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NAMIBIA BUSINESS REVIEW

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Govt earmarks N\$55m for Public-Private Partnerships

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Namport resumes talks on N\$3b Lüderitz oil hub after tender backlash

• TIRI MASAWI

The Namibia Ports Authority (Namport) will launch a second round of consultations with communities, traditional leaders and other stakeholders in October over its planned N\$3 billion oil and gas supply base at Lüderitz.

The port authority halted the pre-qualification tender in August after environmental concerns and objections from traditional leaders about Shark Island's sensitivity and ancestral graves.

Namport chief executive officer Andrew Kanime confirmed to Namibia Business Review on Thursday that discussions will focus on the project's Environmental Impact Assessment (EIA).

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Mnyupe to leave Green Hydrogen Programme

...Set to join proposed African Sustainable Industrialisation Institute



New entity seek Cabinet backing



New entity not connected to the Namibia Green Hydrogen Programme - Ithete



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Mnyupe to leave Green Hydrogen Programme

• TIRI MASAWI

Namibia's green hydrogen commissioner James Mnyupe is set to leave the institution and join the proposed African Sustainable Industrialisation Institute (ASII).

Mnyupe has been the project leader for the Namibia Green Hydrogen Programme (NGHP) since 2023 but there are allegations that he is struggling to get political support under President Netumbo Nandi-Ndaitwah's presidency.

The green hydrogen programme, a flagship created under former President Hage Geingob's term, is now facing political uncertainty.

"At the Global African Hydrogen Summit that took place this month, Mnyupe announced that he will be leading the African Sustainable Industrialisation Institute," Green Hydrogen Programme spokesperson Jona Musheko told *Namibia Business Review* last week.

Musheko denied that the decision was influenced by politics.

Mnyupe and the team are now seeking Cabinet endorsement for the African Sustainable Industrialisation Institute.

The African Sustainable Industrialisation Institute is being touted as a New Centre of Excellence for Africa, headquartered in Namibia.

The new move, according to the proponents enables the country to mobilise over N\$4 billion (US\$250 million) in concessional financing.

But for all this to work, the proposal needs government buy in. Its political direction is, however, not straightforward.

Secretary to the Cabinet Emilia Mkusa last week said the proposal is yet to reach her desk.

"It hasn't reached Cabinet level. Normally, proposals like this would have to come from the line minister. Please contact the line ministry for clarity," she said.

The Minister of Industries, Mines and

Energy Natangue Ithete last week said the proposed African Sustainable Industrialisation Institute is not hosted under the government.

Ithete said during the Green Hydrogen Summit, reference was made to the proposed establishment of the African Sustainable Industrialisation Institute.

He said this mention has reportedly raised concerns and uncertainty among several funding partners regarding the governance of the proposed institution and the position of the government.

"While the government welcomes the establishment of such an institute as a private initiative, it is not part of, nor connected to the Namibia Green Hydrogen Programme. The Green Hydrogen Programme remains a government-led strategic priority and a cornerstone of Namibia's vision to harness renewable resources for industrial development," he said.

Ithete said the government of Namibia remains unwavering in its commitment to green industrialisation, as outlined in the National Development Plan Six (NDP6).

According to the Green Industrialisation Blueprint, fully developing Namibia's synthetic fuel strategy could create up to 250 000 jobs. This includes about 185 000 direct jobs from green hydrogen activities, like building wind and solar farms, operating pipelines, and assembling electrolysers, and around 70 000 jobs related to concrete manufacturing, basic metals production, and outsourced business services.

Cirrus director Rowland Brown has raised skepticism over the green hydrogen ability to create many sustainable jobs.

Brown told *Namibia Business Review* on Saturday that green hydrogen, which is in its experimental stages, does not have many off-takers internationally and might not create the much needed sustainable jobs. **nbr**



»President Netumbo Nandi-Ndaitwa



Namport resumes talks on N\$3b Lüderitz oil hub after tender backlash

"We have received the results of the scientific evaluation of the EIA. We have looked at them and these are the issues we are going to discuss with stakeholders in early October. Everyone is welcome to attend and air their view. That is all I can say on this issue at the moment," he said.

Traditional leaders, negotiating with Namport over ancestral sites, were reportedly angered that the tender was advertised on 13 August before consensus was reached. Namport cancelled it days later.

A source close to the talks said:

"We want everything on a consensus level before we announce anything. That is why the tender was withdrawn. We will proceed only when traditional leaders are satisfied so no one feels taken for granted."

Ronny Dampers, Executive Director of the Namibia Development Trust and a social justice activist, urged Namport to ensure the new consultations are properly advertised and inclusive.

"Consultations should not just be a box-ticking exercise. Communities affected by such a development must be heard, and once a decision is made Namport must return to explain how and why," he said.

"Earlier concerns must be addressed not only scientifically but in a way that satisfies the community. We need a national benchmark on what meaningful consultations entail – for Namport, green hydrogen projects, and oil and gas developments alike."

The project, to be executed under a design-build-own-operate-transfer (DBOOT) model, aims to support drilling in the Orange Basin. It would extend the Lüderitz berth by 500 metres, 300 metres for the oil and gas industry and 200 metres for other sectors and reclaim 14 hectares of land for short-term storage of oil-field cargo.



