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PARAGON MEDIA

FRIDAY 23 OCTOBER 2026

GDP growth reduced to 2.3%, budget increases to N\$88.6bn

CHAMWE KAIRA
Staff Writer

The government has lowered its economic growth forecast for 2026 to 2.3% from 3.1%. At the same time, the government has revised its revenue forecast down by N\$1.5 billion.

The additional spending in the midterm budget means the national budget appropriation has increased to N\$88.6 billion, from the N\$87.9 billion announced in February. The budget review showed that weaker mining receipts and rising debt-servicing costs are putting pressure on public finances. Finance minister Ericah Shafudah announced the revisions in the FY2026/27 Mid-Year Budget Review Statement tabled in the National Assembly on Thursday, 22

At a glance...

- Diamond taxes and royalties are projected to fall to N\$414m in 2026/27.
- Deficit projected at 5.5% of GDP
- Ministry of Defence allocated N\$200m
- N\$535m allocated to PSEMAS

October 2026. The revised growth forecast is above the 1.7% recorded in 2025 but reflects slower-than-expected economic performance during the first half of 2026. The government now expects the economy to grow by 2.6% in 2027, 3.0% in 2028 and 3.3% in 2029. The projected recovery is expected to be supported by mining projects, strong uranium

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Finance minister Ericah Shafudah tabled the FY2026/27 Mid-Year Budget Review Statement in the National Assembly on Thursday. Photo: Parliament of the Republic of Namibia

Venaani rejects midterm budget over cost of living

Popular Democratic Movement (PDM) leader McHenry Venaani has rejected the government's midterm budget review, accusing it of failing to address the cost of living, housing shortages, agricultural challenges and sluggish economic growth. Speaking in parliament on Thursday during finance minister Erica Shafudah's presentation of the midterm budget review, Venaani said the government was prioritising the wrong areas while ordinary Namibians continued to struggle with basic necessities.

TO PAGE 3

Prime Minister takes greater control of SOEs

CHAMWE KAIRA
Staff Writer

Prime Minister Elijah Ndurare will assume expanded powers over the governance of state-owned enterprises (SOEs), including setting directives on board appointments, chief executive officers' employment and remuneration, under amendments to the Public Enterprises Governance Act. The National Assembly has passed the Public Enterprises Governance

At a glance...

- Prime Minister gains greater control over SOE governance
- Line ministers will oversee state enterprises in their respective sectors.
- New rules tighten board terms, CEO appointments and dividend policies.

Amendment Bill [B. 10 – 2025], which shifts direct oversight of individual public enterprises to

TO PAGE 2

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SCAN TO VIEW OUR MENU

GDP growth reduced to 2.3%, budget increases to N\$88.6bn

FROM PAGE 1

and gold prices, and improved consumer spending as inflation and interest rates ease. Shafudah warned that weaker global demand, lower commodity prices, particularly diamonds, high fuel prices, the anticipated El Niño weather phenomenon and the foot-and-mouth disease outbreak remain risks to the outlook. The government’s revenue forecast for the current financial year has been reduced from N\$89.6 billion to N\$88.1 billion, mainly because of lower mining receipts, reduced fuel levies and lower administrative fees. Mining company taxes and royalties have been revised down to N\$5.2 billion from N\$6.1 billion. Diamond taxes and royalties, which amounted to N\$5.8 billion in 2023/24, are projected to fall to N\$414 million in 2026/27. Non-tax revenue has also been revised down to N\$5 billion from N\$6.1 billion, mainly due to lower mineral royalties and public enterprise dividends. As at 30 September 2026, government expenditure commitments and actual spending totalled N\$47 billion against an appropriation of N\$87.9 billion, representing a budget execution rate of 53.5%. Development expenditure recorded an execution rate of 42%. The revised fiscal framework projects a budget deficit of N\$16.3 billion, equivalent to 5.5% of gross domestic product (GDP). Total public debt is expected to reach N\$201.7 billion, or 68.7% of GDP, while interest payments are projected at N\$15.4 billion, equivalent to 17.5% of total revenue. Government’s total expenditure, including statutory commitments, has been revised down to N\$105 billion from the original N\$106 billion. The revised budget

“The government’s revenue forecast for the current financial year has been reduced from N\$89.6 billion to N\$88.1 billion, mainly because of lower mining receipts, reduced fuel levies and lower administrative fees. Mining company taxes and royalties have been revised down to N\$5.2 billion from N\$6.1 billion.

appropriation, which covers expenditure financed through the State Revenue Fund, increases from N\$87.9 billion to N\$88.6 billion. The mid-year adjustments include N\$179 million for the ministry of agriculture, fisheries, water and land reform to contain and manage the foot-and-mouth disease outbreak. The funding was mobilised through a 2% reduction in expenditure ceilings across government offices, ministries and agencies. Other allocations include N\$200 million for the ministry of defence and veteran affairs, comprising N\$100 million for rations and N\$100 million for utilities. The Office of the President will receive N\$180 million, including N\$140 million for basic sports facilities coordinated by regional governors and N\$40 million for security measures. The ministry of urban and rural development will receive N\$62 million, including N\$50 million for urgent soil erosion mitigation works in Rundu and N\$12 million for a 5% salary adjustment for

regional councillors. An additional N\$535 million has been allocated to the Public Service Employees Medical Aid Scheme (PSEMAS), while N\$130 million will replenish the Contingency Fund. The government has also allocated N\$41 million to the ministry of health and social services to cater for 456 medical and dental interns, and N\$26 million to settle outstanding drought relief invoices. The government is reviewing the zero-rating of value-added tax (VAT) on sugar consumption, a measure originally introduced to provide relief to consumers. Shafudah said the review was informed by concerns about the health effects of sugar consumption, although the statement did not specify when a decision would be made. The government is also considering zero-rating import VAT on agricultural inputs and equipment to reduce domestic food production costs. The National Youth Development Fund has grown to N\$317 million, with N\$110.2 million disbursed through the Development Bank of Namibia, Agribank and the Environmental Investment Fund. Subsidised tertiary education introduced at the beginning of the 2026 academic year covers registration and tuition for approximately 87 000 qualifying students at public and private institutions. The government also reported that 3 634 additional teachers and non-teaching staff had been recruited and deployed during the period under review. In agriculture, Agribank advanced N\$366.9 million to 544 clients between April and August 2026, including N\$94.6 million to communal farmers. The financing created or maintained approximately 1 550 jobs.



Elijah Ngurare

Prime Minister takes greater control of SOEs

FROM PAGE 1

the ministers responsible for their respective sectors while centralising key governance directives under the Prime Minister. The amendment changes the Public Enterprises Governance Act of 2019 by removing the provision for a single minister responsible for public enterprises. Instead, each entity will fall under its relevant line minister, defined as the minister responsible for the sector in which the entity primarily operates. The Prime Minister, acting in consultation with Cabinet, will be empowered to issue binding directives published in the government gazette on employee remuneration and benefits, board appointments and removals, and the appointment, suspension and dismissal of chief executive officers and senior management. The directives will also cover integrated strategic business plans, budgets, investment plans and corporate dividend policies. Under the amended framework, line ministers will represent the state’s ownership interests in the entities under their portfolios. Their responsibilities will include appointing and removing board members in line with the Prime Minister’s directives, approving annual business plans, entering into performance agreements with board directors and submitting annual reports to the National Assembly. For commercial public enterprises, the relevant ministers will also exercise the government’s shareholder powers. These include approving major corporate transactions, significant changes to capital structures and the acquisition or disposal of material assets. Such decisions will require the concurrence of the minister responsible for finance and the approval of Cabinet.

“The directives will also cover integrated strategic business plans, budgets, investment plans and corporate dividend policies. Under the amended framework, line ministers will represent the state’s ownership interests in the entities under their portfolios.

The amendment also introduces term limits for board members. Directors will serve three-year terms and may be reappointed for one additional term. A third consecutive term will only be allowed in exceptional circumstances where the board faces a severe shortage of the required skills, following consultation with the Prime Minister. Commercial public enterprises will also be required to establish formal dividend policies. These policies must be submitted to the Prime Minister for scrutiny before approval by the relevant minister, with the concurrence of the finance minister. The legislation further provides for the retrospective validation of actions taken by the relevant line ministers, the finance minister or the Prime Minister in relation to commercial public enterprises from 21 March 2025 until the new law comes into operation. The Public Enterprises Governance Amendment Act, 2025, will take effect on a date to be determined by the Prime Minister through a notice published in the government gazette.

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Venaani rejects midterm budget over cost of living

SOSTENUS WILHERM

Staff Writer

Popular Democratic Movement (PDM) leader McHenry Venaani has rejected the government’s midterm budget review, accusing it of failing to address the cost of living, housing shortages, agricultural challenges and sluggish economic growth.

Speaking in parliament on Thursday during finance minister Erica Shafudah’s presentation of the midterm budget review, Venaani said the government was prioritising the wrong areas while ordinary Namibians continued to struggle with basic necessities.

“When injustice becomes law, resistance becomes a duty,” Venaani said, repeating the statement as he argued that the budget did not respond adequately to the country’s socio-economic challenges.

He questioned how the review would ease pressure on households struggling to afford food, fuel and other essentials, warning that economic growth figures meant little if they did not translate into improved living conditions.

“How does this mid-term budget address the very critical question of the cost of living of an ordinary Namibian today, bread and butter issues?” he asked.

Venaani challenged the government to benchmark Namibia against stronger performing African economies rather than justify its economic performance by comparing it with countries experiencing slower growth.

He cited Zambia’s projected economic growth of 7.7% this year, arguing that Namibia needed a similarly ambitious growth trajectory to create jobs and improve prosperity.

“If we want to give prosperity to the people of this country, our economy must grow at 7.7% minimum,” he said.

He also questioned what had become of the recommendations from an economic commission established by President Netumbo Nandi-Ndaitwah to advise on growing the economy.

Venaani argued that Namibia could not continue blaming weak growth on external economic conditions without addressing domestic factors limiting productivity and investment.

Turning to public debt, he raised concerns about the country’s debt to gross domestic product ratio, which he put at 68%, questioning whether borrowed funds were being invested in productive sectors capable of generating economic growth.

“Are we borrowing this country into revenge or are we borrowing it into the future?” he asked.

He added, “What are we doing with the money that we are borrowing? Are we investing this money to grow the economy because the economy is not growing?”

Venaani said the government needed to explain how public borrowing was contributing to economic expansion, job creation and improved livelihoods.

He also criticised what he described as inadequate support for agriculture and local industries, arguing that the government should protect domestic producers while encouraging



McHenry Venaani

agricultural production.

Venaani welcomed the proposal to zero-rate certain agricultural imports but warned that such measures would not help local farmers if domestic industries remained exposed to competition without sufficient support.

He cited chicken farmers in the Otjozondjupa region as an example of producers who needed protection to sustain local production and strengthen agricultural value chains.

The PDM leader further questioned the allocation of N\$1.9 billion to international relations compared with N\$1.5 billion for agriculture, arguing that the latter deserved greater attention because of its importance to employment and food production.

“The government is spending the same amount of money on international relations, more money on international relations, 1.9 billion and 1.5 billion on agriculture,” he said.

Venaani argued that agricultural funding should reflect the difficulties facing farmers, particularly amid foot-and-mouth disease (FMD) challenges affecting the livestock sector and farmers’ ability to sell their animals.

He said the budget should have provided more direct assistance to producers struggling to maintain their operations and support their families.

Housing and sanitation also featured prominently in his criticism, with Venaani accusing the government of neglecting communities living in informal settlements.

He questioned why Namibia’s cement resources were not translating into more affordable housing and better living conditions for ordinary citizens.

Venaani urged ministers to visit Katutura and witness the conditions under which some residents live, including inadequate sanitation and households forced to carry water in containers.

“Go see the dumps of dirt and heaps of dirt that are there. Go

see Namibians taking water and jerrycans going to their homes,” he said.

He called on municipalities to allocate land to people living in informal settlements, arguing that secure land ownership could help

residents build assets and contribute to economic growth.

Venaani also raised concerns about public servants, including security guards, police officers, nurses and teachers, whom he said were living in shacks despite their employment.

“

How does this mid-term budget address the very critical question of the cost of living of an ordinary Namibian today, bread and butter issues?

On fuel prices, he argued that the proposed subsidy was insufficient to provide meaningful relief to Namibians, particularly those travelling long distances and farmers facing rising operational costs.

He further called for an extension of the tax amnesty period, saying farmers affected by FMD and difficulties selling livestock needed more time to recover financially.

Venaani said the government should engage banks to explore ways of supporting struggling farmers and preventing them from losing their properties because of financial distress.

He concluded that the budget debate should focus on practical measures to grow the economy rather than political disagreements.

“We are resisting this budget because it is not addressing justice for the people of this country,” he said.

Congratulatory Message to Hangala Foods

On behalf of the Management and Staff of the Paragon Investment Holdings (Pty) Ltd, we extend our heartfelt congratulations to the Hangala Group of Companies on its remarkable and transformative achievement in strengthening Namibia’s food security and advancing the nation’s self-reliance through the production and supply of locally produced food.

This accomplishment marks a significant milestone in our nation’s economic development. It represents a bold step towards greater Namibian participation in strategic sectors of the economy and contributes meaningfully to our country’s pursuit of economic self-reliance, sustainable growth, and long-term prosperity.

Indeed, this achievement gives practical expression to the vision consistently championed by our revolutionary Founding President, Dr. Sam Nujoma, who called upon all Namibians to wage the economic struggle necessary to complete our nation’s journey towards genuine economic independence, prosperity, and self-determination.

As proud Namibians, we have a collective responsibility to celebrate, support, and encourage pioneering initiatives such as this milestone achieved by Hangala Foods. Such endeavors advance national development, strengthen food security for our people, promote local production, and enhance our country’s strategic capabilities. The Paragon Investment Holdings (Pty) salutes the leadership, management, staff, and stakeholders of the Hangala Group of Companies for this outstanding achievement. We wish the Group continued success as it expands its contribution to Namibia’s economic transformation, food security, and national prosperity.

Congratulations to Hangala Foods on this remarkable achievement, well done!.





Lucia Mbuti

Mbuti demands answers over unsolved pensioner murder

SOSTENUS WILHERM
Staff Writer

Independent Patriots for Change (IPC) member of parliament and shadow minister of home affairs, immigration, safety and security Lucia Mbuti has demanded answers over the unsolved rape and murder of 80-year-old Elina Samuel at Omainda village near Omuthiya in December 2022.

In questions submitted to home affairs minister Lucia Ipumbu on Thursday in the national assembly, Mbuti seeks clarity on the investigation, forensic evidence and alleged lack of communication between police and the victim’s family.

Mbuti asked what specific forensic and investigative resources the Namibian Police Force (NamPol) had deployed in the Oshikoto Region to process evidence collected from the crime scene.

She also wants to know the current status of forensic and DNA analysis linked to Samuel’s killing, which remains unsolved, with no suspect arrested nearly four years after the incident.

“What specific forensic and investigative resources have been deployed by NamPol in the Oshikoto Region to process evidence collected from this crime scene, and what is the current status of forensic and DNA analysis linked to this case?” Mbuti asked.

Mbuti raised concerns about reports from the victim’s family of an alleged breakdown in communication with investigating officers, questioning what procedures were in place to ensure relatives of victims of violent crimes received regular updates.

“Given that the victim’s family reports a complete breakdown in communication and feedback from investigating officers, what standard operating procedures exist to ensure regular updates are provided to surviving family members of victims

of violent crimes?” she asked.

Her questions come as Samuel’s family continues to seek answers over the killing, which shocked the Omainda community in December 2022.

According to information previously provided by police, Samuel was allegedly raped and attacked with a panga while collecting camel thorn branches near her homestead.

She was reportedly gathering the branches to cover the fence around her house when the attack occurred.

Police spokesperson Chief Inspector Elifas Kuwinga confirmed the incident at the time, saying the pensioner had sustained three cut wounds to her head.

Samuel was reportedly found lying in a pool of blood after the attack.

Her granddaughter, who was four years old at the time, allegedly witnessed the incident. She reportedly saw a man attacking her grandmother before he fled.

Despite the seriousness of the crime and the passage of nearly four years, no suspect has been apprehended, leaving the family without answers about the circumstances surrounding Samuel’s death or the identity of the alleged perpetrator.

Mbuti’s questions seek to establish what investigative steps have been taken since the killing and whether forensic evidence has produced any leads that could help police identify a suspect.

The parliamentarian also turned her attention to police visibility and the protection of elderly residents in rural communities, asking the minister to explain what targeted strategies and resource allocations were being implemented to prevent similar crimes.

“What targeted strategies and resource allocations are being implemented to improve police visibility and protect vulnerable elderly citizens in rural villages such as Omainda against violent crime and GBV?” she asked.

NEFF questions N\$17m RCC fuel scandal

Staff Writer

The Namibia Economic Freedom Fighters (NEFF) has called for an independent investigation into disputed fuel transactions at the Roads Contractor Company (RCC).

He demanded answers from works and transport minister Veikko Nekundi and the company’s board over approximately N\$17 million worth of fuel allegedly not delivered despite payments of about N\$30 million.

In a statement issued on Thursday, NEFF deputy leader Kalimbo lipumbu called on the Anti-Corruption Commission (ACC) and other competent authorities to investigate the transactions, including procurement procedures, delivery records, payment authorisations and communications involving RCC management and the minister.

The demand comes amid conflicting accounts from Nekundi and RCC acting chief executive Dasius Nelumbu over the handling of fuel-payment approvals.

In a report published on Wednesday, Nekundi denied pressuring or instructing Nelumbu to make payments, while Nelumbu alleged that the minister contacted him over delayed approvals.

The dispute follows reports that RCC paid approximately N\$30 million for fuel between September 2023 and July 2025, with around N\$17 million worth of fuel allegedly outstanding.

The company’s board announced an internal investigation into the transactions in September.

NEFF said the competing accounts required an evidence-based explanation and called for Nelumbu’s account to be examined alongside the minister’s response and relevant documentary evidence.

The party also called for clarification over the reported decision not to support Nelumbu’s request to suspend RCC executive Andreas Nambahu, including how the concerns raised were handled.

NEFF further called on the RCC board to account for its oversight responsibilities and explain what steps had been taken to recover money paid for fuel that was not delivered.

The party also referred to the ongoing Namcor fraud and corruption case,



Kalimbo lipumbu

“The demand comes amid conflicting accounts from Nekundi and RCC acting chief executive Dasius Nelumbu over the handling of fuel-payment approvals.

saying any credible links between the cases should be investigated while ensuring that each matter is assessed on its own evidence.

NEFF said the allegations did not establish

wrongdoing and called for an impartial investigation.

“Namibians deserve clear answers about how public money was spent, whether proper procedures were followed and how concerns about the transactions were handled,” lipumbu said.

