NamPay payment system, enabling its integration into Namibia's interbank payment infrastructure following the granting of a full commercial banking licence by the Bank of Namibia (BoN).

The bank went live on the system on Monday, 9 November 2026, marking another step towards its full participation



in Namibia's banking sector.

Namclear confirmed the integration, welcoming Access Bank Namibia as a participant in the country's payment clearing system.

The development follows the central bank's decision to grant Access Bank Namibia Limited authorisation to conduct banking business, allowing the lender to accept deposits and provide banking services to the public.

The authorisation took effect on 2 October 2026 under Section 13(2) of the Banking Institutions Act, 2023, following a comprehensive regulatory assessment by the central bank.

The approval concluded a nearly two-year licensing process during which Access Bank operated under provisional authorisation and received several extensions to meet outstanding regulatory requirements.

Access Bank Namibia initially received a provisional banking licence on 4 October 2024, giving it six months to establish its operations and comply with the conditions required for full authorisation.

The full licence allows Access Bank to compete for deposits and customers alongside existing commercial banks, while its integration into NamPay provides access to the country's interbank payment clearing infrastructure.

Namclear operates Namibia's Automated Clearing House (ACH), a designated Financial Market Infrastructure responsible for clearing interbank transactions, including electronic fund transfers and card payments.

The clearing house also facilitates settlement processes on behalf of participating financial institutions through the Namibian Interbank Settlement System (NISS), operated by the Bank of Namibia.

Access Bank Namibia forms part of Nigerian-headquartered Access Bank Plc's broader expansion strategy across Africa, with Namibia previously identified as one of eight priority markets for the banking group.

The NamPay integration follows the bank's transition from provisional licensing to full regulatory authorisation, establishing its participation in Namibia's domestic payment system.



GIPF targets investment bottlenecks to unlock funding for Namibian projects

The Government Institutions Pension Fund (GIPF) is seeking to address regulatory and investment barriers preventing institutional capital from financing infrastructure projects and businesses in Namibia.

GIPF Chief Executive Officer Martin Inkumbi said the fund wanted closer cooperation between investors, policymakers, regulators and project developers to improve the flow of capital into projects capable of supporting economic growth and job creation.

Speaking to The Brief ahead of the GIPF Pension and Investment Symposium scheduled for 11 and 12 November 2026, Inkumbi said Namibia needed to identify and address obstacles limiting investment in viable projects.

"We want to talk about what are the bottlenecks and impediments, what are the challenges, maybe what should regulators and policymakers look at to eliminate bottlenecks, to make it easier for capital to flow to projects, infrastructure, enterprises," he said.



Inkumbi said the fund was looking at ways to increase its contribution to Namibia's economic development by directing more capital towards investments with measurable economic benefits.

He revealed that approximately 48% of GIPF's capital was already invested



in Namibia, exceeding the regulatory minimum domestic investment requirement of 45%.

Despite surpassing the threshold, Inkumbi said the fund believed it could do more to support infrastructure development, business expansion and employment creation.

"GIPF is a significant investor and of course the largest pension fund in terms of capital. And yes, we do believe that we should do more and we can do more, in addition to what we are already doing. I think the main change is that we need to maybe allocate the capital where it matters most, where it has significant impact, but of course the priority is always to make those investments that are also earning the return that will enable us to pay our members their due benefits in future," he said.

He stressed that any additional investments would need to generate sustainable returns to ensure the fund could meet its long-term obligations to members.

"Besides the regulations that are directing capital in the local economy, there is definitely the desire and the intention to put our money where our mouth is, because we do believe that we have to support economic development, job creation," Inkumbi said.

The fund will bring together institutional investors, regulators, policymakers and project developers at its two-day Pension and Investment Symposium at the Windhoek Country Club and Resort.

The event, held under the theme Investment Ready: Positioning Namibia for Institutional Capital, is expected to attract approximately 300 participants, including local and international experts in finance, investment, economics and business leadership.

A key component of the symposium will be a project pitch session on the second day, during which large corporations and public institutions will present projects planned for implementation over the next 12 to 24 months.

The projects will be presented to potential financiers, including pension funds, insurance companies, development finance institutions and commercial banks.

The session is intended to connect project developers with institutions capable of providing funding and identify opportunities for financing infrastructure and business development.

Inkumbi said the broader objective was to improve Namibia's investment environment and enable more institutional capital to support productive economic activities while maintaining the financial sustainability of pension fund investments.