»Andrew Kanime

Explaining the tender's cancellation in August, Namport marketing and stakeholder engagement manager Cliff Shikwambi said:

"The decision was informed by several factors, one being serious indications of public and stakeholder confusion regarding the project and the current EIA study. Namport deemed it most appropriate to first clear up these misconceptions with the public and key stakeholders, rather than risk compromising an otherwise very sensitive environmental assessment." **nbr**

CONTRIBUTORS



Editor: Tiri Masawi
Business Journalist: Fredrick Buchane, Imelda Ambondo

LAYOUT & DESIGN: Monica Smith

Odula Media cc





Govt shuts door on uranium mining in Omaheke

• TIRI MASAWI

Minister of Agriculture, Fisheries, Water and Land Reform (MAFWLR) Inge Zaamwani-Kamwi has maintained a hardline stance on proposed uranium mining in the Omaheke region which houses the country's largest underground water aquifer.

Zaamwani-Kamwi this week told *Namibia Business Review* in an interview that she is not convinced that the proposed mining method will spare the ground water in the area from being contaminated.

She said she will continue with the stance taken by her predecessor Calle Schlettwein on the matter.

Schlettwein was against the proposed mining methods, arguing that it lacked enough scientific backing and had potential to risk both human and animal life with possible underground water contamination.

Zaamwani-Kamwi has maintained her

predecessor's position.

"While Namibia is one of the leading countries in uranium mining in Africa, the application of Ins-situ leach (ISL) mining is relatively new to the country.

At present, there are no specific regulations or standards in place to govern exploration or mining activities using this method," she said.

Zaamwani-Kamwi said this regulatory gap presents both opportunities and risks.

"On the one hand, ISL offers potential environmental and economic advantages compared to conventional mining; on the other, the absence of clear guidelines may create uncertainties for operators, regulators, and communities, particularly in relation to environmental protection, water resource management, and long-term sustainability," she said.

Zaamwani-Kamwi argued that the Stampriet Transboundary Aquifer System (STAS) is an important water source for livestock farming, irrigation and domestic use.

She said while the proposed in situ leaching method proposed for the operations by Uranium One presents potential economic benefits through uranium extraction, Namibia's current capacity and data limitations pose significant environmental and social risks.

"Independent experts reviewed the Environmental Impact Assessment (EIA) for the proposed Uranium One - Wings Project and found it lacks critical baseline data, site characterisation, hydrodynamic modelling, and a robust monitoring plan.

"The method proposed for acid in-situ leach uranium mining poses potential risks of long-term or irreversible groundwater contamination, which could jeopardise water used for livestock, irrigation, and domestic supply. The farmers' concerns are valid, especially since the aquifer supports agriculture and livelihoods in Omaheke and Hardap regions," said.

The minister said that until the data gaps are addressed and stringent safeguards are in place, the fears raised by the community on potential water contamination remain unresolved.

She said the government is working on strengthening regulatory frameworks, building technical capacity, and prioritising water resource protection as crucial steps toward ensuring the country's readiness for ISL mining without compromising its vital water resources or the wellbeing of its people.

"At this stage, the project has not sufficiently addressed the legitimate fears of regulators, farmers and other groundwater users in the Stampriet Basin.

Zaamwani-Kamwi said the Ministry of Agriculture, Fisheries, Water and Land Reform still considers the Stampriet aquifer highly vulnerable and not yet proven to be safe from the risks associated with ISL mining.

She said experts emphasised that the restoration method proposed (natural attenuation) is not backed by sufficient scientific evidence for this setting. Namibia is currently working on the technical capacity, regulatory framework, and laboratory facilities to monitor and manage such a complex operation.

"In short, no ISL related operation should proceed until it is conclusively demonstrated that it can be done safely, without endangering human health or the aquifer system," the minister said.

According to Zaamwani-Kamwi, a joint ministerial technical committee established by cabinet to investigate uranium exploration and in-situ leaching (ISL) mining in the Stampriet Basin found that Headspring currently holds only exploration licenses, which do not permit test mining.

"The technical committee recommended that the government regularly analyse the water quality in the Stampriet Aquifer to monitor contaminant levels, investigate the concept of in-situ leaching and

to protect groundwater.

When these activities must take place in vulnerable areas, it is critical to use methods that won't harm the quality or quantity of the groundwater," she said

In an interview with *Namibia Business Review* in June, Kirill Egorov-Kirillov, the Director of Headspring Investments, said the pilot phase of their project will focus deal with scientifically grounded decisions about the project's feasibility and design.

"The pilot phase will occupy a highly targeted area of 225 square metres, or 0.00002% of the total deposit, ensuring minimal surface disturbance," Egorov-Kirillov said. "This phase is critical to gathering precise technical and economic data, including groundwater impact assessments, to inform scientifically grounded decisions about the project's feasibility and design."

Headspring plans to use a method called in-situ leaching or in-situ recovery (ISR). Concerns have been raised by farmers, environmental advocates and international experts about the potential impact of this method of uranium mining on the Stampriet aquifer, which supplies water to parts of southern Namibia. As a result, Headspring's application for new permits remains under review, with the project currently on hold.

Egorov-Kirillov explained that ISR reduces environmental impact by avoiding surface digging. "Recognised by the International Atomic Energy Agency as the most environmentally responsible way to extract uranium, ISR operates by dissolving minerals directly from underground ore bodies using boreholes," Egorov-Kirillov said.

He added: "This eliminates the need for open pits, waste rock piles, or tailings dams, which are key concerns with traditional mining. By design, it avoids surface disruption, dust and noise, preserving Namibia's natural landscapes and ecosystems."

Egorov-Kirillov said the company monitors groundwater closely through a system of wells placed across several aquifers and tracks changes in real time. This is supported by quarterly sampling to ensure water quality remains within baseline levels. A 24/7 geotechnical 3D model also oversees underground activity to detect any deviations.