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Zambezi Nanso cries for support

PATIENCE MAKWELE

Staff Writer

The Namibia National Students Organisation (NANSO) in the Zambezi Region says a lack of government support is hampering its efforts to address students' concerns and implement resolutions adopted at its 19th national congress.

The regional representatives raised the concerns during a panel discussion hosted by the ministry of information and communication technology's (MICT) Zambezi Regional Office on Wednesday, under the theme "19th Nanso Congress Resolutions: Turning Students' Voice Into Action in Zambezi Region".

The representatives cited difficulties in securing assistance from government offices, including transport and logistical support for activities, saying stronger collaboration was needed to translate students' concerns into practical interventions.

The concerns come after NANSO sought N\$445 000 to finance its 19th National Students Congress in August, with The Namibian reporting that the organisation had been affected by government funding cuts. The congress subsequently adopted resolutions calling for improved student welfare, more reliable funding and sustained government support for recognised student organisations.

Shazzy Liswaniso, who oversees gender affairs in the regional leadership, said collaboration with government and educational institutions should go beyond meetings to include regular communication, consultations and follow-ups on issues raised by students.

"We are looking forward to gaining a stronger structure of us working together, so that discussions... can be put into action," she said.

Liswaniso said the regional leadership had struggled to obtain support when approaching ministries for collaboration, adding that stronger cooperation was needed to address students' concerns and develop programmes focused on entrepreneurship, digital skills, career development and student welfare.

The representatives identified accommodation, registration, mental welfare, inadequate learning resources and classroom management among the challenges affecting students.

NANSO regional finance officer Munisola Munisola said the leadership had drafted plans for activities next year but had yet to establish its planned fundraising programme since taking office.

He said fundraising would require support from government and other stakeholders, including assistance with logistics for meetings and other activities.

"We are also looking into that," Munisola said, explaining that the



Representatives from the Namibia National Students Organisation (NANSO) in Zambezi Region

organisation was still working on its fundraising plans.

He said NANSO had made courtesy visits to government ministries, including the ministry of education, in pursuit of collaboration.

Munisola said the organisation had encountered difficulties when seeking assistance, including transport support from ministries and other government offices.

He said the regional leadership hoped to organise fundraising activities next year but would need cooperation from stakeholders to make the plans successful.

The funding concerns raise questions about how the regional leadership intends to finance activities aimed at implementing the congress resolutions and supporting students across the region.

The panel also highlighted concerns about the representation of students in rural areas, where the representatives said closer cooperation with government and school authorities was needed to address challenges affecting learners.

Liswaniso cited difficulties in securing assistance over an issue at Simataa Secondary School, questioning how NANSO could respond when concerns required urgent attention but the organisation struggled to obtain support.

She said government offices should work more closely with the organisation to ensure students' concerns were addressed.

Guilty Matapa, NANSO's regional information and communication technology representative, said the organisation had structures intended

to ensure rural students were represented.

He said NANSO operated through its national executive committee, regional executive committee and school-level branch executive committees, which enabled student leaders to collect concerns from schools and communicate them to the regional leadership.

Matapa said these structures were important in ensuring that students in rural areas were not excluded from the organisation's activities and representation.

The representatives also called for more practical training and entrepreneurship opportunities to help students develop skills beyond the classroom and prepare for life after graduation.

Munisola said NANSO could advocate for entrepreneurship workshops and student innovation activities where learners could develop business ideas, prepare business plans, manage finances and turn their skills into income-generating opportunities.

He said educational institutions should work with relevant stakeholders to provide practical training that responds to real-life needs.

Students should not only be prepared to seek employment but also equipped to create jobs, he said.

Matapa urged students and the wider community to support NANSO, saying cooperation was necessary to achieve equitable and quality education in the region.

"Please come through. NANSO is here for you. If you have any

issue affecting you with studies and everything, please reach out to us. We are here for you," he said.

Munisola also called on vocational and other tertiary institutions in the region to participate in NANSO, saying the organisation should be

open to students across different institutions.

The MICT Zambezi Regional office and the ministry of education had not responded to requests for comment by the time of publication.

Annual General Meeting

Reminder

This notice serves as a reminder for the Annual General Meeting (AGM) of the shareholders of Capricorn Group Limited.

Date: Wednesday, 4 November 2026

Time: 16h30

Location : Online and in-person, on the 6th floor of Capricorn Group Building, Kasino Street, Windhoek

Shareholders or their proxies, attending in-person or online would be required to vote via the Lumi Platform. Please register on Lumi at least an hour before the start of the meeting. For more information visit <https://ow.ly/xUic50ZPwlw>

H von Ludwiger

Company Secretary

Capricorn Group

Hospitals deliberately targeted by Sudan’s RSF fighters

A BBC investigation has found evidence that Sudanese paramilitary fighters systematically destroyed el-Fasher’s healthcare system during their long siege and subsequent takeover of the city in Darfur a year ago. UN human rights chief Volker Türk called the findings “deeply disturbing”, saying multiple attacks by the Rapid Support Forces (RSF) on civilian infrastructure, including health facilities, were serious violations of international humanitarian law and

may amount to war crimes. The RSF has rejected the BBC’s findings. The paramilitary group’s health minister described the allegations as propaganda and a deliberate attempt by the national army and its allies to smear the RSF’s reputation. Using sources who were on the ground in el-Fasher, the BBC has found details of at least 43 separate attacks on hospitals and healthcare sites from May 2024 to October 2025 - some hit multiple times.

Under international law it is illegal to attack health facilities or their staff during conflict. The investigation also reveals the toll on medical workers in the western city. In the period from April 2023 to October 2025, the BBC’s data shows 120 were injured, 55 killed and 10 forcibly “disappeared” or abducted. “The RSF [were] trying to evacuate the hospitals, to put them out of service because the health system is the cornerstone of any city or any state,”

says Dr Muhamed Suliman, a surgeon who was based in el-Fasher during the siege and spoke to the BBC. “The RSF started hitting these areas so citizens have no longer any way to stay there. It was intense. It was deliberate. It was planned.” The investigation comes a year after the fall of el-Fasher, one of the most brutal chapters of the civil war which erupted in April 2023 between the RSF and Sudan’s military. Both sides have been accused of attacks on health facilities.

In March 2026, the World Health Organization (WHO) condemned the bombing of al-Daein hospital in RSF-held eastern Darfur, which killed dozens and forced the site to close. Sudan’s military is believed to have carried out the drone strikes, although it has denied responsibility. But events in el-Fasher represent “one of the clearest and most severe examples of the wider impact of the conflict on health care in Sudan,” the WHO said in response to a BBC query. UN investigators have reported that the fighting in el-Fasher bore the “hallmarks of genocide”, where historical ethnic animosities have seen Arab militias - now the backbone of RSF forces - target non-Arab groups such as those that populate the city. The BBC’s investigation reveals for the first time a detailed chronology of attacks on healthcare during the long siege of the city. Some medical facilities in el-Fasher closed down within weeks of the country’s civil war starting in April 2023. Crucially this included one of the main hospitals - the Teaching Hospital - located in a conflict zone in the middle of the city. Its operations were moved to el-Fasher’s South Hospital. There medical services continued, although increasingly hindered by power cuts and dwindling supplies. The situation changed dramatically a year later, when the RSF mounted its siege of el-Fasher. In late May and early June of 2024, the South Hospital was shelled several times as paramilitary fighters pushed forward from their positions in the east of the city. The first bombing came as a shock, says Dr Suliman. -BBC



NOTIFICATION AND CALL FOR PUBLIC PARTICIPATION ENVIRONMENTAL IMPACT ASSESSMENT (EIA) PROCESS FOR THE PROPOSED CONSTRUCTION OF 11 TELECOMMUNICATION BASE TRANSCIVER STATION (BTS) TOWERS ON SELECTED SITES IN THE //KHARAS, HARDAP, ERONGO, KUNENE AND OMUSATI REGIONS, NAMIBIA

D&P Engineers and Environmental Consultants hereby gives notice to all potentially Interested and Affected Parties (I&APs) that an application will be made to the Environmental Management Commissioner in terms of the Environmental Management Act (No 7 of 2007) and the Environmental Impact Assessment Regulations (GN 30 of 6 February 2012) for the proposed development of eleven (11) base transceiver station (BTS) towers.

PowerCom (Pty) Ltd, herein referred to as the proponent, has identified different areas that need improved communication alternatives in Namibia due to growth in population and economic activities. To achieve the objective of improved telecommunication connectivity, PowerCom has been appointed by Telecom Namibia, its sister company, to establish telecommunication towers across the identified locations. In this respect, PowerCom has identified sites to construct and operate eleven (11) telecommunication base transceiver station towers.

PowerCom (the proponent) has appointed D&P Engineers and Environmental Consultants to conduct the EIA processes for these proposed BTS tower developments. The EIA is being conducted to satisfy the Namibian environmental legislative requirements. The general public as well as any Interested and Affected Parties (I&APs) are hereby invited to register their concerns and notify the consultant of any potential environmental and social impacts that may be triggered by the project.

The proposed projects for which the Environmental Clearance Certificates will be applied for, and the public meetings to be held, are as follows:

1. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Noordoewer, //Kharas Region. Site/Location: Noordoewer, Karasburg Constituency, Namibia Coordinates: 28°43'2.57"S 17°37'20.48"E Venue: Onsite Date: 26 October 2026 Time: 09:00 am	2. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Ariamsvlei, //Kharas Region. Site/Location: Ariamsvlei, Karasburg Constituency, Namibia Coordinates: 28°07'03.4"S 19°49'55.6"E Venue: Onsite Date: 27 October 2026 Time: 10:00 am	3. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Karasburg, //Kharas Region. Site/Location: Karasburg, Karasburg Constituency, Namibia Coordinates: 28°00'24.0"S 18°44'48.0"E Venue: Onsite Date: 28 October 2026 Time: 09:00 am	4. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Neckertal Dam, //Kharas Region. Site/Location: Neckertal Dam, Berseba Constituency, Namibia Coordinates: 26°37'51.65"S 17°43'16.3"E Venue: Onsite Date: 29 October 2026 Time: 09:30 am
5. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Aranos, Hardap Region. Site/Location: Sonora, Aranos, Mariental Rural Constituency, Namibia Coordinates: 24°07'54.4"S 19°06'17.2"E Venue: Onsite Date: 30 October 2026 Time: 10:30 am	6. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Omamas, Hardap Region. Site/Location: Omamas, Rehoboth Rural Constituency, Namibia Coordinates: 24°02'57.3"S 17°23'37.9"E Venue: Onsite Date: 02 November 2026 Time: 10:30 am	7. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Rehoboth, Hardap Region. Site/Location: Block H, Rehoboth, Rehoboth Urban East Constituency, Namibia Coordinates: 23°18'59.14"S 17°05'54.1"E Venue: Onsite Date: 03 November 2026 Time: 09:00 am	8. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Walvis Bay, Erongo Region. Site/Location: Walvis Bay Ext 6, Walvis Bay Urban Constituency, Namibia Coordinates: 22°57'49.74"S 14°30'17.4"E Venue: Onsite Date: 05 November 2026 Time: 09:30 am
9. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Usakos, Erongo Region. Site/Location: Usakos 2nd Site, Karibib Constituency, Namibia Coordinates: 22°00'00.3"S 15°35'10.0"E Venue: Onsite Date: 06 November 2026 Time: 10:00 am	10. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Khorixas, Kunene Region. Site/Location: Khorixas Ext 11, Khorixas Constituency, Namibia Coordinates: 20°22'57.3"S 14°57'39.6"E Venue: Onsite Date: 10 November 2026 Time: 09:00 am	11. Project Title: Environmental Impact Assessment (EIA) Study for the Proposed Construction of a Telecommunication Base Transceiver Station (BTS) Tower at Eenkhalashe, Omusati Region. Site/Location: Eenkhalashe, Onesi Constituency, Namibia Coordinates: 17°29'24.0"S 14°34'48.0"E Venue: Onsite Date: 12 November 2026 Time: 10:00 am	

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Interested & Affected Parties (I&AP) Registration and submission of comments: To comment or receive further information on the project, please register with the consultant (contact details below) as an I&AP before end of business on **26 November 2026**. A Background Information Document (BID) has been compiled for the project and is available upon request from the consultant.

All registered I&APs will be informed throughout the assessment process and provided with further opportunities to review and submit comments. Comments can also be submitted via the online form provided. Please scan the QR code or use the link below:

<https://docs.google.com/forms/d/e/1FAIpQLSfr9PvEexg7rUGAGfrzgGb9nuMvk41u0HbFGTfEVrykAfxK6w/viewform>

Contact Details: D&P Engineers and Environmental Consultants | Attention: Ms. Kristian NN Shwayu
PO Box 8401, Windhoek, Namibia | Email: info@dpe.com.na | Tel: +264 61 302672



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Editorial

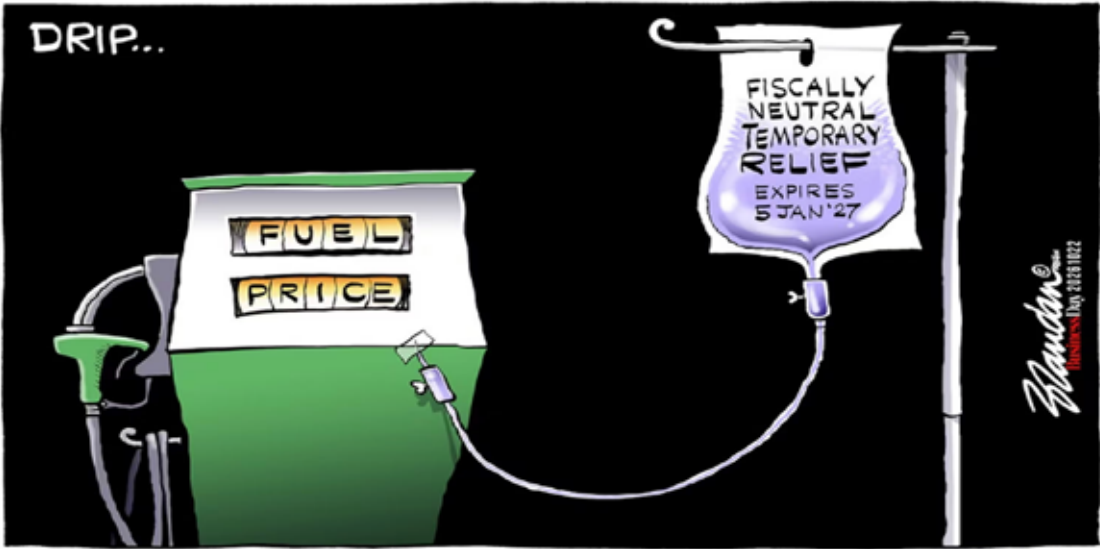
Time to bring order to the SOE house

The passage by the National Assembly of the Public Enterprises Governance Amendment Bill could, if properly implemented, mark an important turning point in the governance of Namibia’s state-owned enterprises. For too long, the governance of SOEs has appeared to ordinary Namibians as a maze of overlapping responsibilities, competing authorities and, at times, contradictory signals. The result has not merely been bureaucratic frustration. It has contributed to uncertainty over who is ultimately responsible when public enterprises fail to perform, when boards become dysfunctional, when chief executives are suspended or dismissed, or when millions of public dollars are placed at risk. Hopefully, the latest legislative intervention will begin to clear that fog. The central issue is not whether the Prime Minister should have more or fewer powers. The more important question is whether the State has finally created a governance framework in which everyone knows who is responsible for what and can therefore be held accountable for it. The amendment removes the previous arrangement of having a single minister responsible for public enterprises and instead places individual SOEs under the ministers responsible for their respective sectors. At the same time, it gives the Prime Minister, in consultation with Cabinet, authority to issue binding directives on crucial matters including board appointments, executive appointments, remuneration, strategic plans, budgets, investments and dividend policies. On paper, this makes considerable sense. A state-owned airline, for example, operates in a fundamentally different environment from a water utility, a fishing enterprise, a telecommunications company or a national broadcaster. Sector ministers are therefore better placed to understand the policy environment in which their respective enterprises operate. But decentralising responsibility can easily become another recipe for confusion unless there is a strong coordinating centre. That is where the expanded role of the Prime Minister becomes important. There must be no ambiguity about the distinction between ownership, oversight and management. Government owns these enterprises on behalf of the people. Ministers represent that ownership. Boards govern the enterprises. Chief executives manage them. Officials execute policy. The lines must never be blurred. The greatest danger facing SOEs is not necessarily government involvement. It is unclear government involvement. When politicians interfere selectively, when boards receive conflicting instructions, when ministers seek to manage what should be left to boards, or when boards believe they are answerable to several competing centres of power, accountability disappears. And when accountability disappears, failure becomes everybody’s problem and nobody’s responsibility. Namibia has seen enough of this. There have been instances where boards have been appointed and removed amid controversy, chief executives have enjoyed uncertain tenure, and enterprises have struggled with financial and operational challenges while the public is left wondering who is actually in charge. The country cannot afford another cycle in which ministers blame boards, boards blame management, management blames government and, ultimately, the taxpayer picks up the bill. The new framework must therefore be judged not by how much power it gives the Prime Minister, but by whether it produces better-performing and more accountable public enterprises. The introduction of three-year board terms, with only one additional term as the normal rule, is also welcome. Boards should not become permanent clubs. At the same time, the provision allowing a third consecutive term in exceptional circumstances where there is a serious skills shortage is sensible, provided that “exceptional” does not become another word for political convenience. Competence must be the currency of public enterprise governance. The same principle must apply to the appointment of chief executives. Namibia’s SOEs should not be laboratories for political patronage. The best person for the job should get the job, regardless of political



There have been instances where boards have been appointed and removed amid controversy, chief executives have enjoyed uncertain tenure, and enterprises have struggled with financial and operational challenges while the public is left wondering who is actually in charge.

connections. If the Government is serious about transforming SOEs into institutions that deliver value to Namibians, then appointments must be based on competence, experience, integrity and measurable performance. The provisions dealing with remuneration are equally important. Public enterprises cannot operate indefinitely with executive compensation structures that are disconnected from their financial realities. Equally, government should not use remuneration policy to attract mediocrity. There must be a rational relationship between performance, responsibility and reward. Perhaps most importantly, the amendment introduces greater discipline around strategic plans, budgets, investment decisions and dividends. This is long overdue. Commercial public enterprises exist, in part, to generate value. Where an enterprise is profitable, the State should have a clear policy on what portion of those profits should be reinvested and what portion should return to the shareholder ultimately the Namibian people. A formal dividend policy can help replace ad hoc decisions with predictable corporate governance. But legislation is only the beginning. The real test will come when the new framework is implemented. A beautifully drafted law will achieve little if the old habits remain. Namibia does not suffer from a shortage of laws, policies and regulations. It sometimes suffers from a shortage of consistent implementation. The retrospective validation of actions taken since 21 March 2025 also deserves careful attention. While such a provision may be necessary to regularise decisions made during the transitional period, retrospective validation should never become a substitute for accountability. Parliament and the public must still be able to ask whether decisions were lawful, reasonable and in the national interest. Ultimately, the objective should be simple: one government, one coherent ownership policy, clear lines of authority and measurable accountability. The SOE landscape has for too long appeared chaotic to the public. That chaos has damaged confidence, weakened institutions and, in some cases, cost taxpayers dearly. The Prime Minister’s expanded role therefore comes with an equally expanded responsibility. If the new system succeeds, Namibia should see fewer turf battles, fewer contradictory directives, stronger boards, more professional management and clearer accountability when things go wrong. That is what Namibians should expect. We should not celebrate the passage of another amendment merely because Parliament has passed it. We should celebrate when the reform begins producing results. The country needs its SOEs to work. Hopefully, this new governance architecture will finally bring some normality and stability to a system that has, for too long, been characterised by confusion and uncertainty. The time for everyone pointing fingers must end. There must now be clarity about who is in charge and, just as importantly, who is accountable.