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AI will change our jobs, but will it change what makes us valuable?

By Frieda Nangolo



Artificial intelligence is no longer a distant possibility that we can afford to discuss only in terms of the future. It is already changing how we work, communicate, learn and make decisions.

From generating reports and analysing information to automating administrative processes, AI is demonstrating capabilities that would have seemed extraordinary just a few years ago.

As these technologies continue to advance, we may increasingly find ourselves wondering whether there is anything artificial intelligence will eventually be unable to do.

There is little doubt that AI will continue influencing the world of work. For employees and organisations alike, understanding and adapting to these developments is becoming increasingly important.

However, as we become fascinated by what technology can accomplish, I believe we should also be asking a different question: what happens to the value of human beings in workplaces that are becoming increasingly automated?

Much of the conversation surrounding artificial intelligence focuses on efficiency, productivity and the possibility of machines replacing human jobs.

We often measure technological progress by how quickly tasks can be completed, how much information can be processed and how many activities can be automated.

While these improvements are valuable, I wonder whether we sometimes become so concerned with what technology can do that we overlook what people continue to contribute.

> **“People must still be willing to question assumptions, examine possible biases, consider the consequences and determine whether a particular course of action is appropriate.**

A workplace is more than a collection of tasks waiting to be completed. It is an environment where people interact, exchange ideas, build relationships, experience challenges and depend on one another.

Behind every report, decision, customer interaction and organisational objective are human beings whose experiences, emotions and circumstances cannot always be understood through data alone.

This is why I believe artificial intelligence should be viewed primarily as an opportunity to strengthen how employees work, rather than automatically as a reason to question whether they are still needed.

Consider an employee who spends several hours preparing reports, organising information or completing repetitive administrative tasks.

If AI can assist with these responsibilities, the employee may be able to complete the work more efficiently and dedicate additional time to activities that require deeper thinking, collaboration or direct engagement with others.

In such a situation, technology does not necessarily diminish the employee's value. Instead, it creates an opportunity for that employee to contribute in different and potentially more meaningful ways.

However, this outcome is not guaranteed. Much depends on how organisations choose to introduce and use these technologies.

An organisation may adopt artificial intelligence to improve productivity, but if the only result is increased pressure on employees to produce more work in less time, we must question whether that progress is benefiting everyone involved.

Similarly, if automation gradually removes opportunities for employees to communicate, participate in decisions or develop their capabilities, greater efficiency may come at the expense of the very people who make the organisation function.

Efficiency is important, but it should not become the only measure of a successful workplace.

There are aspects of work that require more than producing the correct answer or completing a task quickly.

Employees sometimes need understanding rather than instructions, guidance rather than automated responses, and meaningful conversations rather than another digital notification.

A manager dealing with a struggling employee, for example, may benefit from technology that helps organise information or identify relevant workplace policies. Yet understanding the employee's circumstances, listening carefully and responding with fairness and compassion remain important human responsibilities.

The same applies to organisational decision-making. Artificial intelligence can analyse information, identify patterns and generate recommendations, but those recommendations should not automatically become decisions.

People must still be willing to question assumptions, examine possible biases, consider the consequences and determine whether a particular course of action is appropriate.

The ability to exercise sound judgement is especially important when decisions affect employees' opportunities, livelihoods and wellbeing.

Of course, being human does not automatically make us compassionate, understanding or fair. Our workplaces already remind us that people can possess impressive qualifications and technical expertise while struggling to communicate respectfully or exercise good judgement.

These are qualities that must be developed and demonstrated through our behaviour. Perhaps the rise of artificial intelligence should therefore encourage us to become more intentional about the human capabilities we bring into our organisations.

From an Organisational Learning and Development perspective, this technological shift presents an important opportunity to reconsider how we develop employees.

If AI can support some of the routine activities associated with particular jobs, organisations should also consider how employees can strengthen their critical thinking, communication, problem-solving and decision-making abilities.

Learning should not focus only on teaching

people how to operate new technologies, but also on helping them understand when to use those technologies, how to evaluate their outputs and when human intervention is necessary.

This also means employees have a responsibility to remain willing to learn. We cannot expect the world of work to remain unchanged simply because we are comfortable with familiar ways of performing our duties.

Developing digital competencies, experimenting responsibly with new tools and remaining open to different methods of working will increasingly form part of professional growth.