"A critical aspect of ISR is restoration. After extraction, we restore groundwater to its original composition using methods validated during our pilot phase, whether acid, alkaline or other solutions. This process is enhanced by natural aquifer self-restoration, and the minimal surface footprint means land can be fully reclaimed for future use," Egorov-Kirillov explained. *nbr*

"Namibia is one of the leading countries in uranium mining in Africa"



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• IMELDAAMBONDO

The government has set aside N\$55 million as seed capital to support Public-Private Partnerships (PPPs) administered by the Ministry of Finance.

The finance ministry's deputy director for capacity building and outreach Hileni Stefanus said PPPs are key to boosting Namibia's infrastructure. Speaking at the stakeholder engagement last week held at the Ministry of Home Affairs Immigration Safety and Security Offices, Stefanus urged local firms capable of handling projects valued between N\$10 million and N\$200 million to submit proposals.

The three-day session explained the roles of the PPP Committee and outlined the procedures and documentation required for screening project ideas.

"We have very few PPP projects. The aim is to have more, because more projects give the private sector better op-



»Nalisa Muyahi

tions," Stefanus said.

She noted that the seed capital will be distributed on a first-come, first-served basis and should fund projects that are viable and can improve infrastructure. The fund will mainly assist public entities to prepare feasibility studies.

"We urge public entities to submit consent notes so we can start screening and registration. If you don't have funds for

Govt earmarks N\$55m for Public-Private Partnerships

feasibility studies, we are willing to help," Stefanus added.

She also said the finance ministry will regulate implementation of the PPP policy and Act, oversee the PPP Committee and unit, and approve projects where line ministries act as the implementing agencies, especially those exceeding N\$150 million.

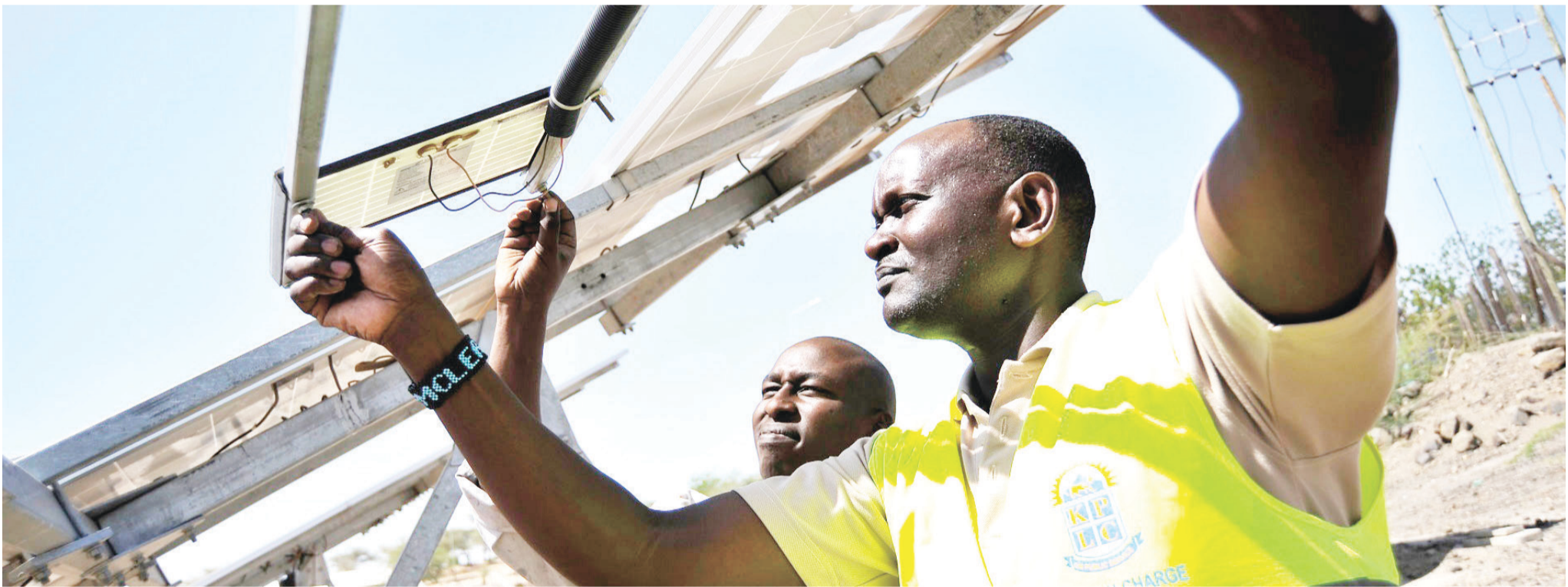
Ministry of Finance Chief Economist Nalisa Muyahi said that the government retains ownership of projects delivered through PPPs, including operation and maintenance. He said PPPs focus on providing public infrastructure such as solar plants, water systems and wastewater treatment facilities while private partners handle design, construction, opera-



»Heleni Stefanus

tion, maintenance and financing.

"The private sector manages the full project life cycle, which is expected to improve efficiency," Muyahi said. *nbr*



EU invests N\$40 million in green hydrogen training

• Staff Writer

The European Union is investing N\$40 million to train 700 unemployed graduates from the Namibia Institute of Mining and Technology (NIMT) in green hydrogen, equipping them with skills for the country's emerging clean energy sector.

The funding comes through the "Ignite GH2" project, officially launched at NIMT during a high-level EU visit to Namibia on Friday. The delegation was led by Commissioner for International Partnerships Jozef Sikela, accompanied by Barry Andrews, Chair of the European Parliament's Committee

on Development, and eight senior members of the Committee and the Africa-EU Parliamentary Assembly delegation.