Until when shall Namibia allow some to remain beggars?

The lamentations of Namibia’s President, Her Excellency Netumbo Nandi-Ndaitwah, over the burden placed on a privileged few to provide handouts to the many reflect only a fraction of the country’s deeper socioeconomic problems.

Speaking at a fundraising event for the One Economy Foundation, the President appeared concerned that only a few people are expected to extend a helping hand to the many Namibians who continually stretch out their hands for assistance. Her remarks suggest a situation in which the privileged few, presumably considered hardworking and deserving of their incomes, are expected to help sustain the masses through donations and handouts. But are these Namibians genuinely beggars? In a literal sense, they may appear to be. Yet, viewed in the proper context, many have been reduced to this position by a system designed to benefit a few at the expense of the majority. Under this arrangement, the privileged few, including the President and others in positions of influence, are expected to take care of the rest. It is difficult to understand how the President, who is evidently aware of this predicament, can allow a system that perpetuates such inequality to continue while seemingly seeking to address its consequences through donations to the poor. Whether by choice or circumstance, those who occupy positions of privilege risk becoming part of a system that denies everyone an equal opportunity to fend for themselves. A significant share of the country’s wealth remains concentrated in the hands of a few, leaving the majority struggling to survive. The people who are left behind then become, at best, objects of sympathy and, at worst, a burden that the privileged feel compelled to manage through occasional handouts. But until when? Has it never occurred to the President and her fellow privileged citizens that a system that condemns fellow citizens to perpetual dependence on charity cannot be sustainable in the long run? Sooner or later, such a system risks reaching breaking point. When it does, the masses may demand what they believe should rightfully have been theirs but has instead remained concentrated among the privileged few. Regardless of how the President and her associates view the situation, the growing dependence on handouts points to the true nature of a system that does not serve everyone’s interests equally but favours a selected few. Whatever justifications may be offered, nothing can justify a situation in which only a minority enjoys the country’s wealth while the majority struggles to make ends meet. The President’s concern is legitimate. As the captain of the ship, she has a



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responsibility to ensure that everyone aboard reaches the intended destination safely. Her observation that a few people are expected to provide assistance to many others suggests an awareness of the existing predicament. However, rather than lamenting that fellow citizens continually stretch out their hands for help, the President should confront the structural conditions that leave them with little choice but to do so. There is no way that every individual can become a benefactor to everyone in need. The fundraising event for the One Economy Foundation was attended by those with the means to contribute. But what about those who could not attend because they, too, are struggling to survive? How many Namibians have the same financial freedom and choices as the President and her fellow privileged citizens? That is the problem that requires urgent attention: how to create a society in which people can provide for themselves and their families without having to depend on the generosity of others. The extent to which the President is insulated from the daily struggles of ordinary Namibians is also troubling. Her fellow citizens, whom she is expected to serve, continue to endure debilitating socioeconomic hardships under a system that appears to have elevated a small elite into a position of relative comfort. The President risks becoming a willing captain of a system that offers temporary relief to the suffering masses while leaving the underlying causes of their suffering untouched. At best, the privileged elite appears to embrace benevolence as its preferred response to poverty, rather than acting as an agent of lasting change. The question, however, is this: saving the masses and workers from what? They must be saved from the very capitalist system that the middle-class elite has been led to believe it has a meaningful stake in.

In reality, this elite serves as a buffer between the capitalists and the masses, helping to contain demands for the fundamental changes that workers and ordinary citizens increasingly need. Those changes require more than temporary relief. They require confronting the economic structures that continue to expose workers and the poor to exploitation, marginalisation and indignity. The masses and workers are not, and cannot be, second-class citizens. If any social category deserves scrutiny, it is the privileged middle-class elite, which occupies an intermediary position within the capitalist system while often presenting itself as sharing the interests of the masses. Members of this elite may themselves be convinced that their position represents progress, while simultaneously encouraging the masses to believe that occasional assistance is an adequate response to their circumstances. The apparent membership of the President and her associates in this privileged circle is therefore nothing to celebrate. L From the perspective of the masses and workers, such a position risks becoming a betrayal of the trust placed in those expected to help bring about change. The emphasis, however, must be on helping the masses and workers bring about fundamental change themselves. Given its position within the existing economic order, the middle-class elite cannot be expected to deliver the kind of transformation that would permanently free the majority from its socioeconomic hardships. Instead, by embracing the prevailing relations of production, the elite risks reinforcing the very system that perpetuates inequality. Ultimately, the small and privileged middle class, despite its own socioeconomic challenges, risks becoming an obstacle to meaningful progress when it seeks to manage the suffering of the majority rather than challenge the structures that produce it. The peasants, workers and broader masses cannot depend indefinitely on the goodwill of a privileged minority. Nor can a nation build lasting dignity and equality on a foundation of charity and handouts. The solution lies in fundamental structural change, driven by the people whose lives are shaped by the existing system. The question remains: until when shall Namibia allow some of its people to live as beggars while others enjoy the wealth of the nation? The answer cannot be more fundraising events, more handouts or more expressions of sympathy. It must be a transformation of the conditions that make such dependence necessary in the first place. Ultimately, meaningful change must be driven by the masses themselves. A revolution of the masses, for the masses, remains the author’s proposed path towards a fundamentally different society.

OPINION

The cost of living: The question every ruling elite avoids, why Paris is burning

LAZARUS KWEDHI
(Public Policy Analyst)

What the political ruling elite avoids telling the public is not rocket science. It is a simple but fundamental question: what does it cost to live? They avoid it because to answer it honestly would indict their own rule. The ruling elite does not feel the cost of living because they never buy their own bread. They never use private vehicles to understand the price of petrol and diesel, and never pay taxi fare. Their children do not attend public schools, they do not go to public hospitals and clinics to see the quality of education and health services, overcrowded classrooms and long queues for medicine. When they are told bread, cooking oil, milk, diesel or taxi fare increased by 30%, it is a statistic, not a crisis. Hence the reason Paris is burning, where citizens took to the streets, rioting, damaging property and looting local stores. When the cost of living hit South Africans and they took to the streets, the ruling elite framed and scapegoated foreigners and illegal immigrants to save face and political careers. The world framed South Africa as a xenophobic nation. The Eurocentric mind views it as an African problem, that Africans are lazy, violent, unable to govern themselves in a civilized manner. The majority do not bother to ask why. Europe and the West have always projected themselves as civilized as opposed to Africa, the dark continent, prone to crime, violence, war and underdevelopment, while ignoring the fact that these issues are not geographical or racial. They are inherent in the nature of state governance itself, because of the arrogance of the ruling elite towards ordinary citizens. The moment the ruling elite stops listening and ignores the warning voice of citizens when the cost of living becomes unbearable and taking advantage of citizens’ peaceful nature who bear the consumer cost, the street erupts. That is why today, Paris is burning, with a spillover effect across European cities. In Namibia, the cost of living is hitting hard, where the majority earn slavery salaries, less than a living wage per month, or nothing if unemployed. Public servants and the working class are trapped in cash loans. Municipalities, bulk suppliers such as NamWater and NamPower continue to shift the financial burden to the consumer by increasing tariffs to increase their own salaries, benefits and to grant their S&T.

The grand deception
The ruling elite deceives the public, pretending it has no hand in the root cause. In front of the media and cameras, all they do is be politically correct, using their usual tactics: blame-shifting and scapegoating to divert public attention, to save face and avoid accountability. In France, the elite pretends France is better off without Francophone Africa. For decades France extracted uranium from Niger, gold from Mali, oil from Gabon, and called it cooperation. When Niger and Burkina Faso expelled France, Paris said it was decolonizing and did not need Africa. But the French



treasury knows the truth: without CFA franc control and African raw materials, the cost of living in France rises. In Europe and America, the ruling elite pretended their nations are better off without Russian and Iranian oil in the global value chain. They told their people sanctions would punish Russia. They pretended free passage through the Strait of Hormuz through which 30% of global oil passes, means nothing and they have an alternative. But when sanctions finally kicked in and removed Russia and Iran, the first and third largest oil reserve holders, from the European market, inflation rose and the cost of living became unbearable. Thus Europe is potentially burning. Fuel in France went from 1.40 to 2.20 Euros. Electricity bills doubled. Bread went up by 30%. The green transition they used as a moral story to divert the cost-of-living question. Suddenly, Paris is burning, the question is which city is next. The same happened in the USA. When American citizens took to the streets chanting “America is not a kingdom,” the cost of living was the silent driver. As soon as reality kicked in and elections approached, President Trump, the same man who sanctioned Russia and preached to the world not to buy Russian oil, announced America will start buying oil from Russia. Trump’s decision is not accidental. It is deliberate to save his party and his political career. It is an admission that you cannot isolate oil and free sea routes and keep the cost of living low. The elite’s geopolitics collapsed in front of the supermarket.

The question they must avoid
In Namibia and France, the President and ministers do not pay rent. They do not queue for hospital beds. Their fuel is paid by the state. Their housing is state-owned. Their food is subsidized or free. How can a ruling elite in Namibia that has received free housing, free water, free electricity, free fuel, free medical aid abroad, free V8 vehicles, entertainment allowances and over N\$1 million salary for the last 30 years understand that a domestic worker pays N\$1 200 for a shack, N\$800 for taxi and N\$1 500 for food on a N\$2 500 salary? They cannot. That is why they avoid the question.

From Yambuka to State House
In Namibia, this avoidance has a name and a face: Yambuka. Recently, President Netumbo Nandi-Ndaitwah handed over two fabricated-material houses in Kilimanjaro and 8ste Laan informal settlements through a private company called Yambuka Housing Scheme.

Against a promise of 10 000 houses per year and a national backlog of over 300 000 houses, the Presidency celebrated two demo units to divert public attention from the real housing crisis. This reduces the President, vested with executive powers under Article 27, to a mere Marketing Officer of Yambuka. It is not housing delivery. It is state-sponsored marketing to promote a profit-driven private entity that is directly competing with the City of Windhoek, NHE and Build-Together. After the State House endorsement, Yambuka reported over 2 500 registrations. If the model is donating free houses as projected in front of cameras, why does the president have to buy the two houses before she can donate them and not let Yambuka donate the next 2 500 for free. It will not, because it is profit-driven. The President has no constitutional mandate to donate private houses. Her mandate is to mobilize resources and fund state institutions mandated by law: City of Windhoek under the Local Authorities Act, National Housing Enterprise and Build Together Programme under the ministry of urban and rural development. Instead, the government pumped N\$146 million into Shack Dwellers, a private scheme, while NHE has no land and money to build houses for civil servants: police officers, soldiers, teachers with guaranteed housing subsidies.

The three tactics
1. Changing the Subject: When French workers asked about fuel, the elite spoke about green transition. When Namibians ask about housing, the elite speak about Yambuka prefab houses and two donated houses. They give you a box to avoid giving you land with title deeds.
2. Falsifying Numbers: In Paris, the elite says inflation is 4.9%. The family knows its basket is up 30%. In Windhoek, the mother and street vendor who lost her business knows her rent alone went up 100%. Official inflation is low because the elite’s basket is filled with free or subsidized food, while the poor’s basket battling maize meal, bread, oil and taxi fare price.
3. Criminalizing Poverty: When you cannot pay rent you are evicted. When you protest, you are called violent, far-left, far-right, enemy of the state.

When you get electricity after the City failed to provide serviced land with title deeds for 30 years, you are called an illegal occupant.

Why Paris Burns and Windhoek will burn
Paris is burning not because French people are uncivilized like the West said Africans are or because of foreign immigrants or because Russia, Iran, terrorism, left-wing as projected in the media. Paris is burning because the cost of living does not respect geography, race or civilization. When bread is unaffordable, when rent is more than salary, when fuel costs more than food, every nation burns the same way. The ruling elite can avoid the question in Parliament, in SONA, in front of cameras with politically correct speeches. But they cannot avoid it in the streets. That is why Paris is burning. And that is why, if we continue to treat housing as marketing and cost of living as a non-issue, Windhoek is next.

Your policies are not the problem, your culture is

MALCOLM KAMBANZERA

Organisations keep trying to regulate problems they refuse to confront
There is a particular kind of email that usually arrives after something goes wrong in an organisation: “Management has noted with concern...”
What follows is normally a reminder of an existing policy, a new procedure, another approval requirement or, if the incident was serious enough, a committee tasked with reviewing the policy.
And the interesting part? Everyone receiving the email usually knows exactly who caused the problem. Yet instead of dealing with that person, we regulate everybody.
An employee repeatedly arrives late. Send an attendance circular to the entire organisation. Someone abuses a company vehicle. Introduce a stricter vehicle policy. A manager consistently fails to submit reports. Create another reporting template. It makes me wonder whether some organisations actually have a policy problem at all. Perhaps they have a courage problem.

The policy is easier than the conversation
Policies are comfortable because they are impersonal. A manager does not have to sit across from an underperforming employee and say, “Your performance is not good enough.”
Instead, HR can circulate the performance management policy.
A senior executive does not have to confront another executive who continuously bypasses procurement procedures. The organisation can simply “strengthen procurement controls.”
Nobody has to have a difficult conversation. And that is where the problem begins.
Policies are supposed to establish standards. They cannot enforce those standards by themselves. You can have an excellent disciplinary policy, but it means very little if managers are unwilling to discipline employees.
You can have an impressive performance management system, but if every employee receives a favourable rating because supervisors avoid uncomfortable conversations, the system becomes theatre. The document exists. The behaviour remains.

When we regulate everyone because of someone
There is also something fundamentally inefficient about responding to individual misconduct with organisation-wide regulation.
Imagine 100 employees complying perfectly well with an existing procedure. Five repeatedly disregard it. Instead of managing the five, another control is imposed on all 105.
Now everyone must complete an additional form, obtain another signature or submit another report. The organisation calls this improved control.
The 100 employees who were already doing the right thing experience it as bureaucracy. Do this repeatedly and something strange happens: the organisation becomes more controlled but less effective.
Every new rule may make perfect sense when viewed individually. Collectively, however, those rules can create an environment where people spend increasing amounts of time proving that they followed processes rather than producing results.

Sometimes the system is the problem
But we should also be careful not to assume that every organisational problem is caused by difficult employees. Sometimes people are responding exactly as the system teaches them to.
Management complains that employees do not take initiative, but every mistake is punished.
Executives complain that decisions take too long, but routine matters require five approvals. The Board complains that management is not decisive, but repeatedly overturns delegated management decisions.



Leadership complains that departments operate in silos, but performance incentives reward individual departmental results rather than collaboration. Then another policy is introduced to encourage initiative, faster decision-making or teamwork. The contradiction is obvious. You cannot regulate people into behaving in ways your organisational culture punishes.

What happens around here?
Culture is sometimes discussed as though it is something abstract: values printed on walls, employee engagement exercises and motivational speeches.
I think culture is much simpler. Culture is what employees learn happens around here. What happens when somebody makes a mistake? What happens when a high performer challenges a bad decision? What happens when a senior executive breaks a rule? What happens when someone takes responsibility for failure? What happens when an employee raises an uncomfortable issue?
The answers to those questions tell you far more about an organisation’s culture than its values statement ever will.
If policies say one thing but leadership behaviour consistently says another, employees eventually learn which one matters. Usually, it is not the policy.

Governance cannot be reduced to documents
This matters for Boards too. A Board may proudly approve governance frameworks, codes of conduct, delegations and policies. Those are important. But approving documents is the easy part of governance. The harder question is whether the Board and management are willing to enforce the standards they approve, including when doing so is inconvenient.
Governance fails when rules apply strictly downward but become negotiable upward. Nothing destroys organisational culture faster than employees watching leadership demand compliance with standards that powerful people are permitted to ignore. At that point, the problem is no longer policy. It is credibility.

Before writing another policy
Policies matter. Procedures matter. Controls matter. Organisations cannot function without them. But they cannot substitute for leadership. So before developing another policy, perhaps Boards and management should ask a more uncomfortable question: Is there genuinely a gap in our rules, or are we avoiding a conversation we already know we need to have?
Sometimes the solution is not another committee, circular, procedure or reporting template. Sometimes somebody needs to confront poor performance. Sometimes authority needs to be delegated properly. Sometimes an unnecessary process needs to be removed. Sometimes leadership itself needs to change its behaviour.
And sometimes the organisation does not need another policy. It needs someone willing to manage.
Author: Malcolm Kambanzera is a Senior Consultant at Straton Oak Legal Consultants, he holds a Bachelor of Laws (Honours), and is a scholar of Management Strategy.

OBSERVERMONEY

A supplement of the Windhoek Observer publication

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PARAGON MEDIA

FRIDAY 23 OCTOBER 2026

STIMULUS DECLARES N\$79.3M INTERIM DIVIDEND



Clicks plans N\$780m investment in new stores and pharmacies

Clicks Group, which operates stores across Namibia plans to invest N\$780 million in new stores and pharmacies in the 2027 financial year as it continues to expand its retail footprint, with total capital expenditure expected to reach N\$1.5 billion. The South African health and beauty retailer plans to open 40 to 50 new stores during the year ending August 2027, while refurbishing between 70 and 80 existing outlets.



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Stimulus declares N\$79.3m interim dividend

CHAMWE KAIRA
Staff Writer

Stimulus Investments Limited has declared an interim dividend of N\$79.3 million for holders of its 2011 preference shares, equivalent to N\$17.05 per share.

The investment holding company announced on 21 October that its board had approved a total dividend of N\$79 295 901.30.

Stimulus is incorporated in Namibia, and its 2011 preference shares are listed on the Namibia Securities Exchange (NSX).