At the same time, learning to use AI should not mean surrendering our ability to think independently. Technology should support our judgement, not replace the responsibility to exercise it.

Organisations, too, have decisions to make. Before introducing artificial intelligence into a workplace, leaders should consider more than the financial and operational benefits.

They should ask how the technology will affect employees' responsibilities, what new skills may be required, which activities still need meaningful human involvement and how workers will be supported through the transition.

Employee participation is particularly important in this process. The people who perform a job every day often understand its practical challenges in ways that may not be immediately visible to those making decisions from a distance.

Involving employees in discussions about automation can help organisations identify where technology may genuinely improve work and where removing human involvement could create unintended difficulties.

For Namibia, these questions deserve attention as businesses, public institutions and other organisations explore opportunities presented by digital transformation.

Artificial intelligence may offer valuable ways to improve service delivery, reduce administrative burdens and strengthen organisational

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HITO HR

Gendev Fishing is seeking an accomplished and visionary leader to serve as its Managing Director. Reporting to the Board of Directors, you will lead the company's fishing, processing and marketing operations, safeguard its fishing rights and quotas, and grow a profitable and sustainable business.

Purpose of the job

The Managing Director is the most senior executive of Gendev Fishing and is accountable to the Board of Directors for the overall success of the business. The purpose of the role is to lead the company in harvesting, processing and marketing marine resources in a profitable, safe, legally compliant and sustainable manner, while protecting its fishing rights and the marine resource on which it depends.

Key performance areas

- Provide strategic leadership and oversee the execution of the company's long-term strategy, annual business plans and budgets.
- Oversee safe, efficient and productive fishing operations and the performance of the fleet.
- Ensure that the company's fishing rights, quotas and permits are protected and that it complies fully with all applicable regulations.
- Ensure sustainable fishing practices and responsible stewardship of marine resources.
- Oversee financial performance, cost control and capital investment.
- Oversee processing quality and food safety, and the growth of local and export markets.
- Oversee the development, health, safety and welfare of employees and crews, ashore and at sea.
- Represent the company with the Board, regulators, customers, lenders and communities.

Minimum requirements

- An Honours degree (NQF Level 8) in Business Administration, Commerce, Finance, Marine or Fisheries Science, Engineering, or a related field. A master's degree, such as an MBA, is advantageous.
- A minimum of ten years of progressive management experience, of which five years or more at senior or executive level.
- Proven experience in the fishing, seafood processing, maritime or agri-processing industry, with full profit-and-loss accountability.
- Sound knowledge of fisheries legislation, fishing rights and quota management, food safety and sustainability standards.
- Strong financial acumen, strategic leadership, negotiation and stakeholder engagement skills.
- Unquestionable integrity and a commitment to ethical, sustainable business practice.

How to apply

Submit a detailed CV and certified copies of qualifications through our recruitment portal:
https://recruitment.hitohr.com/jobs
Closing date: 20 November 2026
Enquiries: Hilma Simon, 081 729 9623

Foreign qualifications will be verified for validity and recognition, and background checks will be conducted on shortlisted candidates.

Gendev Fishing is an equal opportunity employer. Only shortlisted candidates will be contacted. If you have not been contacted within four weeks of the closing date, please consider your application unsuccessful.

productivity. Yet the pursuit of these opportunities should also be accompanied by investment in employees' development and thoughtful consideration of how technology affects the quality of working life.

We should also recognise that artificial intelligence may change or eliminate certain tasks and, in some circumstances, entire roles.

It would be unrealistic to assume that every existing job will remain unchanged. However, the possibility of technological disruption should encourage organisations to plan responsibly, explore opportunities for employee development and consider how existing human capabilities can be applied in new ways. Replacing a task with technology does not automatically mean that the person who previously performed it has nothing further to contribute.

Perhaps one of the greatest mistakes organisations could make is to view technological advancement and human development as competing priorities. In reality, the two can strengthen one another. When employees are equipped to use technology effectively, they may become more productive, better informed and more capable of responding to complex challenges.

When organisations preserve opportunities for communication, collaboration and human judgement, they create environments where technology can support meaningful work rather than simply accelerate it.

The future of work should not be a competition between human beings and artificial intelligence. It should be an opportunity to reconsider how the strengths of both can contribute to better organisations.

Machines may help us work faster, but we must still decide what is worth doing, how decisions should be made and how the people affected by those decisions should be treated.