The project will be implemented by the Namibian University of Science and Technology (NUST) and NIMT, in partnership with private sector operators Zhero and Hyphen. It aims to equip participants with technical and vocational skills aligned with industry needs and employment opportunities emerging from Namibia's growing green hydrogen sector. Training is set to start in October 2025.

Sikela said about 40 trainers will receive advanced Level six certification, forming part of a wider effort to build a workforce ready for Namibia's green energy transition.

"The green hydrogen industry holds

the power to unlock tens of thousands of quality jobs. Through Global Gateway, we are turning this promise into tangible progress and real opportunities for people across the country," he said.

He added "The Ignite GH2 project illustrates our 360 approach: investing not only in infrastructure, but equally in people. We are connecting young Namibians directly to concrete projects in the hydrogen economy, equipping them with the technical and vocational skills they need to seize opportunities in these emerging industries."

Barry Andrews said that the programme strengthens EU-Namibia cooperation on vocational education and training.

"Access to education and practical skills training is a cornerstone of human

development and a precondition for inclusive and sustainable growth.

More importantly, the timing of this programme to develop Technical and Vocational Skills (TVET) on green technologies is critical," he said.

The project is delivered under the Team Europe initiative on "Opportunity-driven Skills and VET in Africa" funded by the European Commission and Germany.

The launch coincides with the 35th anniversary of EU-Namibia bilateral relations. The EU is Namibia's largest trade and development partner.

In 2022, the EU and Namibia signed a Memorandum of Understanding on renewable (green) hydrogen and sustainable raw materials, guided by a roadmap covering 2023-2025. *nbr*

“Any unauthorised expenditure contravenes the provisions of the State Finance Act



Kandjeke flags N\$40m underexpenditure, unauthorised spending at OPM

• IMELDAAMBONDO

Auditor-General has flagged issues of poor governance, compliance, and oversight in the Office of the Prime Minister (OPM) which recorded an under-expenditure of N\$40 million because of unfilled vacancies, cancelled purchase orders, and delayed projects

Kandjeke said in the latest financial report that the under-expenditure stands at 3.63% of the total allocated budget.

“Underexpenditure reduces the efficiency of service delivery and delays the achievement of government objectives.”

The AG also flagged unauthorised expenditure of N\$37,166.63.

He said this was due to overspending in one operational subdivision without the necessary approvals.

“Any unauthorised expenditure contravenes the provisions of the State Finance Act,” Kandjeke.

Kandjeke’s report also shows improper procurement practices within the OPM.

They were flagged for procuring air tickets worth N\$176,747.79 directly, without going through competitive bidding processes as required by the Public Procurement.

“The direct procurement of flight tickets bypassed the legal framework meant to ensure transparency, fairness, and value for money in government spending,” he said.

The OPMM also exceeded overtime expenditure limits, resulting in N\$13,702.62 being paid without obtaining the necessary authorisation from the Ministry of Labour.

Despite the irregularities the OPM received a clean audit opinion for the 2023/2024 financial year.

OPM provides overall policy direction, coordinates Cabinet business, and oversees the management of the public service. Kandjeke said his office had carefully reviewed the ministry’s books and performance against its mandate.

“The audit was performed in accordance with International Standards for Supreme Audit Institutions (ISSAIs) and involved evaluating the evidence obtained to ensure the accounts fairly reflect the financial position and operations of the Office,” he said.

Kandjeke also highlighted several compliance and governance concerns that raised red flags.

Among the issues were, Expired Audit Committee mandate, at the time of the audit, the OPM had no active Audit Committee, weakening oversight.

“The absence of an active Audit Committee undermines institutional accountability and effective internal controls. Risk management is essential in ensur-

ing government institutions are proactive rather than reactive in addressing operational, financial, and compliance risks,” the Auditor-General said.

Kandjeke added that, “No IT security policy, with growing reliance on technology, the lack of an information security policy is a major risk. Without a security policy, the office is vulnerable to cyber threats, data loss, and breaches of confidentiality.”

The audit covered the financial year from 1 April 2023 to 31 March 2024.

The final report was compiled and released in March 2025, giving Parliament and the public an updated view of OPM’s financial management and compliance status.

Kandjeke emphasized the timeliness of the report, saying: “Annual audits are a constitutional requirement and are critical in ensuring that state institutions remain accountable to the people of Namibia and their elected representatives.”

The Auditor-General explained that the audit followed strict international standards. His team examined OPM’s finan-

cial statements, performance indicators, and compliance with legislation. They also tested expenditure against allocations and reviewed the systems in place to safeguard assets and deliver on institutional mandates.

“The methodology included reviewing budget documentation, interviewing management, testing internal controls, and examining procurement and payroll records,” he said.

Kandjeke said in general the OPM had met its key performance indicator of producing Cabinet Decision Feedback Reports within two weeks of Cabinet meetings. “This shows that despite weaknesses in governance structures, the OPM has delivered on critical aspects of its mandate. Good governance goes beyond producing clean books—it requires strong internal controls, compliance with laws, and active risk management,” Kandjeke stressed.

The report also sends a clear signal to other ministries and agencies. “Compliance with the Public Procurement Act and Labour laws is not optional. It is the cornerstone of ethical public financial management,” the Auditor-General emphasized. Next Steps The Auditor-General recommended that the Office of the Prime Minister (OPM) Re-establish an active Audit Committee.

He recommended that the OPM must develop and implement a risk management framework, Adopt a comprehensive IT security policy. “Ensure strict compliance with the Public Procurement Act. Obtain approvals for all overtime payments. “These measures will strengthen accountability, protect state resources, and improve service delivery to Namibians,” Kandjeke said. **nbr**





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Green hydrogen, oil and gas industries won't create many jobs-Experts



• IMELDA AMBONDO and TIRI MASAWI

Cirrus Capital Director and Founder Rowland Brown has raised skepticism over the green hydrogen and oil and gas industries' ability to create many sustainable jobs.