The shares provide investors with exposure to a diversified portfolio of unlisted private-equity-type investments.

The last day to trade the shares with entitlement to the dividend is 13 November 2026, while the shares will trade ex-dividend from 16 November.

Shareholders recorded on 20 November will qualify for the dividend, with payment scheduled for 27 November 2026.

Cirrus Securities is the sponsor of Stimulus on the NSX.

In August, shareholders of Stimulus Investments Limited have approved a special resolution authorising the company to acquire up to 10% of its issued preference share capital in any financial year, subject to prescribed conditions.

The resolution, approved at Stimulus’ 20th Annual General Meeting held in Windhoek on 12 August 2026, gave the board general authority to buy back the company’s preference shares for a period ending at the earlier of the next AGM or 12 months from the date of approval.

Under the resolution, the maximum price at which Stimulus would acquire the shares may not exceed 10% above the weighted average market price at which the shares traded on the Namibia Securities Exchange during the five business days preceding the acquisition.



Stimulus Investments Limited owns 47% of Neo Paints

The board said at that time that it would only authorise an acquisition if Stimulus satisfies the solvency and liquidity test immediately after the transaction.

The acquisitions must also be funded from distributable profits or other

legally permissible sources.

The approval formed part of a series of resolutions passed at the AGM, including the election of directors and the appointment of new auditors.

Shareholders also approved the appointment of Moore Infinity as

Stimulus’ independent auditors, subject to approval by the Namibia Financial Institutions Supervisory Authority (NAMFISA), replacing outgoing auditors PricewaterhouseCoopers.

The company’s shareholders further

approved a 4.1% increase in the remuneration of non-executive directors, in line with the NCPI rate for May 2026.

The annual financial statements for the year ended 28 February 2026 were also approved.

Famous Brands’ SADC revenue falls 18%

CHAMWE KAIRA
Staff Writer

The Southern African Development Community (SADC) division of South African restaurant group Famous Brands recorded an 18% decline in revenue to N\$183 million for the six months ended 31 August 2026, with weak trading in Botswana weighing on regional performance, including operations in Namibia.

It manages iconic food chains like Steers, Debonairs Pizza, Wimpy, Mugg & Bean, Fishaways, and Milky Lane.

Operating profit in the region plunged by 78% to N\$5 million from N\$24 million in the corresponding period last year, as the group struggled to offset declining sales in Botswana despite revenue growth in several other markets.

Famous Brands, which operates restaurant franchises across Namibia and other SADC countries, said Botswana’s system-wide restaurant sales fell by 14.8%, while like-for-like sales declined by 13.5% compared with the previous period.

The company attributed the weakness to a subdued economic environment driven by pressure in Botswana’s

diamond sector, which continues to constrain consumer demand.

The SADC division covers Angola, Botswana, the Democratic Republic of Congo, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Zambia and Zimbabwe.

However, Famous Brands did not disclose separate revenue or operating profit figures for Namibia in its interim results.

The regional performance came amid a mixed half-year for the group, whose overall revenue increased by 2.3% to N\$4.3 billion from N\$4.24 billion in the six months to August 2025.

Operating profit declined by 4.7% to N\$375 million, while headline earnings per share fell by 3.2% to 228 cents from 236 cents.

The operating profit margin narrowed to 8.6% from 9.3%.

Famous Brands said sustained demand for its Leading Brands portfolio and expansion of its franchise network supported revenue growth, with increased activity also benefiting its supply chain business.

However, pressure in its Signature Brands portfolio and weaker performance in some markets outside South Africa constrained profitability.

In South Africa, revenue from Leading Brands increased by 2.5%

to N\$508 million, supported by 2.7% growth in system-wide sales and 0.8% growth in like-for-like sales.

The group opened 36 new restaurants during the reporting period, including smaller-format outlets and drive-through facilities aimed at meeting demand for convenience.

By contrast, revenue from Signature Brands in South Africa declined by 8.4% to N\$95 million, while the division’s operating loss widened to N\$9 million from N\$7 million.

The South African supply chain business recorded revenue growth of 5.5% to N\$3.1 billion, while operating profit increased by 13% to N\$230 million.

The performance benefited from higher case volumes associated with the insourcing of Coca-Cola and frozen retail product distribution.

Famous Brands is also restructuring its Botswana operations as part of its capital-light expansion strategy outside South Africa.

The group has entered into a transaction to reduce its shareholding in Retail Group (Pty) Ltd from 51% to 30%, with existing Botswana-based partners expected to acquire the 21-percentage-point interest.

The transaction is expected to be completed by 28 February 2027,



Operating profit in SADC plunged by 78% to N\$5 million from N\$24 million

subject to regulatory approvals and other conditions.

Once completed, Retail Group will cease to be a consolidated subsidiary and will instead be accounted for as an associate.

Famous Brands will continue receiving master licence fees from Botswana under the existing arrangement.

The group recognised a N\$41 million goodwill impairment loss during the reporting period arising from the expected loss of control of its majority shareholding.

Despite weaker operating earnings, the group reported improved cash generation.

Free cash flow increased by 108% to N\$459 million from N\$221 million, while cash generated by operations rose by 19.5% to N\$564 million.

Net debt declined by 20.2% to N\$881 million from N\$1.104 billion a year earlier.

The board declared an interim dividend of 170 cents per share, up 4.9% from 162 cents in the previous period, representing a total payout of approximately N\$170.3 million.

Explainer: Petroleum (Exploration and Production) Amendment Bill

The National Assembly this week passed the petroleum (exploration and production) amendment bill. *Observer Money* explains what the bill is all about.

Namibia's oil and gas industry attracted N\$4.4 billion in Foreign Direct Investment (FDI) between 2021 and 2025, accounting for about 56% of total FDI inflows, according to the Bank of Namibia. The primary objective of this bill is to restructure how Namibia regulates its oil and gas sector. It shifts the oversight of upstream petroleum activities (exploration and production) away from the ministry of industries, mines and energy and places it directly under the Office of the President.

Key changes explained

1. Creation of the Upstream Petroleum Unit

The bill establishes a brand-new regulatory body called the Upstream Petroleum Unit, housed directly within the Office of the President. Its main responsibilities include:

- Regulating and managing petroleum exploration, production, and decommissioning.
- Granting and issuing oil and gas licenses.
- Promoting local content and

Namibian participation in the industry.

- Monitoring health, safety, and environmental compliance.
- Maintaining a national repository for petroleum data.

2. Power shift to the Presidency

The bill strips the minister of industries, mines, and energy of powers originally granted under the 1991 Act, transferring them upward:

- The President will now provide overall policy direction for the sector and appoint the top executives of the new Unit.
- A newly created role, the Director-General of the Upstream Petroleum Unit, takes over the operational and licensing powers previously held by the minister.
- A deputy Director-General replaces the former role of "Commissioner for Petroleum Affairs" to handle the technical and staff management of the Unit.

3. Integrity and transparency requirements

To prevent corruption in a high-value industry, the bill introduces specific ethical restrictions:

- Asset Disclosure: The Director-General and deputy Director-General must submit a statement of their assets, liabilities, and business interests to the President upon

appointment.

- Conflict of Interest: Staff members are strictly prohibited from holding financial interests or shares in any company that holds a petroleum license in Namibia. Doing so is a criminal offense punishable by fines up to N\$20 000 or five years in prison.

4. Currency and administrative updates

The bill updates outdated text from the original 1991 Act:

- It officially replaces references to the South African Rand (R) with the Namibia Dollar (N\$).
- It updates standard legal language, changing the word "officer" to "staff member".

What happens next? (Transitional Provisions)

If you are an operator or investor in Namibia's oil sector, the bill ensures continuity:

- Existing Licenses: All oil and gas licenses and approvals granted before this amendment remains fully valid.
- Pending Applications: Any ongoing applications or legal proceedings will automatically transfer over to the new Upstream Petroleum Unit without needing to restart the process.

The Act will officially come into force once it is signed by the President and published in the government gazette.



Cashbuild operates several stores across Namibia, with locations in key towns including Windhoek, Ondangwa, Oshakati, Outapi, Swakopmund, Rundu, Tsumeb, and Oshikango.

Cashbuild's African sales fall 11% as existing stores weaken

Cashbuild's sales across its African markets, including Namibia, Botswana, Eswatini and Lesotho, declined by 11% in the first quarter of its 2027 financial year, reflecting weaker revenue from existing stores.

The South African building materials retailer reported a 16% decline in revenue from existing stores in its Rest of Africa segment for the quarter ended September 2026, while new stores contributed 5% growth. The Rest of Africa segment accounted for 10% of the group's total sales during the quarter. Malawi was included in the comparative regional footprint until its disposal on 29 December 2025. Cashbuild operates several stores across Namibia, with locations in key towns including Windhoek, Ondangwa, Oshakati, Outapi, Swakopmund, Rundu, Tsumeb, and Oshikango.

At group level, revenue increased by 1% compared with the first quarter of the previous financial year. However, revenue from 304 existing stores declined by 4%, while 14 new stores contributed 5% growth.

Cashbuild said transactions through its tills fell by 3% across the group, with existing stores recording a 4% decline. New stores contributed 1% growth in transactions. Selling inflation stood at 3.1% at the end of September 2026 compared with September 2025. The group's South African Cashbuild operations, which accounted for 81% of total sales, recorded a 2% revenue decline. Revenue from existing stores in that segment fell by 3%, while new stores contributed 1% growth. The Rest of South Africa segment, comprising P&L Hardware and Amper Alles, recorded 56% revenue growth, supported by 49% growth from new stores and 7% from existing stores. The segment contributed 9% of total group sales. During the quarter, Cashbuild opened two stores, closed one and refurbished three, bringing its total store count to 318 at the end of September. The company released the operational update on 22 October 2026, noting that the information had not been reviewed or reported on by its auditors.



REPUBLIC OF NAMIBIA

Petroleum (Exploration and Production) Amendment Bill [B. 12 - 2025]

A NEW ERA FOR NAMIBIA'S OIL AND GAS SECTOR

Overview of the Bill

The Petroleum (Exploration and Production) Amendment Bill [B. 12 - 2025] restructures how Namibia regulates its oil and gas sector. It shifts the oversight of upstream petroleum activities (exploration and production) away from the Ministry of Mines and Energy and places it directly under the Office of the President.

Primary Objective

To create a stronger, more centralised and efficient regulatory framework for Namibia's upstream petroleum sector, while promoting transparency, local participation and sustainable development.

Key Changes Explained

1 Creation of the Upstream Petroleum Unit

A new regulatory body, housed directly within the Office of the President. The Unit will:

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- Grant and issue oil and gas licenses.
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What Happens Next? (Transitional Provisions)

The bill ensures continuity for operators and investors in Namibia's oil sector:

- **Existing Licenses**: All oil and gas licenses and approvals granted before the amendment remain fully valid.
- **Pending Applications**: Any ongoing applications or legal proceedings will automatically transfer over to the new Upstream Petroleum Unit without needing to restart the process.
- **When Does It Take Effect?**: The Act will officially come into force once it is signed by the President and published in the government Gazette.

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Clicks Group CEO Bertina Engelbrecht

Clicks plans N\$780m investment in new stores and pharmacies

CHAMWE KAIRA
Staff Writer

Clicks Group, which operates stores across Namibia plans to invest N\$780 million in new stores and pharmacies in the 2027 financial year as it continues to expand its retail footprint, with total capital expenditure expected to reach N\$1.5 billion.

The South African health and beauty retailer plans to open 40 to 50 new stores during the year ending August 2027, while refurbishing between 70 and 80 existing outlets.

A further N\$673 million will be invested in systems, omni-channel capabilities and supply chain infrastructure.

The expansion follows a financial year in which Clicks opened a net 41 stores and 60 pharmacies, while increasing its retail pharmacy market share to 24.7%, from 24.1% in the previous year.

The group also plans to roll out 10 to 15 specialised UniCare pharmacies over the medium term and expand KwaMakhi, its neighbourhood convenience brand launched in August 2026 to target South Africa’s township market.

Clicks remains committed to its medium-term target of operating 1 200 stores.

The expansion plans were outlined in the group’s reviewed annual results for the year ended 31 August 2026, which showed turnover increasing by 5.4% to N\$50.4 billion, surpassing N\$50 billion for the first time.

Retail turnover rose by 4.2%, while United Pharmaceutical Distributors (UPD), the group’s distribution business, recorded a 9.2% increase in turnover, driven mainly by 19.3% growth in revenue from preferred bulk distribution contracts.

The group said trading conditions remained challenging, characterised

by constrained consumer spending, low selling price inflation and aggressive competitor discounting.

Comparable store turnover increased by 1.8%, while selling price inflation averaged 1.5% for the year, down from 2.3% in the first half to 1.2% in the second half.

Total income increased by 5.1% to N\$15.6 billion. Group trading profit grew by 4.7% to N\$4.9 billion, although the trading margin declined by 10 basis points to 9.7%.

Retail trading profit increased by 9.9%, supported by growth in other income and cost management, while UPD’s trading profit fell by 10.4% because of a lower single exit price adjustment and the loss of distribution contracts.

Headline earnings rose by 2.7% to N\$3.3 billion, while headline earnings per share increased by 4.4% to 1 422 cents.

Clicks generated N\$6.3 billion in cash from operations and spent N\$1.2 billion on capital expenditure during the financial year, up from N\$985 million in 2025.

The investment was directed mainly towards new stores and pharmacies, refurbishments, supply chain infrastructure and information technology.

The group returned N\$3.4 billion to shareholders through dividend payments of N\$2.1 billion and share buybacks of N\$1.3 billion. Its return on equity stood at 48.7%.

Clicks also expanded its customer loyalty programme, with active Clicks ClubCard membership reaching 13.1 million.

Members accounted for 84.2% of sales and received R976 million in cashback rewards during the year.

Looking ahead, Clicks expects the retail environment to remain highly competitive, with continued discounting as consumers face pressure from rising fuel prices and higher interest rates.

Botswana’s Diamonds for Development Fund receives N\$1.1 billion initial funding

Staff Writer

The government of Botswana and De Beers Group have announced that De Beers Group has transferred its initial contribution of BWP 1 billion (N\$1.1 billion) to the Diamond for Development Fund, marking a major milestone in the progress of the Fund and its mandate to support Botswana’s long-term economic diversification.

The disbursement follows the establishment of the Fund’s governance structures, including the appointment of Dr Akinwumi Adesina as the Fund’s Chairperson as well as the appointment and onboarding of the 10-person independent board.

The Diamonds for Development Fund was established through the longstanding partnership between the government of Botswana and De Beers Group to support Botswana’s economic diversification by using diamond wealth to catalyse investment to develop new industries, support enterprise, create employment and strengthen long-term economic resilience.

The Fund will “serve as a catalytic investment platform for crowding in significant larger pools of domestic and international capital into Botswana’s economic diversification, productivity, competitiveness, expansion of exports and creation of jobs.”

With its strategic vision and mandate and its full governance systems in place, the Diamonds for Development Fund is now transitioning to its next phase: completing its strategy, business plan and the roll out of its programs in strategic intervention areas.

The initial contribution from De Beers Group provides the financial foundation on which the Diamonds for



De Beers Group and government of Botswana, Global Ambassador, Olympic champion Letsile Tebogo. - Photo: De Beers

Development Fund will build through accessing larger pools of private, domestic and international capital.

Bogolo Kenewendo, minister of minerals and energy said: “The Diamonds for Development Fund is a strategic instrument for advancing Botswana’s economic transformation. It is about finding new ways to convert the value of our diamond resources into long-term prosperity and investing in the industries, enterprises and capabilities that will drive the next phase of our nation’s development.”

Al Cook, De Beers CEO said: “Botswana’s economic progress since independence has benefited from the discovery and recovery of diamonds over many decades. We will continue

to invest to ensure the future success of Botswana’s diamond industry. At the same time, we are committed to supporting the Government’s ambitions to diversify their economy. With the Diamonds for Development Fund, we are proud to work with our partners in Government to introduce a new vehicle through which diamond revenues can generate sustainable economic opportunities beyond diamonds.”

Dr Akinwumi A. Adesina, chairperson of the Diamonds for Development Fund, said: “The receipt of the initial contribution marks an important milestone for the Diamonds for Development Fund. The Fund will now move towards implementation.”

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What banking in Africa will look like in five years

Stablecoins could transform the landscape, making transactions faster and cheaper – and cross-border services more accessible, says Nicholas Allen, CEO of fintech Arrel.

Five years from now, businesses could be making cross-border payments over weekends, settling transactions almost instantly and accessing banking services previously reserved for large corporations.

They may never know that stablecoins are making this possible.

That’s the view of Nicholas Allen, CEO of fintech Arrel, which provides the backend infrastructure connecting financial institutions to digital asset services.

Speaking on the Moneyweb Crypto

Pod, Allen says stablecoins could become as invisible to banking customers as the internet protocols underpinning email.

The technology will disappear into the plumbing.

What customers will notice is whether their money arrives faster and at a lower cost.

Banks will face competitive pressure on fees, but they will embrace this on the promise of massively expanding their customer numbers.

For smaller businesses, the benefits could extend beyond payments. Allen argues that cheaper, more efficient infrastructure could make services such as currency hedging accessible to companies that banks currently find too expensive to service.

SWIFT isn’t necessarily the problem

One assumption Allen challenges is that SWIFT, the messaging system used by banks internationally, is inherently slow.

The message itself travels quickly. Delays often arise from the processes surrounding it: customer verification, sanctions screening, source-of-funds checks and anti-money laundering requirements.

Switching to stablecoins does not remove those obligations.

Where stablecoins can help is by reducing the number of intermediaries involved.

Conventional cross-border payments may pass through correspondent banks, with compliance checks repeated along the way.

A blockchain transfer can reduce those intermediate steps, though checks remain necessary at the entry and exit points.

Allen also sees opportunities to automate transaction monitoring using blockchain’s transparent records.

The potential improvement therefore comes from fewer intermediaries and more efficient compliance, rather than simply replacing one payment technology with another.

The stablecoin sandwich

For an African business paying a supplier abroad, the process still involves three basic steps: converting local currency into a stablecoin, transferring it over a blockchain, and converting it into the recipient’s

currency.

That requires access to providers able to handle the currency conversions at both ends.

This is where Arrel fits in. Its platform connects institutions to exchanges, custody providers, blockchains and compliance tools through a single system.

Arrel does not hold the assets itself. Institutions connect their own accounts and counterparties, using the platform to coordinate transactions across otherwise separate providers.