As artificial intelligence continues to evolve, the question should not only be how much work we can automate, but what kind of workplaces we want to create.

Do we want organisations that are simply faster and more efficient, or organisations that use technology to become more productive while remaining thoughtful, inclusive and human? I believe the greatest opportunity presented by artificial intelligence is not merely the possibility of doing more with less time. It is the opportunity to rethink how we work, how we develop people and how we recognise the value they bring beyond the tasks they perform.

AI may change what we do and how we do it, but it should not make us forget why people matter in the first place.



Alexforbes receives two honours at 2026 Africa Global Fund Service Providers Awards

Alexforbes received two honours at the 2026 Africa Global Fund Service Providers Awards. Its Investment Survey team was named Best Investment Survey Provider, while its Platform team received the Best Investment Administrator: Pension Funds award. The awards were announced in New York on Friday, 6 November 2026.

The awards recognise service providers supporting Africa's asset management and investment industry through performance, innovation and service. Alexforbes also won two awards at the 2025 event.

The Alexforbes Investment Survey team received the Best Investment Survey Provider award for the eighth consecutive year. The team provides independent investment data, performance measurement, peer-group benchmarking and market intelligence to the African investment industry.



Don Andrews, head of the Alexforbes Investment Survey team, said: 'Receiving this award for an eighth consecutive year reflects the consistency, expertise and commitment of our team. We remain focused on providing high-quality investment data and insights that support effective benchmarking, greater transparency and informed decision-making across the African investment industry.'

Independent data, performance measurement and objective peer-group comparisons can help institutions strengthen investment governance and oversight.

The Alexforbes Platform team was named Best Investment Administrator: Pension Funds for the second consecutive year. The award recognises the team's retirement fund administration capabilities, including its technical expertise, governance frameworks and technology.

Mercy Mpofu, head of the Alexforbes Platform team, said: 'We are pleased to receive this recognition for a second consecutive year. It reflects the professionalism and dedication of our team and our continued focus on supporting our clients. The award encourages us to keep improving the administration services we provide.'

The two awards recognise Alexforbes' capabilities in investment research, data, benchmarking and retirement fund administration.

When technology outpaces education

By Dr Etuna Simon



I recently had an interesting conversation with a friend who is an educator at an institution of higher learning.

What began as an ordinary discussion about teaching and learning gradually became a deeper reflection on the future of higher education in Namibia.

She had so many concerns.

She wondered whether universities were preparing students for workplaces increasingly shaped by artificial intelligence, automation and digital technologies. Were curricula changing quickly enough?

Were lecturers sufficiently prepared to integrate technology into their teaching? And were graduates leaving university with the knowledge, practical abilities and adaptability employers increasingly expect?

As we spoke, another concern surfaced. Students may have access to sophisticated digital tools without necessarily knowing how to question their outputs, apply them responsibly or solve meaningful problems.

Being digitally connected is not the same as being digitally competent.

Her questions reminded me of a traveller setting out with a map drawn twenty years ago. The roads have changed.

New routes have appeared. Some destinations have disappeared. Yet we hand the traveller the old map, congratulate them for memorising it and expect them to arrive safely.

Are we doing something similar when we award qualifications without adequately preparing graduates for the economy they are about to enter? The labour market is moving; are curricula moving with it?

> **“Namibia aspires to grow industries in energy, mining, agriculture, logistics, manufacturing and the digital economy.**

Namibia aspires to grow industries in energy, mining, agriculture, logistics, manufacturing and the digital economy.

Across these sectors, technology is changing not only which jobs exist, but also how familiar jobs are performed. Data-informed decisions, digital systems and automated processes increasingly sit alongside traditional professional expertise.

Agriculture graduates may need to interpret information from digital monitoring systems. Healthcare professionals may encounter AI-assisted administrative or clinical tools.

Teachers must evaluate educational technologies rather than simply display content on screens. Engineers and technicians may work with sensor data, simulation software and increasingly automated equipment.

This does not mean every graduate must become a programmer. It means technological fluency is becoming part of professional competence across disciplines.

A qualification designed without considering these changes risks preparing graduates for a workplace that is already evolving beyond its assumptions.

Yet curriculum renewal cannot be reduced to inserting an AI module into every programme.

Institutions must ask what graduates should be able to do, how technology changes professional practice and which human capabilities become more important as machines take on routine tasks.