Experts in the Green Hydrogen industry have pegged potential job creation by the industry between 12 000 and 14 000 at both project construction phase and full operation.

Brown told *Namibia Business Review* on Saturday that green hydrogen, which is in its experimental stages, does not have many off-takers internationally and might not create the much needed sustainable jobs.

Brown added that Namibia stands to benefit immensely through tax revenue collection from both the oil and gas industries as well as the morphing green

hydrogen industry.

"So the hydrogen question is a lot more complicated, so let's start there.

Obviously we hope that the hydrogen space works, but hydrogen does not actually have a market globally in a significant sense, and green hydrogen is an expensive form of basically the same gas. So there's a lot of questions around that.

"We hope it works because it will create a few jobs for Namibians and every job matters.

We're not keen on putting too many of our resources into space because we think that it is still very risky and very nascent. The oil and gas industry is very different," he said.

Making comparisons between the oil and gas on end and the green hydrogen industry, Brown said the oil and gas industry is extremely large but will also create very few jobs.

"It will pay a lot of tax to the government. This tax can be used, if it's used right, it can be used to improve the lives

of Namibian people. So both the oil and gas industry are not going to be big employers. Oil and gas and hydrogen are not going to be big employers, but they do have a big potential. The oil and gas industry does have a big potential to contribute meaningfully to the fiscus.

"The green hydrogen space is a lot less so. So the output from green hydrogen is unlikely to be as impactful as the oil and gas industry. So I think it's a very different story," he said.

Brown said the Government must take the lead in creating favorable policy that allows businesses to grow and create jobs.

"Jobs are created by investment, people producing goods and services. And if we don't attract investment into the country, it's very unlikely that we're going to see a lot of jobs being created and especially not long-term sustainable jobs.

"And so this really is a question of policy. Do we get the investment environment right? And if we get it right, we can create huge numbers of jobs extremely quickly.

The building blocks for investment in Namibia are very, very good," he said

He said Namibia still lacks the skills needed to drive the oil and gas as well as the green hydrogen industry and should put focus on capacity building.

Meanwhile Namibia Investment Promotion and Development Board Executive FOR Investor Experience, Jessica

Hauuanga said there is need for policy formulation that allows for investor appetite in Namibia. She said this at a business forum on Saturday.

"We are only there as the Namibia Investment Promotion and Development Board to develop investments, to promote and facilitate. And then we are also involved in MSME development.

Those are the main categories we are working with the government to improve policy," she said.

NIPDB Senior Manager Policy Reform and Business Climate Nangula Shejavala advocated for investment policy reform. Speaking at a business forum on Saturday Shejavala said they are engaging with the government on policy reform to lure more investment into the country.

"Our focus is really on policy advocacy, and why we advocate for policy reform is really to help shape the investment climate, to be able to be more attractive for investment as a country, to promote policies that allow greater benefits to be extracted from FDI, from investments generally, and into both national competitiveness in a global economy. And these are some of the things that Roland spoke to.

"And also, just generally, when we look at the one-stop shop and so forth, it's really about reducing that cost of bureaucracy, reducing the length of time that bureaucracy creates in terms of getting things done and so forth," she said. *nbr*





This is a platform for value creation and sustainability”

Namibia’s first hydrogen plant ignites anticipation for jobs

• TIRI MASAWI

Cleanergy Solutions launched Namibia’s first green hydrogen production and refuelling plant on Thursday re-igniting anticipation of jobs from the synthetic energy industry.



»Sven Thime

Cleanergy Solutions is a partnership between Namibia’s Ohlthaver & List and Europe’s CMB.TECH.

Although economic analysts continue to treat the potential economics of spin-offs from the green hydrogen industry—still in its experimental stages—with skepticism O&L Executive Chairperson, Sven Thime said the plant is result of financial cooperation between Namibia and Europe.

He said the plant shows the company’s commitment to a sustainable green energy future that could contribute immensely to the economy and create jobs for Namibians.

“This is a platform for value creation and sustainability. We are building resil-

ient, clean energy systems that empower our people and our economy,” Thime said.

CMB TECH Chief Executive Officer Alexander Saverys said the project— a first of its kind in Namibia confirms opportunities that lie ahead for the green hydrogen industry.

“Today marks a proud moment for all of us. This facility is the result of true international collaboration—Combining Namibian ambition and European innovation. It’s a model for sustainable energy and a symbol of strong African-European ties,” he said

President Netumbo Nandi-Ndaitwah in a speech read on her behalf by Prime Minister Eklijah Ngurare said while the project positions Namibia at the forefront of

a sustainable clean energy future it must translate to tangible benefits for Namibians including job creation and skills development.

“I firmly believe that this Hydrogen Dune Project represents hope, transformation, and empowerment. I am informed, Namibians are benefitting from training and capacity development, ensuring that our people are not bystanders but key drivers of this transition. The jobs created here go beyond statistics — they represent dignity, livelihood, and opportunities for families and communities across our nation,” she said.

The President said the ripple effects of the project will be far-reaching: strengthening education, empowering small businesses, and supporting local industries.

“This project shows that industrialization and sustainability can reinforce each other, creating an inclusive growth model with shared prosperity for all Namibians. Namibia stands at the dawn of a new era. With our abundant solar and wind resources, our strategic geographical location, and our stable democracy.

Namibia is uniquely positioned to become a global hub for green hydrogen and ammonia production,” she said.

She said the Hydrogen Dune Project is a bold statement to the world.