A bank could, for example, use one provider with strong liquidity in the country where a payment originates and another offering better liquidity where it arrives. **-Moneyweb**



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TOP Gainers NSX Local		
Share code	Close	1MoM%
Letshego Holdings (Namibia) Ltd	6.51	17.09%
FirstRand Namibia Ltd	59.95	6.77%
SBN Holdings Ltd	14.92	6.27%
Capricorn Group Limited (prev Capricorn Investment Group Ltd)	30.40	5.41%
Namibia Asset Management Limited	0.72	1.41%
TOP Losers NSX Local		
Share code	Close	1MoM%
Namibia Breweries	32.16	-0.28%
Paratus Namibia Holdings Ltd	12.35	-0.16%
Alpha Namibia Industries Renewable Power Limited	8.79	-0.11%
Nictus Holdings - Nam	3.4	0.00%
TOP 5 Gainers NSX Overall		
Share code	Close	1W%
Paladin Energy Limited	84.04	6.41%
Old Mutual Ltd	14.03	4.47%
Oceana Group Limited	65.44	2.25%
Shoprite Holdings	341.40	1.84%
PSG Financial Services Ltd (Prev. PSG Konsult Limited)	29.50	1.58%
TOP 5 Losers NSX Overall		
Share code	Close	1W%
Namibia Breweries	32.16	-5.44%
Standard Bank Group	293.02	-4.33%
B2Gold Corporation	81.34	-2.58%
Investec Limited	128.63	-1.66%

Currencies				
	Close	1D%	%MoM	%YTD
USD/ZAR	16.515	-0.11%	0.78%	-1.30%
EUR/ZAR	18.49267	-0.13%	-1.28%	-5.56%
GBP/ZAR	22.07147	-0.01%	1.01%	-1.73%
USD/EUR	0.89305645	0.02%	2.04%	4.56%

Commodities				
	Close	1D%	%MoM	%YTD
Brent Crude Oil (ICE \$/bbl)	108.82	0.03%	8.45%	78.83%
Gold NYMEX Near Term (\$/ozt)	4130.5	0.20%	-4.95%	-4.51%
Platinum NYMEX Near Term (\$/ozt)	1625.50	-1.28%	-9.62%	-20.10%
Copper Cash Official LME (\$/mt)	14441.00	-0.68%	-2.35%	15.49%
Uranium Near Term (NYM \$/lbs)	90.05	-0.11%	0.33%	10.36%
Money Market Rates				
	3 MONTH	6 MONTH	9 MONTH	12 MONTH
Average Bank NCDs	6.86	7.18	7.34	7.48
Treasury Bill Rates	7.47	7.80	7.96	7.98
JSE INDICES				
Share code	Close	1D%	%MoM	%YTD
JSE ALSI	108,525.49	-1.03%	-3.1%	-5.33%
All Share Industrials	129,127.47	0.06%	0.2%	-12.54%
Mid Cap	107,139.52	0.24%	1.0%	-5.83%
Small Cap	108,297.30	-0.04%	-0.3%	0.36%
Industrial 25	119,999.79	0.05%	0.4%	-13.43%
Financial 15	25,308.44	-0.23%	-1.4%	1.99%
Resource 10	113,311.14	-3.18%	-8.4%	-5.35%
Top 40	100,543.39	-1.18%	-3.4%	-5.78%
World Market				
Share Code	Close	1D%	%1M	%YTD
FTSE100	10,752.88	0.19%	0.13%	-5.33%
S&P500	7,679.63	0.58%	-0.10%	-12.54%
DAX	25,371.75	1.35%	0.27%	-5.83%
ASX	8,793.20	0.16%	1.14%	0.36%
NASDAQ	26,173.80	1.05%	-1.55%	-13.43%
NSX Overall	2,279.73	-2.22%	-1.69%	13.09%
NSX Local	899.60	-0.62%	8.97%	24.54%



First Gentleman Epaphras Denga Ndaitwah has called for a closer examination of the circumstances affecting learners

First Gentleman says learners need understanding, not just statistics

...as language barriers, practical skills emerge in Kunene youth engagements

PATIENCE MAKWELE
Staff Writers

First Gentleman Epaphras Denga Ndaitwah has called for a closer examination of the circumstances affecting learners, warning that gender statistics alone cannot explain the challenges facing boys and girls. Speaking during an engagement with learners, out-of-school youth, traditional leaders and community representatives in Opuwo on Tuesday, Ndaitwah highlighted how language barriers can leave learners feeling misunderstood and discouraged, potentially contributing to school dropout. “Sometimes, when learners do not understand the language used in the classroom, they may feel left out or misunderstood. We must understand their circumstances instead of looking only at statistics,”

“

We should not only count how many boys or girls are in school or have dropped out. We must ask why they are dropping out and what support they need to remain in school.

he said. The engagement, held under the theme “The Plight of the Boy Child”, focused on the challenges affecting boys’ educational and social development, gender equality and the prevention of gender-based

violence. Ndaitwah urged stakeholders to look beyond the numbers and consider how learners’ individual circumstances affect their opportunities to succeed. The issue comes amid persistent school-retention concerns. The Ministry of Education recorded 17 152 school dropouts nationally in 2023, including 8 720 boys. In 2025, a further 13 450 learners left school, of whom 6 576 were boys. “We should not only count how many boys or girls are in school or have dropped out. We must ask why they are dropping out and what support they need to remain in school,” he said. Ndaitwah also emphasised the responsibility of educators in shaping the country’s future, urging them to approach their work with commitment and passion.

“The future of the nation depends on what you deliver in those classrooms,” he said, calling for a strong educational foundation for the next generation. Opuwo Urban constituency councillor Ueutjerevi Ngunaihe urged learners to remain focused on their education and avoid activities that could jeopardise their academic progress. He encouraged young people to protect their educational opportunities and remain committed to acquiring the knowledge and skills needed for their futures. “Your education is your responsibility. Do not allow distractions to take you away from school, because the choices you make today will determine your future,” Ngunaihe said. Meanwhile, during a separate

engagement at Kamanjab Community Hall, former Outjo constituency councillor Abraham Job challenged learners to reconsider how they spend their time, warning against excessive social media use and exposure to inappropriate content. Job argued that education should equip young people to become self-reliant and create employment opportunities, rather than simply preparing them to seek jobs. “School must give us skills, not just certificates,” he said, encouraging learners to develop practical abilities in farming, construction and cooking. He also challenged gender stereotypes around domestic skills, reminding learners that cooking is not exclusively a girl’s responsibility.

'Green industry needs more than engineers' - youth calls

PATIENCE MAKWELE
Staff Writers

Young people have called for a seat at the green industry table, saying Namibia's emerging industries need skills beyond engineering and that young people must be included in conversations about the country's industrial future.

The call was made at the Green Industries Youth Forum, held in Windhoek on Friday, where students, young professionals and industry representatives discussed career opportunities and how young people can contribute to sectors such as renewable energy and green hydrogen.

Teofilus Shaduka, a young founder of cybersecurity start-up Principia Works, shared that the opportunities extend beyond those directly trained in energy-related fields.

Shaduka said he attended the forum to showcase his work and explore how cybersecurity could contribute to industries that may not immediately appear connected to his field.

"I'm not in energy, don't know a lot about it but I do know that cybersecurity is gonna play a very big important role in it, and I'm happy to come offer my services here," he said.

His business focuses on open-source intelligence and digital exposure assessments, examining information organisations make publicly available online and identifying potential security risks.

Shaduka's participation highlighted the range of skills young people could bring to an industry increasingly shaped by technology, infrastructure and new energy projects.

Saimi Amutenya, president of the University of Namibia (UNAM) Physics Society and founder and director of the Green Industries Youth Forum, said the initiative was created to give young people a platform to engage with industry and follow developments in the sector. She said young people were often left out of industry discussions, despite being among those expected to participate in and benefit from future developments. The forum also sought to bring academic institutions and technical and vocational education and training (TVET) institutions closer together, as the industry needs different kinds of skills.

"We're also just trying to get our TVET as well as academia to come



Young people have called for a seat at the green industry table

together, which is something that we barely see, because if we look at the green industry space, both skills are actually required for the industry," Amutenya said.

Electrical engineering student Trymore Nyahwema said students needed to understand how the industry worked before they could prepare themselves for opportunities within it.

"For us to know what it is we are going to be doing in the future, we need to know where it started from," he said.

Nyahwema said forums offered students an opportunity to meet

professionals, ask questions and learn about developments beyond what they encounter in the classroom.

Fenni lipumbu, a junior project developer at Hyphen, said young people needed more than general awareness of green hydrogen projects; they also needed to understand what those projects could mean for their careers.

"It's important for the youth to attend such events... because this is a platform that allows for collaboration. It allows for meaningful engagement between the youth and industry," she said.

lipumbu said engaging directly with industry professionals could help young people gain a clearer picture of the opportunities available and the skills needed to pursue them. Max Nickanor, Green Hydrogen Youth Ambassador for the Khomas Region and executive adviser at the Namibia Youth Green Hydrogen Network (NAMYGN), said the forum gave students and graduates an opportunity to engage directly with people already working in the industry.

He said these connections could help young people better understand the sector and identify ways to

participate in its development. Vivian !Nou-/Gawaseb, who follows Namibia's emerging industries, said the forum also provided space for young people to discuss industrialisation and the relationship between green hydrogen and oil and gas.

He described the initiative as informative, noting the value of having young people actively involved in discussions about industries that will shape the country's future.

"We are not just participants in these emerging industries, but co-creators," he said.

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‘Cancer has no age’: doctors warn young people

PATIENCE MAKWELE
Staff Writers

Young people who believe cancer is an older person’s disease are being urged to take unusual symptoms seriously, with doctors warning that the illness can affect people from infancy.

“Cancer has no age. Nowadays you find even babies in paediatric hospitals and wards are being treated for cancer,” general practitioner Dr Marylin Kudziwa said.

The Cancer Association of Namibia (CAN) has reported an average of 136 new childhood cancer cases annually since 2013.

A study of paediatric cancer cases at Windhoek Central Hospital (WHC) between 2011 and 2020 found that nearly 60% of the cases reviewed involved children aged five and younger.

Kudziwa said young people should learn what is normal for their bodies and seek medical advice when they notice unexplained changes, such as a lump, unusual bleeding or unexplained weight loss.

These symptoms do not automatically mean cancer, but they should not be ignored, particularly when they persist or have no clear explanation.

She said there was no single way to prevent every type of cancer, but emphasized that young people could lower the risk of certain cancers by avoiding tobacco and limiting alcohol consumption.

Kudziwa also raised concern about vaping among young people and encouraged parents and young people to speak to healthcare professionals about human papillomavirus (HPV) vaccination, which protects against infections linked to cervical and other cancers. “Today, if you go to the mall, you go to a certain venue, you go to whichever place you’re going to find, you find there is a vape shop or even worse young people vaping at home,” she said, expressing concern about the availability and demand for vaping products.

She encouraged parents and young people to speak to healthcare professionals about human papillomavirus (HPV) vaccination, which protects against infections linked to cervical and other cancers. “I urge parents to take their children to hospitals for HPV vaccinations. Adults should also normalise screening for other diseases, not just cancer. Screening is crucial for early detection, as it gives individuals a better chance of survival or successful treatment,” Kudziwa said.

She also cautioned against assuming that everyone needs the same cancer screening tests, saying recommendations depend on age, medical and family history, and the type of cancer.

People who already have symptoms should seek medical assessment rather than wait for a screening campaign.

General practitioner Dr Leonard Kabongo said limited public knowledge about cancer warning signs, risk factors and screening



Omaheke Medical Practice’s to host 5km Walk for Cancer Awareness on Saturday, 31 October

options was one reason awareness initiatives were important.

He urged people to look out for breast changes, including a lump in the breast or armpit, changes in breast size or shape, skin dimpling and bloody nipple discharge.

Other symptoms that may need medical attention include a persistent cough, ongoing fatigue, unusual bleeding and changes in bowel or bladder habits.

These symptoms can have causes other than cancer, but unexplained changes warrant assessment.

Kabongo said screening could detect some cancers before symptoms appear, although the appropriate tests depend on the type of cancer and the individual. His comments come ahead of Omaheke Medical Practice’s 5km Walk for Cancer Awareness on Saturday, 31 October, held under the theme “Together, we can make a difference”.

The walk will include information-sharing on cancer prevention and early detection.

Kabongo encouraged young people, families, schools, churches and other community members to take part, saying cancer awareness should not be left to healthcare professionals alone.

“Cancer is not just a responsibility of healthcare professionals. It’s also a shared responsibility,” he said.

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Jeff Bezos, founder and chief executive of Amazon.com and owner of the Washington Post, participates in a conversation during the event “transformers: pushing the boundaries of knowledge,” may 18, 2016 in washington, DC. the Washington Post hosted the event focusing on “breakthroughs in artificial intelligence, commercial space travel, education and health care.” (Photo by Alex Wong/getty images)

AI could allow for 3-day workweeks and single-income households, Bezos claims

Amazon founder Jeff Bezos said he believes artificial intelligence could generate enough productivity gains to allow Americans to have a three-day workweek or rely on a single-income for the whole household—pushing back against fears that the technology could lead to large-scale job losses for American workers.

Key Facts
In an interview with Fox News that aired Wednesday evening, Bezos told host Bret Baier he believes AI’s productivity gains could let some people decide, “I can support my family by working three days a week.” He claimed families in two-earner households could decide they don’t need a second income and let one worker drop out. The billionaire didn’t offer any specifics on how this could happen but said it backed his argument that AI could lead to

labor shortages rather than large-scale job losses. Bezos said he understood that a “lot of smart people are prognosticating” AI-driven job losses, but added, “I just happen to disagree with those smart people.” When Baier noted that Amazon has cut around 30,000 jobs in the last 12 months, Bezos blamed the company’s hiring spree and its rapid headcount growth after the COVID-19 pandemic. Bezos on the ai bubble Baier asked Bezos about his comments that AI was kind of an “industrial bubble” that is “good.” The billionaire said: “What happens in these industrial bubbles...speculators can lose money because they’re investing in all of these things. But the inventions don’t disappear when the bubble pops.” When Baier asked if the world was witnessing a bubble right now, Bezos replied: “It’s

very hard to know. What I do know is the technology is real.” He argued that a bubble can be good for society, if not investors, because it allows every idea to be funded.

Crucial Quote
When Baier asked Bezos about his thought on President Donald Trump rebranding artificial intelligence and AI to “Super Intelligence” and “SI,” the Amazon founder said: “I do like SI because artificial is not a very flattering thing...Nobody wants an artificial sweetener or artificial flavoring. Artificial sort of means fake.”

Forbes Valuation
Forbes estimates Bezos’ net worth at around \$378.6 billion, making him the second-richest person in the world, behind trillionaire Elon Musk.-Forbes Africa. -Forbes Africa

Capacity Building



The anatomy of a skills gap

When an employee struggles to perform a particular task, the conclusion is often immediate: they need training.

It is a familiar response in many organisations, and perhaps one of the reasons training continues to feature prominently in organisational development plans. However, I have often wondered whether we sometimes prescribe training before fully understanding the problem we are trying to solve.

A skills gap is generally understood as the difference between the capabilities employees possess and those required to perform their responsibilities effectively. While this definition appears straightforward, the reality is considerably more complex.

Not every performance problem is a skills problem.

An employee who consistently misses deadlines may lack time-management skills, but they may also be managing an unrealistic workload. A supervisor struggling to lead a team may require leadership development, or perhaps the organisation has never clearly defined their authority. Similarly, poor customer service may reflect inadequate training, but it could equally result from inefficient systems, limited resources or an organisational culture that discourages initiative.

These distinctions matter because the wrong diagnosis produces the wrong intervention.

I believe one of the weaknesses in organisational capacity development is our tendency to focus on visible performance deficiencies without sufficiently examining their underlying causes. We observe what employees are failing to do, but rarely investigate why they are failing to do it.

Understanding the anatomy of a skills gap requires looking beyond individual competence. Organisations must examine job expectations, available resources, supervisory practices, technological changes and the broader working environment.

There is also an important distinction between existing and emerging skills gaps. Existing gaps affect an employee’s ability to meet current performance expectations. Emerging gaps develop as technology, regulations, customer expectations and organisational strategies evolve.

An employee may be highly competent today yet find their skills increasingly inadequate tomorrow. This is particularly relevant as organisations introduce digital systems, automation and new approaches to service delivery. For Namibian organisations, the challenge is to move away from training programmes selected primarily because they are popular or available. Capacity development should begin with a proper understanding of organisational needs, supported by performance assessments, employee consultations, competency evaluations and strategic priorities. Importantly, identifying a skills gap should never be treated as an exercise in exposing employee weaknesses. It should create opportunities for meaningful professional development while helping organisations understand where their systems may also require improvement.

Once the actual gap has been established, the intervention becomes clearer. Some employees may benefit from formal training, others from coaching, mentoring, practical exposure or improved operational support.

The objective should never be training for its own sake, but improved organisational capability.

A skills gap is not merely evidence of what employees cannot do. It is also an indication of what an organisation has not yet enabled them to achieve.

Perhaps the most important question is therefore not, What training do our employees need? but rather, What is preventing our people from performing at the level our organisation requires?

The quality of that answer will ultimately determine the value of any investment in capacity development.

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The pesky details of the national budget

There is something almost deliberately intimidating about a national budget.

Billions of Namibia dollars are announced in Parliament.

There are revenue projections, expenditure ceilings, fiscal deficits, debt ratios, development allocations, tax measures and three-year forecasts. There are acronyms, percentages and tables that can make the ordinary citizen's eyes glaze over.

Yet behind all those numbers lies a fairly simple question: How much money does the government have, where does it come from, where is it going, and what will Namibians get for it?

That is the real budget.

Minister of finance Ericah Shafudah's mid-term budget review, tabled today, is therefore more than an opportunity to announce revised figures.

It is a progress report on the promises made when the 2026/27 budget was presented in February.

And this is where the pesky details matter.

The original 2026/27 budget envisaged total spending of about N\$104.1 billion, against revenue of N\$89.8 billion.

The difference has to be financed, principally through borrowing. The original framework also provided about N\$81.3 billion for operational expenditure, while only N\$6.5 billion was set aside for government-funded development projects, with another N\$4 billion expected from loans and grants.

At first glance, N\$104 billion sounds enormous.

But a national budget is not a bank account containing N\$104 billion waiting to be spent. Much of it is already spoken for.

A useful way of understanding this year's budget is to imagine every N\$100 government spends. About N\$38.50 goes towards salaries and wages.

Another N\$28.70 is transferred to state-owned enterprises, local and regional authorities and individuals through social grants. About N\$9.60 pays for goods and services required to keep the government operating. That leaves only about N\$7.60 for capital spending, roads, schools, clinics, water infrastructure and other assets intended to serve Namibians over the longer term.

And about N\$15.60 of every N\$100 goes towards interest and borrowing costs.

Suddenly, the N\$104 billion looks rather different.

This is one of the great misunderstandings surrounding national budgets.