A degree must represent more than completed modules

There is a temptation to measure higher education success through enrolments, graduation ceremonies and the number of qualifications offered.

These measures matter, but they cannot tell the whole story.

A graduate may have passed examinations and still struggle to apply knowledge in an unfamiliar situation.

Another may be technically skilled but unable to communicate findings, work across disciplines or evaluate the reliability of an AI-generated answer. Employers need evidence of competence, not only evidence of attendance and assessment completion.

This is not an argument for turning universities into narrow job-training centres. Higher education must also cultivate citizenship, scholarship, ethical



reasoning and independent thought.

In fact, these purposes become more important when technology can produce fluent answers without guaranteeing that those answers are accurate.

The question is whether our assessment systems reward recall alone or also test judgement, creativity, problem-solving and the ability to defend decisions.

Authentic projects, supervised workplace learning, portfolios and oral presentations can help make those capabilities visible.

Lecturers cannot guide learners along roads they have never explored

My friend also raised a concern that deserves greater attention: lecturer readiness. We often speak about students lacking digital skills while overlooking the support educators need to teach in changing technological environments.

Lecturers are subject specialists, but expertise in a discipline does not automatically translate into confidence with emerging technologies.

Some need structured opportunities to learn how AI tools work, where they fail, how student data should be protected and how assessment can remain credible when generative AI is widely accessible.

Professional development should therefore move beyond one-off demonstrations of fashionable applications. Institutions need sustained communities of practice, technical support, opportunities to redesign modules and space to evaluate whether a tool actually improves learning.

Equally, lecturers must remain free to question technology. An AI system that generates polished material but weakens students' reasoning is not an educational achievement.

Digital transformation should be judged by the quality of learning it enables, not the number of platforms purchased.

Industry must help redraw the map

Curriculum development cannot be the responsibility of universities alone. Employers, professional bodies, researchers, policymakers and graduates all hold pieces of the picture.

If these groups meet only when a programme is ready for approval, institutions may discover emerging skills needs too late.

Partnerships should be continuous. Industry can help identify changing tasks and technologies; universities can contribute research, critical analysis and longer-term thinking; and students can bring fresh perspectives about the tools they are already using.

Namibia also needs stronger use of labour-market intelligence.

Vacancy trends, graduate destination studies, sector forecasts and employer feedback can help institutions detect changes earlier.

AI-supported analysis may make patterns easier to identify, but the underlying data must be reliable and the conclusions interpreted carefully.

This is where technology becomes more than a subject taught in class. It can also support the decisions we make about what to teach, when to review programmes and where to invest in new capacity.

Digital transformation must not widen the divide

Any discussion of future-ready graduates must confront unequal access. Students do not all have reliable connectivity, suitable devices, accessible software or quiet spaces in which to learn. Institutions likewise differ in infrastructure and staffing.

If we celebrate AI-enabled education while overlooking these realities, we risk creating two graduate experiences: one shaped by experimentation and opportunity, the other constrained by cost and exclusion.

An inclusive response would combine investment in connectivity and accessible tools with practical digital-skills development, support for educators and assessment approaches that do not unfairly penalise students with fewer resources.

Namibia should also ask whose problems its emerging technologies are designed to solve.

Locally relevant innovation might improve learning in multilingual classrooms, support agricultural decision-making or make public services easier to access.

Technology has greater value when it responds to real communities rather than merely reproducing global trends.

We need a new map, not another slogan

I return to the conversation with my friend. Her concerns were not an attack on universities or educators.

They were an invitation to reconsider whether our methods of preparing graduates match the world awaiting them.

The answer is not to discard disciplinary knowledge or chase every technological trend.

It is to combine strong academic foundations with digital competence, practical experience, ethical judgement and a capacity to keep learning.

For Namibia, this requires more responsive curriculum review, meaningful industry partnerships, investment in lecturer development and better evidence about changing skills demands.

It also requires institutions to ask whether their graduates can use technology to think more deeply, rather than simply produce answers more quickly.

A map is useful only when it reflects the terrain. We owe our graduates more than the confidence of holding one. We owe them the ability to navigate when the roads change.

If technology is already transforming Namibia's economy, how much longer can we afford to prepare graduates using yesterday's map?