“This journey of the energy revolution in our country belongs to all of us. It belongs to the young Namibians pursuing careers in science, technology, and engineering. It belongs to the workers whose hands and skills are building these world-class facilities. It belongs to every Namibian family who will benefit from a greener and stronger economy. Let us embrace this moment with courage and determination. Let us nurture a generation that dreams boldly, innovates fearlessly, and takes pride in building a Namibia that shines as a beacon of clean energy lead-

ership,” she said.

Director General of the National Planning Commission in a speech read by the Executive Director I-Ben Nashandi said Namibia’s priorities from her natural resources are hinged on improving the standard of living for all and creating employment for the youth.

“Namibia’s development priorities are clear. We must decisively address unemployment, especially among the youth; reduce multidimensional poverty; confront structural inequality; and diversify our economy beyond primary commodities.

“Green hydrogen offers a strategic response to these priorities, creating jobs across the full value chain — production, logistics, downstream manufacturing, research, and education. Yet, its true potential lies in catalyzing infrastructure development that benefits the entire economy: roads, ports, power grids, water systems, and digital networks,” Mbuende said.

He said the government remains committed to policy coherence across all sectors of the economy.

“Energy policy cannot succeed in isolation; it must be aligned with industrial policy, transport policy, skills development, environmental sustainability, and trade policy. Only through coherent and integrated planning can we ensure that our energy revolution translates into broad-based development for every Namibian, whether in Walvis Bay, Windhoek, or the most remote village,” he said

He said the green hydrogen industry presents Namibia with an opportunity to diversify its economy and improve revenue inflows.

“Our economy has weathered droughts, pandemics, and global disruptions. We have learned that resilience comes from diversification, innovation, and forward-looking investment. Green hydrogen is not just an energy solution — it is a cornerstone of resilience. By reducing our dependency on volatile fossil imports, by generating high-value exports, and by nurturing local capacity in science, technology, and innovation, Namibia will stand stronger in an uncertain world,” he said. **nbr**

ANALYSIS & OPINION

NDP6: Towards achieving Vision 2030, Inclusive Prosperity

• MEKONDJO ERASTUS

The National Development Plans are a series of strategic documents that outline the objectives and aspirations of Namibia's long-term development strategy as expressed in Vision 2030.



The country commenced this journey with its first National Development Plan, 1995/96–1999/2000, and now has developed its final installment with NDP6 2025/26–2029/30.

NDP6 will serve as the climatic bridging document and a determinant of success for Vision 2030, spanning the final five years to fully align, and uniquely craft the delivery of the nation's development agenda.

Namibia's development planning journey through NDP1 to NDP5 reveals a consistent pattern of ambitious goal-setting coupled with implementation challenges. Despite achieving an average GDP growth rate of 4.6% during NDP4 and reducing poverty from 28.7% (2009/10) to 18% (2015/16), structural unemployment is still above 33% and economic diversification goals remain largely unrealized.

What's different about NDP 6?

NDP 6 is structured around four interconnected pillars, representing a more integrated approach than previous plans.

Pillar 1: Economic Growth, Transformation and Resilience focuses on structural economic change through mineral beneficiation, green hydrogen development, and the expansion of manufacturing capacity. The ambitious target of increasing manufacturing's GDP contribution to 18% and achieving 60% manufactured exports represents a fundamental economic restructuring.

Pillar 2: Human Development and Community Resilience addresses the human capital requirements for economic transformation, with particular emphasis on technical and vocational education aligned with emerging industry needs.

Pillar 3: Environmental Sustainability positions environmental assets as economic drivers rather than constraints, integrating green economy principles

throughout the development framework.

Pillar 4: Good Governance and Effective Public Service Delivery recognizes that institutional capacity and service delivery efficiency are prerequisites for successful implementation.

NDP 6's simultaneous pursuit of extractive industries (oil/gas), renewable energy (green hydrogen), and manufacturing represents a multi-track diversification strategy that could reduce commodity dependence while building industrial capacity.

The NAD 505 billion investment required in achieving NDP 6 objectives, represents approximately 2.5 times Namibia's current annual GDP. This is to be financed through a forward-financing model based on future resource rents, significant private sector participation and direct investment. However, while the total financing framework appears adequate on paper, the actual mobilization of substantial private investment depends on creating an investment climate that has historically been challenging to establish. Equally, success relies heavily on international partnerships, technology transfer, and global market conditions, creating vulnerability to external shocks.

Unfortunately, while addressed briefly in its formulation white paper, NDP 6 by in large fails to fully articulate its ambitions regarding Public-Private-Community Partnerships that incorporates community participation and benefit-sharing mechanisms. If not addressed, the "enclave" structure of Namibia's economy will continue to increase inequality.

Community-Centered Resource Development Model

Community participation and benefit sharing mechanisms represent a critical catalyst for NDP6 success across all its pillars. While the plan acknowledges community partnerships as a guiding principle, the implementation framework remains predominantly state-centric, risking the same implementation failures that have characterized previous NDPs. These mechanisms are rarely addressed beyond the context of the tourism sector where 86 communal conservancies successfully generate more than USD 10 million a year in cash income and in-kind benefits for local community members.

Through a Community-Centered Resource Development Model, mechanisms need to be developed for affected communities to hold direct equity stakes rather than only benefiting through government participation.

This will enhance local ownership and long-term benefit security through the establishment of community-controlled corporations that can participate as equal partners in resource development

Confronting the elephant in the room

Namibia, unlike many other African countries, prides itself for having a solid, well-crafted and mostly followed governance architecture.

At 35 years old since attaining independence there are certain things that Namibia has done well, leaving many other African countries green with envy.