Citizens often hear that the government has allocated billions to a particular sector and reasonably ask: Where is the money?

The answer may be that much of the allocation is not actually available for new projects. It may be salaries. It may be transferred.

It may be debt service. It may be electricity, medicines, fuel,



maintenance or other recurrent costs. And then there is the difference between allocation and execution. This may be the most important detail of all. The government can allocate N\$1 billion to build infrastructure. That does not mean N\$1 billion has been spent, or that a kilometre of road has been constructed, a school completed or a hospital upgraded. Indeed, Shafudah herself has acknowledged that implementation is the problematic stage of the budget cycle.

Ahead of today's review, she challenged ministries and agencies to account for how far they had progressed with their commitments. The numbers emerging from the mid-term review illustrate the point.

By September, the government had spent about N\$47 billion of the N\$87 billion appropriated, an execution rate of 53.5%.

That is why the mid-term budget is so important. It provides an opportunity to move beyond promises and ask what has actually happened. It also reminds us that budgets are moving documents.

Last year's budget, for example, projected total expenditure of N\$106.3 billion for 2025/26. Development expenditure was initially projected at N\$12.8 billion, representing a significant increase from the previous year. Yet the fiscal framework was already under pressure from a widening deficit and rising debt. Total debt

was projected to reach N\$172 billion, or 62% of GDP, while interest expenditure was expected to rise to N\$13.7 billion.

Those numbers matter because today's budget inherits yesterday's decisions. Debt does not disappear when a new minister delivers a new budget speech. Nor do outstanding commitments. Nor does the cost of running the government. In 2026/27, interest payments were initially expected to be about N\$16.2 billion. That is money that cannot be spent on a new classroom, nurse, road or water pipeline because it is the price of borrowing undertaken over previous years. Then there is revenue. The government does not create

money simply because Parliament approves a budget. It must collect it. Much of that revenue comes from taxes, including income tax, corporate tax and VAT, while Southern African Customs Union receipts remain an important source of government income.

In February, SACU revenue was projected at N\$24.3 billion for 2026/27. When revenue disappoints, something has to give: expenditure must be reduced, borrowing increased, or both.

That is why the mid-term review's downward revision of revenue to N\$88.1 billion is significant. The revised appropriation is proposed to rise to N\$88.6 billion.

The pesky detail is that a budget deficit is not free money. Every additional borrowing decision creates a future obligation.

But the opposite is also true: cutting expenditure indiscriminately can have consequences for economic growth, employment and essential public services.

This is why budgets are ultimately exercises in choices and trade-offs. Namibia has also learned that external events can rapidly upset the neat assumptions contained in a budget. Foot-and-mouth disease, drought risks, global conflicts and fuel-price pressures can create demands that were not sitting neatly inside the original spreadsheet.

Economists have warned that these pressures could require additional spending while revenue remains under pressure. So perhaps the best way for citizens to read a national budget is not to become economists overnight. Ask five simple questions.

How much is coming in? How much is going out? How much is borrowed? How much is actually being spent? And what tangible result does the spending produce?

That last question may be the most important.

Free tertiary education, for example, is not simply an allocation on a spreadsheet.

It should ultimately be judged by access, completion rates, the quality of education and whether graduates acquire skills relevant to the economy. Shafudah herself has argued that the government must examine the outcomes of such interventions rather than merely celebrating the allocation. The same principle applies to roads, hospitals, schools, social grants and state-owned enterprises.

A budget is not successful because the minister can announce a large number.

It is successful when the money produces something of value. That is the inconvenient, unglamorous and sometimes downright pesky detail of national budgets.

The speech lasts a few hours.

The numbers last for years.

And ultimately, it is not the billions announced in Parliament that citizens should remember.

It is what those billions actually bought.



Does the Namibian Church Need Redemption?

The black church once challenged the machinery of oppression. Today, it must confront an uncomfortable question: has it become too comfortable to challenge the machinery of power?

There was a time when the church in Namibia was more than a place of worship. It was a refuge, a source of education, a voice for the oppressed and, eventually, one of the most important moral forces challenging colonial rule and apartheid. When political resistance was suppressed, church leaders spoke. When activists were detained, church networks offered support. When the international community needed to understand what was happening inside the country, church representatives helped carry Namibia’s grievances beyond its borders. The church was not always united, nor was every denomination on the side of liberation. Nevertheless, the courage demonstrated by prominent black church leaders and congregations helped establish the moral legitimacy of the independence struggle. Thirty-six years after independence, an uncomfortable question deserves to be asked: Does the Namibian church, particularly the black church, need redemption? This is not an argument against Christianity, nor a dismissal of the enormous contributions made by generations of Namibian Christians. It is a challenge to an institution

whose historical authority was earned through sacrifice, but whose contemporary relevance cannot simply be assumed.

From missionary outposts to moral resistance

Christianity in Namibia developed through missionary activity during the nineteenth century. German Rhenish missionaries became influential in central and southern Namibia, while Finnish missionaries arrived in Ovamboland in 1870. Anglican and Catholic missions also established themselves over time. These institutions helped introduce formal education, healthcare and new forms of community organisation, although missionary activity was also entangled with colonial hierarchies and cultural disruption. The history of the church is therefore complicated. Some church institutions accommodated colonial authority, while others gradually became important platforms for resistance. The turning point came into sharper focus in 1971, when the Evangelical Lutheran Church in South West Africa and the Evangelical Lutheran Ovambo-Kavango Church issued an open letter condemning the injustices inflicted on black Namibians under South African rule. The letter challenged racial oppression

and called for Namibia’s right to self-determination. Other churches subsequently endorsed the position. In 1978, the Council of Churches in Namibia emerged as a vehicle for ecumenical cooperation. Its member churches included Lutheran, Anglican, Catholic, Methodist and African Methodist Episcopal congregations. It helped publicise human rights abuses, supported victims of repression and advocated for an internationally recognised path to independence. Church leaders faced intimidation and other forms of state repression for their positions. The black church was not merely preaching freedom from the pulpit. At its most courageous, it was helping to define what freedom meant. Its message was that the dignity of a Namibian could not be separated from the right to live without racial discrimination, political persecution and colonial domination. That history matters because it establishes the standard against which the church must now be judged.

The problem with inheriting moral authority

Independence changed the relationship between the church and the state.

The enemy that once gave religious resistance a clear political focus was gone. The country had a Constitution, universal suffrage and a government elected by its citizens. The church could no longer define its public mission primarily through opposition to colonial rule. It needed a new calling. That transition has not always been straightforward. Academic research on church-state relations in Namibia has identified a longstanding tension: churches that stood alongside the liberation movement subsequently found it difficult, in some instances, to maintain sufficient independence from the governing establishment. The struggle for justice had helped bring church leaders and political leaders together, but that history could complicate the church’s ability to challenge those who had become the custodians of state power. This is where the problem begins. A church that once challenged an unjust government must be prepared to challenge an unjust decision by a government it helped bring into existence. Its moral authority cannot depend on whether those in power are political allies, former comrades or fellow worshippers. Nor can the church claim that its historical contribution entitles it to

permanent respect. Respect must be renewed through conduct. Has the black church become too comfortable in the company of political power? Has the proximity of some church leaders to ministers, presidents and influential businesspeople weakened the urgency of their prophetic voice? Have ceremonial prayers at official functions, presidential appearances in congregations and public displays of religious fellowship sometimes become substitutes for the difficult business of holding authority accountable? These are questions, not verdicts against every denomination or pastor. But they deserve honest answers. The Constitution establishes Namibia as a secular democratic state. The church is entitled to participate in public life, just as citizens and other civil society organisations are. However, its religious influence should not exempt it from scrutiny or give any political establishment an automatic claim on its loyalty. The church’s first responsibility must be to its principles, not to political patrons.

When the institution becomes more important than the people

The critique of the African Methodist



Episcopal Church presented in the accompanying commentary offers a useful lens through which to examine this challenge. Its author describes an institution preoccupied with titles, boards, conferences, elections, social standing and internal politics. The criticism is not that church structures are inherently unnecessary. It is that the machinery intended to advance a spiritual mission can gradually become an end in itself. That warning resonates beyond the AME denomination. Across Namibia’s diverse Christian traditions, an uncomfortable question can be asked: how much energy is devoted to church administration, leadership contests, anniversaries, elaborate ceremonies and the prestige attached to ecclesiastical office, compared with the effort invested in transforming the circumstances of vulnerable people? A church needs buildings, administrators, budgets and leadership structures. These are not sins. The problem arises when the institution’s preservation becomes more important than its mission. A congregation can be impeccably organised, beautifully dressed and financially successful while the surrounding community struggles with unemployment, hunger, addiction, family breakdown and the despair that accompanies limited opportunities. A pastor’s title cannot feed a hungry child. A conference resolution cannot, by itself, rehabilitate a young person struggling with substance abuse. A grand anniversary celebration cannot substitute for sustained intervention in a community confronting violence or poverty. The question is not whether Namibian churches undertake charitable work.

Many do, and their contributions to pastoral care, education, community support and assistance to vulnerable households should not be dismissed. The Council of Churches in Namibia, too, retains a stated commitment to serving society and speaking for vulnerable people. The question is whether these efforts are commensurate with the scale of the social challenges facing the country, and whether churches are willing to measure their impact rather than merely announce their intentions. **A nation in need of a prophetic voice** Namibia’s challenges demand more than occasional sermons about morality. Persistent unemployment, especially among young people, raises profound questions about dignity, purpose and social inclusion. Inequality continues to shape access to opportunity. Substance abuse damages families and communities. Gender-based violence demands more than expressions of outrage after another tragedy. Corruption and the misuse of public resources undermine the social contract between citizens and the state. Where, in these national conversations, is the sustained, coordinated and unmistakable voice of the black church? There are individual pastors, congregations and Christian organisations doing important work. It would be unfair to suggest that the entire church is silent or indifferent. Nor should every social problem be laid at the church’s door. The government has constitutional responsibilities, businesses must create economic opportunities, families have their own obligations, and civil society includes many actors

beyond religious institutions. Nevertheless, the church occupies a unique position. It reaches communities across geographical, economic and social boundaries. It has access to people who may be beyond the reach of conventional social services. It possesses buildings, networks, volunteers and moral traditions that could support practical interventions. It also has the capacity to convene people who would not otherwise sit around the same table. Imagine a black church that treats youth unemployment not simply as a subject for prayer, but as a call to establish vocational training partnerships, apprenticeship networks, entrepreneurship programmes and mentorship initiatives. Imagine congregations collaborating on shelters, counselling services, addiction recovery and support for survivors of domestic violence. Imagine church leaders systematically scrutinising public expenditure, advocating for transparent institutions and demanding measurable progress on promises made to poor communities. None of this requires the church to become a political party or abandon its spiritual purpose. It requires the church to connect its teachings to the conditions in which people actually live. Prayer and practical action are not competing obligations. **Redemption begins with self-examination** Perhaps the most damaging development would be for church leaders to dismiss criticism as an attack on Christianity itself. Institutions that claim to teach humility, repentance and

accountability should be particularly willing to practise those virtues. If the church expects individuals to acknowledge their shortcomings, it must be prepared to examine its own conduct. That examination should begin with leadership accountability, transparent financial practices, meaningful participation by young people and women, and a willingness to confront misconduct regardless of the position or popularity of the person involved. It should also include a serious reassessment of the relationship between the church and political power. Independence was not a transfer of moral responsibility from colonial rulers to a new government. It was an opportunity to build a society in which every institution, including the church, could contribute to justice and democratic accountability. The church must also rediscover the courage to speak uncomfortable truths to its own congregations. Preaching against corruption while tolerating dishonesty within church structures, condemning violence while silencing victims, or advocating compassion while humiliating the poor would represent a contradiction between professed belief and institutional behaviour. No denomination is immune to these dangers. The black church is not a monolith, and its many congregations should not be judged collectively by the failings of individual leaders. But neither should diversity become an excuse for avoiding a broader conversation about institutional relevance. **The final question** Does the Namibian church need redemption? If redemption means abandoning Christianity, the answer is no.

If it means returning to the principles of service, courage, humility, justice and solidarity that gave the black church much of its moral authority during the liberation struggle, then the question deserves serious consideration. The church cannot live indefinitely on the reputation of its ancestors. The courage of Bishop Leonard Auala, Bishop Kleopas Dumeni, Bishop Colin Winter and other religious figures who confronted injustice belongs to Namibia’s history. It should inspire the present generation, not provide it with a comfortable refuge from scrutiny. The challenge is to move from commemorating prophetic leadership to practising it. Namibia does not need a church that merely blesses the nation at official ceremonies. It needs a church that helps heal its wounds, strengthens its communities, confronts injustice and reminds those who govern that public office is a responsibility, not a privilege without limits. It needs congregations whose success is measured not only by attendance, buildings or financial collections, but also by the lives improved beyond their walls. Ultimately, redemption cannot be declared from a pulpit, conferred at a conference or secured through another grand anniversary. It must be demonstrated in service. The black church once helped Namibia imagine a future beyond oppression. The question now is whether it can help the country confront the injustices, disappointments and social fractures of the present. History has already recorded what the church did when Namibia needed liberation.



How do we kill the tribe before the tribe kills the nation?

Namibia must find a way to preserve traditional leadership without financing tribalism, rewarding succession battles or turning cultural titles into gateways to state resources.

When six traditional authorities received vehicles valued at N\$4.29 million in Otjiwarongo this week, the handover was presented as an investment in traditional leadership and community development.

The vehicles, supplied by Oonani Investments Group, the business arm of the Namibia Traditional Authorities Trust, were valued at N\$715,000 each.

The minister of urban and rural development, James Sankwasa, attended the ceremony. The initiative is supported by revenue from government fishing quotas allocated to the trust.

There is nothing inherently wrong with providing traditional authorities with the resources necessary to serve their communities.

Chiefs and headpersons cannot be expected to perform legitimate administrative duties, attend community meetings and address rural development needs without

adequate logistical support.

But the handover raises a much bigger question about the relationship between traditional leadership, public resources, ethnic identity and nation-building.

How does Namibia sustain traditional authorities without inadvertently sustaining tribalism?

And, more provocatively, can Namibia build a common national identity while the institutions responsible for preserving traditional identities sometimes become arenas for ethnic competition, succession battles and contests over access to resources? These are uncomfortable questions, but a country serious about nation-building cannot afford to avoid them

When the tribe must give way to the nation

The Tanzanian statesman Julius Nyerere is widely associated with the provocative formulation that, for the nation to live, the tribe must die. The precise wording and attribution of the familiar quotation are

sometimes disputed, but the underlying argument is unmistakable: a newly independent African nation cannot flourish if ethnic allegiance consistently takes precedence over common citizenship.

Nyerere was not advocating the destruction of African cultures, languages or traditions. His political project was to cultivate a national identity capable of uniting diverse communities around a shared future. That distinction matters enormously in Namibia.

Our Constitution recognises the equal dignity of citizens and protects cultural, linguistic and religious diversity.

Traditional authorities also have a recognised place in our constitutional and legislative framework. They are not relics that can simply be abolished by presidential decree.

Indeed, traditional leadership can contribute meaningfully to social cohesion, the preservation of indigenous knowledge, customary dispute resolution and community

development.

The danger arises when cultural identity becomes a political instrument, when belonging to a particular community is treated as a qualification for preferential access to opportunity, or when traditional institutions become vehicles for competition over state recognition, financial benefits and influence. The objective should therefore not be to kill the tribe in the literal sense. It should be to eliminate tribalism as a governing principle while preserving the cultural inheritance that gives communities their identity. Namibia needs its traditions. It does not need a politics in which ethnicity determines who deserves power, resources or recognition.

The expensive business of succession

One of the most troubling features of Namibia's traditional leadership landscape is the recurring spectacle of succession disputes that end up in the courts.

These battles are not merely family disagreements about genealogy, customary rules or the rightful occupant of a throne.

They can divide communities, create rival factions, delay administration and consume public resources through investigations, litigation and prolonged uncertainty.

At the 27th annual meeting of the Council of Traditional Leaders in Otjiwarongo this week, President Netumbo Nandi-Ndaitwah warned that succession disputes were draining state resources and weakening communities.

She also called for traditional leaders to address corruption, land grabbing, illegal fencing and the unauthorised sale of communal land.

The President's warning deserves serious attention.

A traditional authority exists to serve a community, not to hold that community hostage to a leadership dispute.

Of course, litigation is a constitutional right. Nobody should be prevented

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from approaching the courts when customary procedures have been violated, when a decision is unlawful or when legitimate rights have been infringe.

Nor should the government impose its preferred candidate on a community simply because a succession dispute has become inconvenient.

But there is a difference between protecting the right to justice and allowing succession disputes to become a recurring drain on public administration.

The question is why so many disputes prove so difficult to resolve within the customary systems that traditional authorities themselves administer. If a community’s customary law determines succession, those rules should be documented, understood and applied consistently.

The process should not suddenly become mysterious when a leader dies and competing claimants emerge. The government should work with traditional authorities to establish clear succession procedures, credible mediation mechanisms and customary appeals processes, while preserving access to the courts where necessary.

More importantly, it must confront the incentives surrounding traditional office.

We must be careful not to accuse individual claimants of pursuing titles for financial gain without evidence. Some succession disputes arise from genuine disagreements about genealogy, custom and legitimacy. Nevertheless, it would be naïve to ignore the possibility that access to state-funded allowances, administrative resources, land-related influence and other benefits can increase the stakes of a succession battle.

When a title carries material advantages beyond the responsibility to serve, the temptation to fight over it becomes greater.

This is not unique to Namibia. Research examining traditional governance in the country has documented how state recognition, financial incentives and political relationships can shape competition among traditional authorities. It has also highlighted the proliferation of claims for recognition and the difficulties associated with resolving succession disputes.

The implication is not that traditional leaders are inherently self-interested. It is that institutions must be designed to reward service rather than make office an attractive prize in itself.

Who is accountable to whom?

The vehicle handover brings this question into sharp focus. The funding arrangement involves a trust whose business arm receives revenue from government fishing quotas. The trust says it is using those resources to support traditional authorities and their communities. That may be a legitimate and worthwhile objective. But where public resources, state-granted commercial opportunities and community benefits intersect, transparency becomes indispensable. Namibians should be able to understand how the quotas were allocated, how the trust generates and manages its revenue, how decisions about expenditure are made and what criteria determine which traditional authorities receive support first. The public should also know what obligations accompany the assistance. Are the vehicles intended for



Photo: Contributed

official community duties? Who is responsible for fuel, maintenance and insurance? Will their use be audited? What happens when a vehicle is used for purposes unrelated to the community?