**** Dr Etuna Simon is a researcher, strategist and writer with a keen interest in education, innovation, artificial intelligence and national development. The views expressed in this article are solely those of the author. She can be reached at etunasimon@icloud.com***





Namibia's inflation expected to peak at 6.7% in early 2027

Namibia's annual inflation rate is projected to reach 6.7% in February and March 2027 before easing to 5.0% by May, as rising fuel prices continue to drive consumer costs, according to Simonis Storm.

The research firm expects inflation to accelerate to 6.4% in November 2026 following the latest fuel price increases, before remaining between 6.5% and 6.7% through March next year.

In its latest inflation outlook, Simonis Storm said inflation was expected to moderate from April as the sharp monthly price increases recorded in April and May 2026, of 1.1% and 1.2% respectively, fall out of the annual comparison.

Under its baseline forecast, inflation is projected to decline to 6.0% in April and 5.0% in May and June 2027.

The forecast follows an increase in Namibia's annual inflation rate to 5.6% in October, up from 5.4% in September and 3.6% in October 2025.

The October reading was the highest since November 2023 and marked the seventh consecutive monthly increase in annual inflation since the rate fell to 2.1% in March 2026.

"Prices rose by 0.7% month-on-month in October, compared with 0.4% in September and 0.5% in October 2025. Transport contributed 2.5 percentage points to the annual rate, while food and housing contributed approximately one percentage point each. Other divisions collectively accounted for 0.9 percentage points," the firm said.

Simonis Storm attributed much of the increase to higher fuel prices rather than broad-based consumer demand.

Petrol and diesel, which account for 5.0%

of the consumer price basket, recorded a combined price increase of 34.1%, contributing approximately 1.7 percentage points to headline inflation.

The firm estimated that inflation would have been approximately 4.1% without the impact of petrol and diesel prices.

Core inflation, which excludes food and energy items accounting for 24.3% of the consumer basket, declined to 3.7% in October from 4.0% in September.

Core goods inflation slowed to 2.7%, while core services inflation stood at 4.5%.

Housing inflation remained unchanged at 3.9%, with rental inflation easing to 3.6%. Electricity charges increased by 1.7%, while water and refuse collection charges rose by 6.1%, reflecting municipal tariff adjustments.

Regional inflation figures showed that Khomas, classified as Zone 2, recorded the highest annual rate at 6.2%.

Transport inflation in the region reached 18.3%, while furnishings and health inflation stood at 9.5% and 6.7%, respectively.

The southern and coastal regions, classified as Zone 3, recorded inflation of 6.1%, up from 5.8%, while the northern region, Zone 1, registered the lowest rate at 4.6%.

Simonis Storm's inflation outlook is higher than the Bank of Namibia's projections, reflecting different assumptions about the direction of fuel prices.

The research firm expects pump prices to remain close to current levels during the first quarter of 2027, while the central bank's forecast assumes fuel prices will ease.

Simonis Storm projects average annual inflation of 4.4% in 2026 and 5.4% in 2027, compared with the Bank of Namibia's forecasts of 4.2% and 4.0%, respectively.

Despite the differences, both institutions expect inflation to moderate during 2027.

On monetary policy, Simonis Storm expects the Bank of Namibia to maintain its repo rate at 7.00% during its next monetary policy announcement on 8 December, before increasing it to 7.25% in the first quarter of 2027.

The forecast follows the central bank's decision to raise the repo rate by 25 basis points to 7.00% on 28 October, leaving Namibia's benchmark rate 25 basis points below South Africa's 7.25%.

Simonis Storm said Namibia's real interest rate had narrowed to approximately 1.4%, compared with about 2.75% in South Africa, reducing the scope for an early interest rate cut.

However, the firm said a potential agreement between the United States and Iran, combined with core inflation falling below 3.5%, could delay the anticipated rate increase.

The research firm identified a further escalation in the Iran conflict and disruptions to shipping through the Strait of Hormuz as major upside risks to its inflation forecast.

Under such a scenario, inflation could peak at approximately 7.8%, driven largely by higher international oil prices and increased transport costs.

A severe El Niño event and poor agricultural harvests could add between 0.5 and 1.0 percentage point to inflation during the second half of 2027, while further rand depreciation could increase the cost of imported goods and fuel.

Conversely, Simonis Storm said a US-Iran agreement that keeps Brent crude prices below US$80 per barrel could limit the inflation peak to approximately 6.4%.

Restraint in administered prices, including utility tariffs and transport fares, could also help contain inflationary pressure.

The firm said risks to its inflation outlook had become more balanced, although they remained slightly tilted towards higher inflation.