One such thing is to have state processes and institutions that work.

The laws in Namibia have a clear day and night difference between influence of politics and business in general.

However, despite having these clear laws and guidelines that encourage both politics and business to co-exist, more often than not the press has been awash with cases where political interference has been blamed for the failure of many State Owned Enterprises.

The cases are too many to mention and many SOEs have been made a butt of jokes over clashes between the boards and the political figureheads to the detriment of service delivery.

In most cases this has resulted in many SOEs failing to perform to the best of their abilities.

Such interference has also resulted in these important state owned institutions being perennial underperformers and loss makers.

National Housing Enterprises, TransNamib, National Petroleum Corporation (NAMCOR), to mention but a few have all struggled with such cases in the past.

In the case of TransNamib the company still struggles to sustain a rail way that is vital to achieve the much touted transport and logistics hub.

Well this week has nothing to do with these mentioned entities but they all make good anecdotes of how toxic politics and interference can be a poi-

son chalice for any institution.

Whenever political influence or bickering takes centre stage in any institution, success and corporate governance runs out through the window.

We strongly believe that a lack of political will to support the Namibia Green Hydrogen Programme played a part in the departure of James Mnyupe who set it up.

In the past Mnyupe served as a Presidential Economic Advisor and Green Hydrogen commissioner under former President Hage Geingob.

While his team seems to play down aspects of lost favour from the political figureheads, sources confirm that the institution has been struggling to get budgetary support because the political powers that be are not very keen on green hydrogen as a sustainable industry for the future.

Perhaps they have a solid reason, bearing in mind that even economists are casting aspersions on whether this industry can create the much needed jobs.

What is really essential though is that politics has no place to play in national institutions aside from providing the necessary environment that is needed for these institutions to thrive.

It is important that the new administration of President Netumbo Nandi-Ndaitwah confronts this cancer of political interference in public institutions.

Besides, it's more beneficial for growth and economic performance to have institutions that thrive with qualified management with ability to achieve set goals.

As a country we need to confront this elephant in the (political interference) if we will inch closer to set developmental targets and deal with social ills including poverty and unemployment. **nbr**

ventures and continue to build capacity for ongoing engagement.

Currently, community participation requirements in the extractive industry are scattered across multiple acts (Environmental Management Act, Traditional Authorities Act, Communal Land Reform Act) without coherent integration or effective enforcement mechanisms. These communities also often lack technical expertise and institutional support to negotiate complex agreements with international corporations. In addressing some of the challenges, local communities with the support of advisory firms need to:

- Lobby for the consolidation of existing fragmented legal frameworks and for the legal
- Recognition of community equity participation and development corporations
- Establish community technical advisory

services with permanent institutional capacity

- Create standardized but flexible benefit sharing frameworks adaptable to different community needs Within the current context of the country's stark inequality, effective community participation and equitable benefit sharing mechanisms are not merely ethical imperatives but strategic necessities for ensuring the long-term success of NDP 6 and ultimately Vision 2030. The country's planning directive requires a paradigm shift from consultation to co-ownership, from benefit sharing to benefit creation, and from community engagement to community empowerment.

Mekondjo Erastus is the Head of Research at Monasa Advisory and Associates. **nbr**



Unlocking MSME growth in Namibia

• ARON SHINDUBU

Micro, Small, and Medium Enterprises (MSMEs) are nationally acknowledged as the backbone of Namibia's economy.

Namibia's economy is evidently expanding with dependence on the MSME sector. The MSME sector is governed by the National Policy on Micro, Small and Medium Enterprises in Namibia, which is the main overarching framework for the MSME sector.

With the right financing framework, business support, capacity building initiatives, and access to markets, MSMEs can contribute significantly to Namibia's development.

According to the Bank of Namibia, more than 60% of jobs are generated from the MSME sector as it plays a significant role in Namibia's economy.

It contributes 30% of Namibia's GDP, however an alarming 70% of MSMEs fail within the first three years of operation.

The reasons are multi-dimensional: lack of access to financing, weak business foundations, limited capacity building, and an uneven distribution of support services between rural and urban areas.

FINANCING OPPORTUNITIES

The sector has experienced disruption of reduced access to finance.

MSMEs can access financing through a combination of commercial banks, government programs, and donor-funded initiatives.

Additionally, initiatives by Namibia Investment Promotion and Development Board (NIPDB) and government-backed schemes such as the recently launched National Youth Development Fund and Equipment Aid Scheme have attempted

to bridge financing gaps.

Despite these, access to finance remains constrained. Most rural entrepreneurs lack collateral, formal financial records, and loan-ready business proposals—factors that are often prerequisites for funding approval.

CAPACITY BUILDING AND TRAINING

Capacity-building initiatives are available through agencies such as the Namibia Investment Promotion and Development Board (NIPDB), Harold Pupkewitz Graduate School of Business, NIFA and development partners.

These programs focus on entrepreneurship training, mentorship, Strategic Planning for Small Business Owners, and skills development.

Recently, a nationwide MSME & FSP Training and Capacity Building Programme was rolled out by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH ProBATS II project.

It was organised in partnership with CEFE International and the NIFA Academy. This is evident that Namibia is shifting towards supporting MSMEs nationwide. However, such training opportunities still don't reach a vast majority, making them inaccessible to rural entrepreneurs who face geographical and logistical barriers.

GROWTH AND ADVISORY SUPPORT

In terms of advisory services, Namibia has witnessed a gradual rise in private consulting firms, NGOs, and business development service providers. These entities assist MSMEs with business reg-

istration, compliance, strategic planning, and capacity building. Yet, affordability remains a challenge for small enterprises, particularly in rural areas where low margins prevent entrepreneurs from hiring professional advisors.