These are not hostile questions. They are basic questions of accountability. If the vehicles are genuinely instruments of service delivery, their use should be demonstrable. Traditional authorities should be able to report on the communities reached, administrative duties performed and practical benefits delivered. The same principle should apply to other forms of assistance. A vehicle should not become a symbol of status. It should be a tool of service. Nor should access to support depend on political loyalty, personal relationships or a traditional leader’s closeness to those in government. Such perceptions, even when unsupported in a particular case, can undermine confidence in both government and traditional institutions. Support must be allocated according to transparent, defensible criteria.

The state must stop confusing recognition with nation-building

The government has a delicate responsibility here. Traditional authorities are neither ordinary private associations nor departments of the state. They derive legitimacy from their communities’ customary systems, while their recognition and certain functions are governed by national law. The Traditional Authorities Act provides for the recognition of traditional leaders, their responsibilities and the handling of disputes. It also recognises the role of

customary law, subject to the Constitution and other applicable legislation. This framework should be strengthened where necessary, not manipulated for political convenience. The government must resist the temptation to treat traditional leaders as political intermediaries whose value lies in their ability to deliver community support to a governing party. Traditional authorities should not be rewarded for political allegiance, nor punished for expressing legitimate criticism. Equally, traditional leaders must understand that cultural authority does not place them above constitutional obligations, financial accountability or the rights of the citizens they serve. The state should not decide who a community’s rightful traditional leader is merely because one candidate is politically convenient. But neither should the government allow unresolved leadership disputes to become permanent administrative arrangements that leave communities without effective leadership. There must be clear rules, fair processes and reasonable expectations of resolution. And where a traditional authority receives public support, the corresponding obligation to demonstrate public benefit must be unmistakable.

Preserving culture without institutionalising tribalism

The most important distinction Namibia must make is between cultural pride and tribalism. There is nothing wrong with an Oshiwambo-speaking Namibian celebrating language and heritage, a Nama community preserving customary practices, a Herero

community maintaining its traditions, or a San community protecting its indigenous knowledge. These are legitimate expressions of cultural identity. Tribalism begins when identity becomes a basis for exclusion, hostility, preferential treatment or the belief that one’s community is inherently more entitled to power and resources than another. Traditional authorities can either help bridge these divisions or reinforce them. A responsible traditional leader should be a custodian of culture and a guardian of community welfare, while also recognising the equal citizenship of people beyond the boundaries of that community. That means rejecting hate speech, discouraging ethnic scapegoating, cooperating across traditional boundaries and supporting national policies that advance the interests of all Namibians. It also means ensuring that customary practices remain consistent with constitutional rights, including equality and human dignity. We should not expect traditional authorities to abandon their identities. We should expect them to demonstrate that cultural preservation and national unity are compatible.

What must change?

First, the government should establish transparent standards for public funding and material support to traditional authorities. Every allocation should have a clear purpose, published criteria and appropriate oversight. Second, succession procedures should be documented in accordance with the customary laws of individual communities. Mediation and customary dispute

resolution should be strengthened without removing the right to seek judicial protection.

Third, traditional authorities receiving public support should report periodically on their administrative activities, community engagement and use of resources. Accountability should be proportionate to the assistance received and the functions performed.

Fourth, the government must maintain political neutrality in recognition and support decisions. Traditional leadership should not become an extension of party politics.

Finally, Namibia needs a stronger civic education programme that teaches citizens that cultural identity and national citizenship are complementary. A Namibian does not become less Ovambo, Nama, Herero, Damara, Kavango, San or Capravian by embracing a common national identity. The nation is not the enemy of culture. It is the framework within which different cultures can coexist as equals.

The tribe must not become bigger than the nation

The six vehicles delivered in Otjiwarongo may well improve the ability of their recipients to serve their communities. If they do, the initiative deserves recognition for what it achieves.

But the bigger test is whether Namibia can support traditional institutions without creating incentives for ethnic competition, political patronage or endless battles over office.

The country cannot afford a system in which traditional titles are coveted more for their material advantages than for the obligations they impose. Nor can it afford succession disputes that repeatedly fracture communities while consuming the time and resources of public institutions. Traditional leadership must be about service, not entitlement; stewardship, not status; and cultural preservation, not ethnic exclusion. Nyerere’s challenge remains relevant because independence is not completed merely by raising a national flag or adopting a Constitution. Nation-building is a continuous process of persuading citizens that they share a future greater than the sum of their separate identities. Namibia should not seek to kill its tribes. It should seek to kill the tribalism that places ethnic allegiance above equal citizenship, the patronage that turns recognition into a political reward, and the opportunism that makes public resources more attractive than public service. The ultimate test of traditional leadership is not the grandeur of its titles, the age of its customs or the price of its vehicles. It is whether the people it represents are better served, whether its institutions command legitimate respect, and whether it contributes to a country in which every citizen belongs.

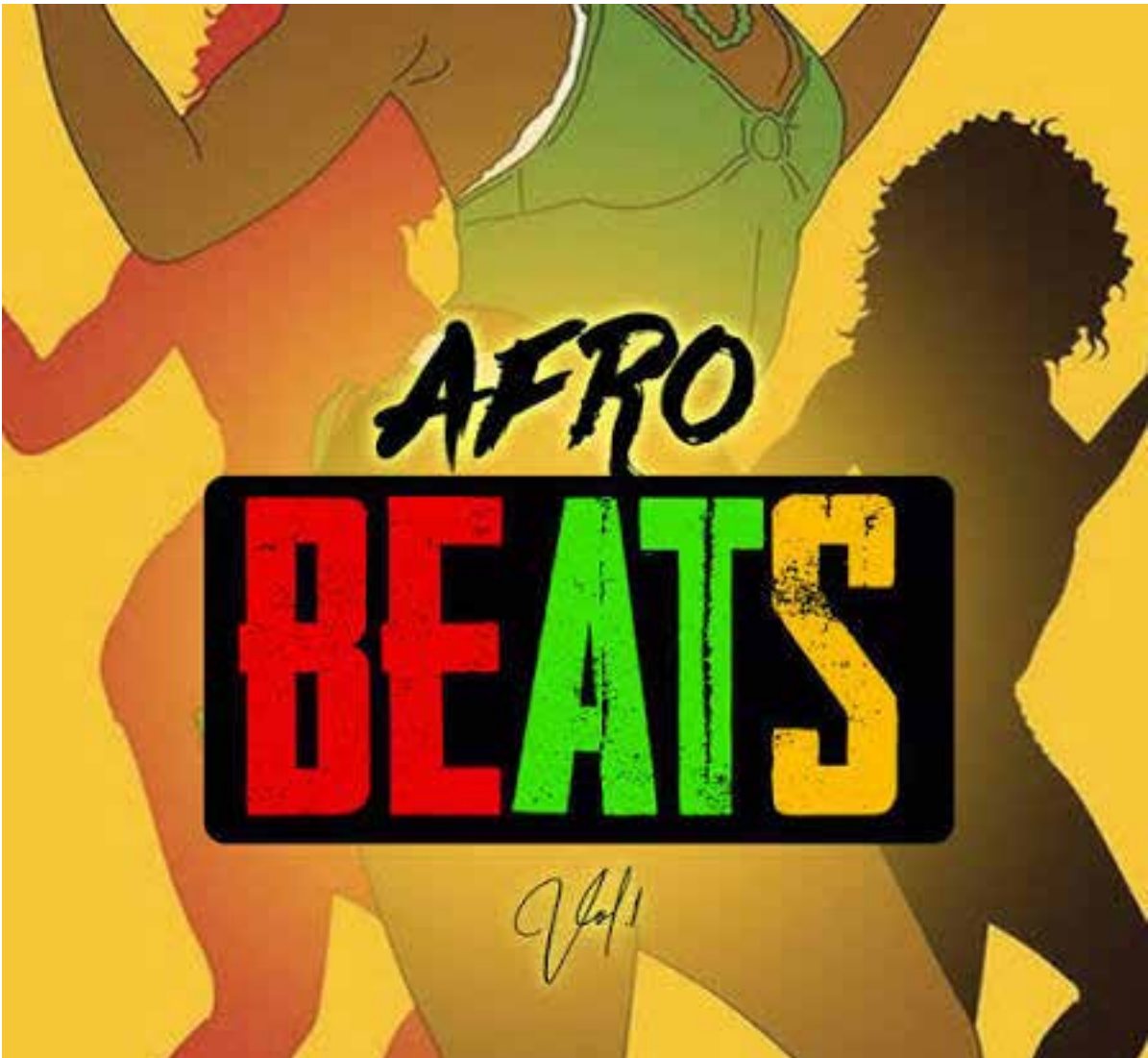
The tribe can survive. The nation must prevail.

Afrobeats celebrates cybercrime and it’s becoming a global problem

Ie, survival and divine favour, making it feel not just normal, but earned. And because Afrobeats is now heard everywhere, these ideas are travelling with it. More than just ‘hustle culture’ It is tempting to dismiss fraud themed lyrics as bravado. They can seem like a form of performative edginess, not unlike gangsta rap. Gangsta rap is a branch of hip hop in which hustling, toughness and street survival became both narrative material and cultural style. But that reading misses the depth of what’s happening. Our analysis shows that these songs use subtle rhetorical moves to present fraud as something other than wrongdoing. One of the most pervasive techniques is what researchers call euphemistic labelling. Fraud is rarely called fraud in Afrobeats songs. It becomes “hustle”, “grind” or “blessing”. Lyrics frame scamming as honest work blessed by God, stripping away its moral weight. In one track, the phrase “work and pray for the payday” wraps a reference to cybercrime in the language of religious devotion and diligence. Victims fare even worse. In these songs, they are rarely granted humanity. They become “maga” or “mgbada”, terms linked to the Igbo word for antelope, casting the fraudster as hunter and the victim as prey. In this language, victims are no longer people to be harmed, but targets to be chased: “clients”, “profiles”, even “cash cows”. We argue that this dehumanisation is not incidental. It makes exploitation feel rational, even honourable.

God, juju, and the spiritual economy of fraud

Perhaps the most striking finding in our research is the pervasiveness of what we call cyber-spiritualism. Across multiple tracks, success in online fraud is framed not as a product of skill or cunning but as a matter of divine favour and ritual protection. This aligns with a broader phenomenon scholars have documented in Nigeria known as “Yahoo Plus” or cyber spiritualism, a variant of internet fraud in which digital scamming is combined with spiritual practices such as juju rituals, charms and incantations. The idea is that metaphysical forces can be mobilised to manipulate victims, attract luck and protect perpetrators. What is striking is how openly some of these beliefs appear in music. One track includes lyrics invoking Aje – a Yoruba deity associated with wealth – while another frames a ritual object (“soap”) as essential spiritual insurance for a fraudster. Another song merges Islamic thanksgiving phrases with references to successful scam transactions, as if divine gratitude and financial crime can occupy the same moral space. Fraud,



in this framing, is not a choice. It is destiny.

Why this matters beyond Nigeria The genre now circulates across continents, through algorithms and playlists, reaching audiences who may know little about Nigeria’s specific struggles. These include a high unemployment rate, elite corruption, and the longer afterlives of British colonial rule. In some of these lyrical worlds, fraud is not framed simply as greed but as a way of taking back from a global order understood to

have first taken from them. Similar justifications also appeared in interviews with active scammers in Ghana. The fraud narratives in these songs emerge from real and painful structural conditions: blocked opportunities, absent institutions, the pressure on young men to provide for their families. Understanding those conditions is essential. But as these lyrics travel globally, they become detached from their context. For diasporic

or international listeners, “maga don pay”, meaning “the senseless animal has paid”, stops being a commentary on poverty and starts sounding like a lifestyle aesthetic, a marker of ingenuity, cosmopolitan hustle and transgressive cool. Our research also reveals a telling career dynamic. Emerging artists lean heavily on fraud references to establish credibility and street authenticity. More established artists tend to drop them as their careers develop. Fraud talk, in

other words, is a currency for those still trying to break through. This makes it all the more concentrated among the youngest, most influential voices in the genre.

What should be done?

I want to be clear: this research is not a moral panic about Afrobeats. The genre is not responsible for cybercrime, and reducing it to a crime soundtrack would be both inaccurate and deeply unfair to its richness and complexity. But music is never politically or morally neutral. When lyrics consistently dehumanise fraud victims, frame exploitation as a divine blessing and circulate these ideas to hundreds of millions of people, the cultural consequences are real. My previous study on scammers and their allies reports on that. Streaming platforms must take seriously their role in amplifying these narratives. Policymakers, educators and the music industry itself need to understand the moral ecosystems in which cybercrime thrives.-The Conversation

**NOTICE FOR PUBLIC PARTICIPATION
ENVIRONMENTAL IMPACT ASSESSMENT**

Environam Consultants Trading cc (ECT) hereby gives notice to all potentially Interested and Affected Parties (I&APs) that an application will be made to the Environmental Commissioner in terms of the Environmental Management Act (No 7 of 2007) and the Environmental Impact Assessment Regulations (GN 30 of 6 February 2012) for the following:

PROJECT NAME: Proposed 1 Tonne Per Day Cathode Copper Production Project on Portion 59 (A Portion of Portion 8) of the Consolidated Farm Okahandja Townlands No. 277, Okahandja, Otjozondjupa Region, Namibia

PROJECT LOCATION: Portion 59 (a Portion of Portion 8) of the Consolidated Farm Okahandja Townlands No. 277, Okahandja, Otjozondjupa Region

PROJECT DESCRIPTION: The project will comprise the following processes:

- Crushing, Agitation Leaching, Filtration, Extraction-Stripping, and Electrowinning.

PROPOSER: Hafsa Peak Investments CC

REGISTRATION OF I&APs AND SUBMISSION OF COMMENTS: All Interested and Affected Parties (I&APs) are hereby invited to register and submit their comments, concerns or questions in writing, kindly contact:

Email: colin@environam.com

Mobile: +264 81 458 4297/+264 81 240 5365 on or before **23 October 2026**.

A public consultation meeting will be held on site at **Portion 59** (a Portion of Portion 8) of the Consolidated Farm Okahandja Townlands No. 277, Okahandja, Otjozondjupa Region on **Friday, 16 October 2026 at 10:00-11:00**.

NOTICE FOR ENVIRONMENTAL IMPACT ASSESSMENT

Notice is hereby placed to inform all potentially Interested and Affected Parties (I & APs) that an application for Environmental Clearance Certificate will be made to the Ministry of Environment, Forestry and Tourism, in line with the provisions of Environmental Management Act 7 of 2007 and its Regulations of 2012.

Project Name: Environmental Impact Assessment for the establishment of exploration activities for dimension stones, base and rare metals, industrial minerals, precious metals and nuclear fuel minerals on EPL 10747, Karibib District, Erongo Region.

Project Location: The EPL 10747 is situated approximately 36 Km south of Karibib in Erongo Region.

Project Description: The proposed project includes establishment of exploration activities for dimension stones, base and rare metals, industrial minerals, precious metals and nuclear fuel minerals on EPL 10747, Karibib District, Erongo Region.

Proponent: Ms. Esser Pawa Nankosho

In line with Namibia's Environmental Management Act (No. 7 of 2007 and EIA Regulations (GN 30 of 6 February 2012), all Interested and Affected Parties (I & APs) are hereby invited to register, request for Background Information Document (BID) and submit inputs on the email provided below, on or before 06 November 2026. A public participation meeting will be conducted as follows:

Place: Karibib Community Hall, Erongo Region

Date: 24 October 2026

Time: 10h00 am

For any inquiries please contact:

Consultant: Omapiji Tagyaya Archaeological and Heritage Consultants cc

☎: +264 81 6680633

✉: otahconsultants@gmail.com

**WELWITSCHIA
PROJECT MANAGERS**

STRATEGY. GOVERNANCE. EXECUTION. IMPACT.

Welwitschia Project Managers seeks the services of a **Program Manager** to lead and ensure the successful delivery of complex, strategic programs for a diverse client portfolio. The ideal candidate will have at least 10 years' proven experience in program and project management, strong leadership capabilities, and a track record of delivering complex initiatives.

Key responsibilities:

- Provide strategic leadership and governance for multiple projects.
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- Align programme outcomes with client objectives and strategy.
- Lead & mentor Project Managers and multidisciplinary teams.
- Collaborate with clients and key stakeholders to maximise strategic value and benefits realisation.

Qualifications:

- Master's in project management, engineering or a related field.
- PMI Program Management Professional (PgMP®) certification is mandatory.
- Proficiency in PM tools including Ms. Project and PMIS systems.
- PMP®, PMI-RMP®, or other relevant certifications will be an added advantage.
- Excellent leadership, negotiation, communication, and relationship management skills.

Closing date: **23 October 2026**
Please submit CV and Cover letter to:

victor@welwitschiaproject.com
Office: +264 83 783 7333
Welwitschia Project Managers.
P.O. Box 4195, Windhoek

CALL FOR PUBLIC PARTICIPATION
ENVIRONMENTAL IMPACT ASSESSMENT FOR
MINERAL EXPLORATION ON EPL 9020

This notice serves to inform all interested and affected parties that an application for the environmental clearance certificate will be launched with the Environmental Commissioner in terms of the Environmental Management Act (No.7 of 2007) and the Environmental Regulations (GN 30 of 2012).

Location: The license area is located about 60 km west of Khorixas. The proponent intends to explore for Copper, Gold, Silver and Lithium. Exploration methods may include geological mapping, geophysical surveys, sampling and drilling.

Proponent: New Wind Investment (Pty) Ltd

All interested and affected parties are hereby invited to register and submit their comments regarding the proposed project on or before **15/11/2026**. Contact details for registration and further information:

Impala Environmental Consulting

Mr. S. Andjamba
Email: public@impalac.com, **Tel:** 0856630598



NOTICE OF ENVIRONMENTAL IMPACT ASSESSMENT

APPLICATION FOR ENVIRONMENTAL CLEARANCE CERTIFICATE FOR THE DESIGN, CONSTRUCTION AND OPERATION OF A 1000 MW SOLAR PLANT IN BETHANIE, KARAS REGION.

OUTRUN CONSULTANTS CC HEREBY GIVES NOTICE OF THE ENVIRONMENTAL IMPACT ASSESSMENT FOR THE DESIGN, CONSTRUCTION AND OPERATION OF A 1000 MW SOLAR PLANT.

The exact location of the project site is highlighted in the Background and Invitation to participate Document (BID). An EIA is being commissioned as required under the Environmental Management Act, 7 of 2007 and Regulations of 2012. Interested and Affected Parties are invited to register and attend meetings as detailed below.

PROPONENT(S): ENGHONO POWER COMPANY (PTY) LTD

PROJECT ACTIVITIES: DESIGN, CONSTRUCTION AND OPERATION OF A 1000 MW SOLAR PLANT.

CONTACT DETAILS: Josiah – 0812 683 578,

E-Mail: outrungreeninfo@gmail.com



PUBLIC NOTICE

ENVIRONMENTAL SCOPING ASSESSMENT AND ENVIRONMENTAL MANAGEMENT PLAN

PROPOSED SMALL-SCALE COPPER, SILVER AND ZINC MINING ACTIVITIES ON MINING CLAIMS MC76695, MC76696, MC76697, MC76699, MC76700, MC76701, MC76702 AND MC76703, KHOWARIB–WARMUELLE AREA, KUNENE REGION, NAMIBIA

Notice is hereby given to the public and all Interested and Affected Parties (I&APs) that **Yaokang Investment CC** has appointed **Augite Environmental Consultants CC** as the independent Environmental Assessment Practitioner (EAP) to undertake an Environmental Scoping Assessment (ESA) and prepare an Environmental Management Plan (EMP) for the proposed small-scale copper, silver and zinc mining activities.

The environmental assessment is being conducted in accordance with the Environmental Management Act, 2007 (Act No. 7 of 2007), and the Environmental Impact Assessment Regulations, 2012, in support of an application for an Environmental Clearance Certificate (ECC).

PUBLIC PARTICIPATION AND INVITATION TO COMMENT

All Interested and Affected Parties, including local communities, Traditional Authorities, conservancies, landowners, farmers, businesses, government institutions and other stakeholders, are hereby invited to register and submit comments, concerns or recommendations regarding the proposed project.

Stakeholders are encouraged to raise matters relating to potential environmental and socio-economic impacts, including water resources, biodiversity, land use, livestock and grazing, employment opportunities, community health and safety, and rehabilitation.

A public consultation meeting may be arranged and announced separately should further stakeholder engagement or enquiries be required.

REGISTRATION AND SUBMISSION OF COMMENTS

Interested and Affected Parties wishing to register, obtain further project information or submit comments should contact:

Environmental Assessment Practitioner: Augite Environmental Consultants CC

Contact Person: Dr Ismael Kanguechi

Email: kkanguechi0@gmail.com

Telephone: +264 81 706 9027

CLOSING DATE FOR REGISTRATION AND COMMENTS: 24 OCTOBER 2026

All comments received will be recorded and considered during the environmental assessment process.

PUBLIC PARTICIPATION IS ENCOURAGED TO ENSURE THAT RELEVANT ENVIRONMENTAL AND SOCIO-ECONOMIC CONCERNS ARE ADEQUATELY CONSIDERED.



REZONING NOTICE

Notice is hereby given in terms of Section 10 (1) of the Regulations relating to the Urban and Regional Planning Act (Act No. 5 of 2018), that **Afrishine Investment CC**, intend to submit an application to the Otjiwarongo Municipality and the Urban and Regional Planning Board **in terms of section 105(1)(a)(f) of the Urban and Regional Planning Act, 2018 (Act No. 5 of 2018)** on behalf of the registered owners for the:

- **The rezoning of Erf 454 (A Portion of Erf No. 906), Otjiwarongo from Residential 1 with a density 1:700 to Residential 2 with a density of 1:100,**
- **Deletion of conditions relating to land and**
- **Consent to construct and operate a guesthouse whilst rezoning is in process**

Erf 454 is situated within the Otjiwarongo Proper Township, specifically within the Central Business District area along Ramblers Street. The property is currently zoned Residential Zone 1 with a density of 1:700 m² and measures approximately 1,229 m² in extent.

The surrounding area is characterised by a diverse mix of land uses, including Residential Zone 1 and 2, Local Authority, Institutional, as well as private and public open spaces. The varied nature of these surrounding land uses contributes to the established mixed-use character of the area and provides an appropriate context for the proposed development.

Take note that a similar notice of the intent to rezone, have been posted on site, published in the Government Gazette as well as on the Notice Board of Notice Board of the Otjiwarongo Municipality Main office. The consultation with neighboring erf owners duly has been put in motion too.

The full application, locality plans and rezoning plans lie for inspection during the normal working hours at the Otjiwarongo Town Planning Division.

Do take note too that any person objecting to the proposed rezoning as set out above may lodge such objection together with the grounds thereof with the Chief Executive Officer, Otjiwarongo Municipality, Private Bag 2209, Otjiwarongo and/or the applicant in writing within **14 working days of the publication of this notice. The last date for comments/ objections is thus 6th November 2026.**

Applicant:
Afrishine Investment CC
P O Box 793
Swakopmund
Mobile: +264 81 3236024/ +264 81 285 7500
E-mail: afrishineinvestment75@gmail.com

REZONING NOTICE

Notice is hereby given in terms of Section 10 (1) of the Regulations relating to the Urban and Regional Planning Act (Act No. 5 of 2018), that **Afrishine Investment CC**, intend to submit an application to the Keetmanshoop Municipality and the Urban and Regional Planning Board **in terms of section 105(1)(a)(f) of the Urban and Regional Planning Act, 2018 (Act No. 5 of 2018)** on behalf of the registered owners for the:

- **Rezoning of Erf 339 Keetmanshoop from Residential I with a density of 1:600m² to Residential III with a density of 1:100m²,**
- **Deletion of Conditions Relating to Land, and**
- **Consent to Operate the Accommodation establishment whilst the rezoning is in process**

Erf 339 is located in Keetmanshoop’s CBD are and is situated along a 22m wide Street. The property measures 1 600m² in extent and with an existing main dwelling and out dwellings. It is proposed that **Erf 339, Keetmanshoop** be rezoned from “residential I” with a density of 1:600 to “residential III” to allow the owner of the property to fully develop residential units on the property with the possibility to operate a self-catering establishment on some of the rooms. The current zoning restricts the utilization of either one of the proposed developments mentioned above.

Take note that a similar notice of the intent to rezone, have been posted on site, published in the Government Gazette as well as on the Notice Board of Notice Board of the Keetmanshoop Municipality. The consultation with neighboring erf owners duly has been put in motion too.

The full application, locality plans and rezoning plans lie for inspection during the normal working hours at the Keetmanshoop Town Planning Division.

Do take note too that any person objecting to the proposed rezoning as set out above may lodge such objection together with the grounds thereof with the Acting Chief Executive Officer, Keetmanshoop Municipality, **Private Bag 2125, Keetmanshoop** and/or the applicant in writing within **14 working days of the publication of this notice. The last date for comments/ objections is thus 6th November 2026.**

Applicant:
Afrishine Investment CC
P O Box 793
Swakopmund
Mobile: +264 81 3236024/ +264 81 285 7500
E-mail: afrishineinvestment75@gmail.com

REZONING NOTICE

Notice is hereby given in terms of Section 10 (1) of the Regulations relating to the Urban and Regional Planning Act (Act No. 5 of 2018), that **Afrishine Investment CC**, intend to submit an application to the Gobabis Municipality and the Urban and Regional Planning Board **in terms of section 105(1)(a) of the Urban and Regional Planning Act, 2018 (Act No. 5 of 2018)** on behalf of the registered owners for the:

- **Rezoning of Erf 1039, Gobabis Extension 7 from “Residential” with a density of 1: Erf to “General residential 2” with a density of 1:100 and**
- **Consent to commence with the proposed development whilst rezoning is still in process.**

Erf 1039 is located in Kameelboom Street in Extension 7 along a 25m wide street. The property is currently zoned Residential with a density of 1 per Erf and measures 1 174m² in extent. The immediate surrounding erven to the site are characterized by single residential and business zoned erven, which makes the surrounding area dominantly residential in character.

It is proposed that **Erf 1309, Gobabis Extension 7** be rezoned from “residential” with a density of 1: ERF to “residential 2” to allow the owner of the property to develop 7 residential units on the property. The current zoning restricts the proposed development.

Take note that a similar notice of the intent to rezone, have been posted on site, published in the Government Gazette as well as on the Notice Board of Notice Board of the Gobabis Municipality. The consultation with neighboring erf owners duly has been put in motion too.

The full application, locality plans and rezoning plans lie for inspection during the normal working hours at the Gobabis Town Planning Division.

Do take note too that any person objecting to the proposed rezoning as set out above may lodge such objection together with the grounds thereof with the Chief Executive Officer, Gobabis Municipality, **P O Box 22, Gobabis** and/or the applicant in writing within **14 working days of the publication of this notice. The last date for comments/ objections is thus 6th November 2026.**

Applicant:
Afrishine Investment CC
P O Box 793
Swakopmund
Mobile: +264 81 3236024/ +264 81 285 7500
E-mail: afrishineinvestment75@gmail.com

REZONING NOTICE

Notice is hereby given in terms of Section 10 (1) of the Regulations relating to the Urban and Regional Planning Act (Act No. 5 of 2018), that **Afrishine Investment CC**, intend to submit an application to the Keetmanshoop Municipality and the Urban and Regional Planning Board **in terms of section 105(1)(a) of the Urban and Regional Planning Act, 2018 (Act No. 5 of 2018)** on behalf of the registered owners for the:

- **Rezoning of Erf 2517, Tseiblaagte Extension 5 from Residential I with a density of 1:300m² to Hospitality and**
- **Consent to construct and operate the accommodation establishment whilst the rezoning is in process**

Erf 2517 is located in the Tseiblaagte within Extension 5 along 10-meter-wide Street. The property is currently zoned Residential Zone I with a density of 1:300m² and measures 460m² in extent. The immediate surrounding erven to the site are characterized by residential zoned erven. It is proposed that **Erf 2517, Tseiblaagte Extension 5** be rezoned to “hospitality” to allow the owner of the property to fully develop residential units to allow the owner of the property to fully operate a self-catering establishment. Upon approval, the development will be registered with the Namibia Tourism Board. The current zoning restricts the utilization of the entire erf for the proposed establishment.

Take note that a similar notice of the intent to rezone, have been posted on site, published in the Government Gazette as well as on the Notice Board of Notice Board of the Keetmanshoop Municipality. The consultation with neighbouring erf owners duly has been put in motion too.

The full application, locality plans and rezoning plans lie for inspection during the normal working hours at the Keetmanshoop Town Planning Division.

Do take note too that any person objecting to the proposed rezoning as set out above may lodge such objection together with the grounds thereof with the Acting Chief Executive Officer, Keetmanshoop Municipality, **Private Bag 2125, Keetmanshoop** and/or the applicant in writing within **14 working days of the publication of this notice. The last date for comments/ objections is thus 6th November 2026.**

Applicant:
Afrishine Investment CC
P O Box 793
Swakopmund
Mobile: +264 81 3236024/ +264 81 285 7500
E-mail: afrishineinvestment75@gmail.com

REZONING NOTICE

Notice is hereby given in terms of Section 10 (1) of the Regulations relating to the Urban and Regional Planning Act (Act No. 5 of 2018), that **Afrishine Investment CC**, intend to submit an application to the Keetmanshoop Municipality and the Urban and Regional Planning Board **in terms of section 105(1)(a) of the Urban and Regional Planning Act, 2018 (Act No. 5 of 2018)** on behalf of the registered owner of Erf 339, Keetmanshoop for the:

- **The rezoning of Erf 1500 (A Portion of erf 1450) Keetmanshoop from Residential I with a density of 1:750 to Residential III with a density of 1:100 and**
- **Consent to construct whilst rezoning is in process**

Erf 1500 is located in the Keetmanshoop Proper Township also known as Noordhoek along a 22m wide street. The property is currently zoned Residential Zone I with a density of 1:750m² and measures 1 304m² in extent. The immediate surrounding erven to the site are characterized by residential zoned properties. It is proposed that **Erf 1500, Keetmanshoop** be rezoned to “residential III” to allow the owner of the property to fully develop residential units on the property.

Take note that a similar notice of the intent to rezone, have been posted on site, published in the Government Gazette as well as on the Notice Board of Notice Board of the Keetmanshoop Municipality. The consultation with neighbouring erf owners duly has been put in motion too.

The full application, locality plans and rezoning plans lie for inspection during the normal working hours at the Keetmanshoop Town Planning Division.

Do take note too that any person objecting to the proposed rezoning as set out above may lodge such objection together with the grounds thereof with the Acting Chief Executive Officer, Keetmanshoop Municipality, **Private Bag 2125, Keetmanshoop** and/or the applicant in writing within **14 working days of the publication of this notice. The last date for comments/ objections is thus 6th November 2026.**

Applicant:
Afrishine Investment CC
P O Box 793
Swakopmund
Mobile: +264 81 3236024/ +264 81 285 7500
E-mail: afrishineinvestment75@gmail.com



Michael Carrick is expected to be in charge for Sunday’s match against Bournemouth, Manchester United have already begun the process of identifying possible replacements.

Carrick carrying on as normal as Man Utd eye possible replacements

While head coach Michael Carrick is expected to be in charge for Sunday’s match against Bournemouth, Manchester United have already begun the process of identifying possible replacements. Eddie Howe, Antonio Conte and Julian Naglesmann are understood to have their eyes on the Old Trafford job. Sources say Carrick is carrying on as normal and has not been made aware of any imminent change following Wednesday’s humiliating 4-1 defeat by Italian side Como. That defeat was followed by captain Bruno Fernandes questioning Carrick’s tactics in the Champions League loss. The players have been given Thursday off, while United are still to confirm arrangements for Friday’s planned news conference to preview the Bournemouth match. Some senior figures at United are of the view that chopping and changing mangers so regularly in recent years has failed to arrest United’s decline, and that Carrick has been let down by players who are under-performing. That does not necessarily mean that Carrick is safe, of course. There remains major uncertainty over his future. But there is also an appreciation in some quarters of the progress that he and his squad made last season, and a view that he should be given more time to turn things around. For weeks, managers - in and out of work - have grown aware that the United job may become available. Howe, for example, is available and would be considered. Sources have indicated that the former Newcastle boss

is open to returning to management with Manchester United after leaving St James’ Park in the close season. Former Chelsea boss Conte and ex-Germany manager Naglesmann, who are also out of work, are also interested. Aston Villa head coach Unai Emery and Brighton boss Fabian Hurzeler’s stock is high with those in the corridors of power at United - but extracting them away from their respective clubs would be difficult.

Carrick’s possible fate echoes predecessors

For the third year in a row, United have publicly and financially backed a manager in the summer, but positive results have not followed. Ruben Amorim staggered on to January, but the shock League Cup defeat at League Two side Grimsby last August and the awful performance at Brentford less than a month later stripped away his safety net and gave United’s hierarchy nowhere to go when he attacked their influence. United looked extensively at other candidates, including Thomas Tuchel and Roberto de Zerbi, in the summer of 2024 before deciding to stick with Erik ten Hag. The Dutchman was dismissed in the October. Now, we have Carrick. There were dissenting voices when he was appointed on a permanent basis in May, but the majority of supporters felt 12 wins from 17 in interim charge and a place in the Champions League after a two-year absence meant the 45-year-old former United midfielder deserved a crack at the job.

But, as ever, results shape everything. There are numerous reasons behind the club’s poor form this season and blame can be apportioned across a variety of departments and to the very top of the club. However, the brutal truth is two wins from 11 games, and none in seven, their worst run since 2015-16 when eight matches without a win took Louis van Gaal to the brink of dismissal, is simply not good enough. And as head coach, Carrick bears significant responsibility for that.

What happens now?

Accusations of a lack of passion, desire and intensity have dogged United all season, having won just two of their matches in all competitions. The team has also been hampered by injuries and players failing to reach the level anticipated. While they have struggled in attack, they have also only kept a single clean sheet all season as form, results and confidence have all dipped. Mixed into that negativity has come explosive post-match comments from experienced defender Lisandro Martinez, attacking the recruitment, and Fernandes, attacking Carrick and his tactics. In between was the interview in the Athletic with Ten Hag when he spoke of ‘broken promises’ and a ‘toxic culture’. It all smacks of a club lacking control, discipline and a clear forward-looking strategy. There is certainly a view from senior figures around the club that while

overall recruitment can be questioned - specifically strengthening midfield in the summer at the expense of bringing in striking support for Benjamin Sesko or competition at left-back - the players have to take a significant amount of responsibility. Whether that helps Carrick is another matter. The proximity of United’s next Premier League game doesn’t make immediate change straightforward even if that was the thinking. Following Amorim’s dismissal in January, former United midfielder Darren Fletcher took over as interim manager for two games. Fletcher subsequently returned to his role as Under-18 coach, but two of the coaches who helped him, Jonny Evans and Travis Binnion, stayed with the senior set-up as part of Carrick’s team. United have a clear midweek coming up following their EFL Cup defeat by Brighton, who came back from two down to win at Old Trafford last month. That, in theory, would allow time to take stock without the immediate pressure a match can bring. Bournemouth secured their first Premier League win under new boss Marco Rose last week. They drew 4-4 in a memorable encounter at Old Trafford last season, prior to that, they won 3-0 on both of their previous two visits. It remains to be seen if Carrick will be in charge, and if so, how long after that. It seems the only certainty around Manchester United just now, is the sense of uncertainty – again. -BBC

GOSSIP

- Chelsea have joined Galatasaray in the hunt for Brighton’s 23-year-old Sweden midfielder Yasin Ayari. (Teamtalk), external
- Liverpool are not in any rush to open contract negotiations with Argentina midfielder Alexis Mac Allister despite the 27-year-old’s upturn in form this season. (Telegraph), external
- Manchester United are among several European clubs showing interest in FC Twente’s highly rated Dutch centre-back Ruud Nijstad, 18. (Athletic), external
- Barcelona and Real Madrid are among the clubs keeping tabs on Switzerland midfielder Johan Manzambi after the 21-year-old’s impressive start to his Aston Villa career. (Football Insider), external
- Sunderland are preparing a renewed bid to sign Sporting and Mozambique winger Geny Catamo, 25, in the January transfer window. (Teamtalk), external
- Everton are monitoring Dinamo Zagreb’s 24-year-old Croatia striker Dion Beljo as one of several options in the January window. (Football Insider), external
- Liverpool, and a number of top European sides, are interested in signing 18-year-old Mexico midfielder Gilberto Mora from Tijuana. (Marca), external
- Arsenal want to recoup the £55m they paid to sign Sweden striker Viktor Gyokeres, 28, with a deal more likely to happen at the end of the season than in January. (Football Insider), external
- Brazil forward Vinicius Jr was strongly tempted to move to Arsenal in the summer, but the 26-year-old now hopes to spend the rest of his career with Real Madrid. (Mail -), external
- Arsenal are leading the race among Premier League clubs to sign 20-year-old Turkey midfielder Can Uzun from Eintracht Frankfurt. (The Daily Briefing) Id reject offers for the 19-year-old, who has a release clause in excess of £84m. (Teamtalk), external
- Newcastle are keen on making a move for AC Milan and England defender Fikayo Tomori when the 28-year-old becomes a free agent in the summer. (Football Insider), external
- Arsenal are targeting a January move for Club Brugge striker Nicolo Tresoldi, 22, with the German reportedly valued at £42m. (Sun), external