THE RURAL-URBAN DIVIDE

While entrepreneurs in Windhoek and the coastal region may benefit from access to training workshops, networking platforms, and financial institutions, their rural counterparts often remain excluded. The rural MSME sector suffers from:

Information Asymmetry: Many entrepreneurs are unaware of available government or donor programs, although the National Youth Development Fund attracted a major number of applications of over thirteen thousand seven hundred, which Khomas and Erongo Region hiking the tally, which was a desperate and rushed move by the Namibian youth, indicating a need for financial support.

Infrastructure Gaps: Limited internet connectivity. Many areas in Namibia still face infrastructure issues especially access to reliable and affordable internet services. The nationwide MSME & FSP Training and Capacity Building Programme was launched on social media platforms, which disadvantaged the rural MSMEs to actively participate.

Limited Financial Literacy: Rural MSMEs often lack the knowledge to prepare business plans, loan proposals, or cash flow projections, which limits them from accessing finance as these are requirements for certain applications.

The result is a cycle of exclusion: rural MSMEs remain small and vulnerable, unable to compete with urban counterparts or scale sustainably.

CONSEQUENCES OF INADEQUATE SUPPORT

The failure to extend robust business support to rural MSMEs has three significant consequences for Namibia's economy:

High MSME Mortality Rates – Weak foundations and inadequate access to finance leave many businesses unsustainable.

Untapped Economic Potential – Rural Namibia has enormous agricultural, tourism, and cultural enterprise opportunities that remain underdeveloped.

Widening Inequality – Concentration of support in urban centres creates socio-economic disparities.

TOWARDS INCLUSIVE MSME GROWTH IN NAMIBIA

Decentralized Financing Mechanisms

- Establish mobile banking solutions and rural-focused credit schemes that consider alternative collateral models.
- Public-Private Partnerships (PPPs) – Encourage collaboration between government, private consultants, and NGOs to deliver localized support.
- Affordable Business Advisory Services – Tailor consulting models to suit rural realities, ensuring affordability without compromising professionalism.
- Awareness Campaigns – Systematic information dissemination through community centers, cooperatives, and local media to inform entrepreneurs about opportunities.

The Role of Mwaninga-Tutungeni Business Consultants (MTBC)

As a newly established consulting firm, MTBC is committed to bridging the gap by offering affordable, professional, and practical business support. Our services focus on:

Business Foundations: Registration, compliance and business model design.

Business Development & Growth Strategies: Sales, Marketing and strategy Formation.

Financial Structuring & Funding Readiness: Bank-ready business plans, loan/grant proposals, and cash flow projections.

Capacity Building & Mentorship: Training and coaching programs tailored to MSMEs' unique needs.

By extending these services beyond Windhoek and actively targeting rural areas, MTBC aims to contribute to a more inclusive entrepreneurial ecosystem in Namibia. The success of Namibia's MSME sector is vital for economic diversification, job creation, and rural development. While financing, capacity building, and advisory programs exist, their reach remains unequal. Rural MSMEs face systemic exclusion due to information gaps, infrastructure barriers, and lack of affordable support.

It is therefore imperative for stakeholders—government, financial institutions, NGOs, and private firms like MTBC—to collaborate in designing inclusive, accessible, and affordable business support mechanisms.

Aron Shindubu is the Managing Director & Principal Consultant at Mwaninga-Tutungeni Business Consultants (MTBC), a Namibian firm dedicated to empowering MSMEs and start-ups. **nbr**

Namibian wins top UNESCO award

• IMELDAAMBONDO

A Namibia Ndaudika Mulundileni has won the UNESCO –AI Fozan International Prize in STEM Education.

The UNESCO-AI Fozan International Prize for the Promotion of Young Scientists in Science, Technology, Engineering and Mathematics (STEM) fosters collaboration, advancement and popularization of science and international cooperation to advance scientific expertise globally and meet the needs of young scientists in countries that are lagging behind in science and technology.

His mission to bring STEM to under-represented communities in Namibia is opening doors for future innovators and transforming education through sustainable learning. Mulundileni said his childhood curiosity about technology sparked a lifelong question and allowed him to find solutions to community problems.

"Why do Africans consume technology

but rarely create it?" he said in the video released by UNESCO. Ndaudika said he is on a mission to expose Namibian children to the world of robotics, coding, and 3D printing.

"I want to show kids that science isn't just about grades, it's about using knowledge to create something useful for society," he said.

His work extends beyond Windhoek to rural areas, where children often have never touched a computer. "We bring STEM kits and laptops to remote schools, where there are no resources. For many, it's their first exposure to technology." Ndaudika said He believes in making learning fun and practical. "The goal is for children to actively participate in their education, not just memorize facts. When they do, they can apply STEM to solve real world problems." he said. For Ndaudika, the future of Africa lies in its children. "Every child can be an innovator. With the right exposure to STEM, they can tackle global challenges." he added. **nbr**

African Development bank pledges support for Namibia

• TIRI MASAWI

The African Development Bank Group (AFDB) has pledged continued support to Namibia's quest to improve rail and inch closer to being a regional transport and logistics hub.

AFDB Director of Infrastructure and Urban Development Mike Salawou said they are keen to continue supporting Namibia to improve its rail system.

He was speaking at the 25 year anniversary of the Walvis Bay Corridor Group (WBCG) on Friday.

He said Namibia is well positioned to be Africa's transport hub.

"I would like to tell you, the right honourable deputy prime minister, that the AFDB stands ready to support Namibia on infrastructure development. We are ready to work with you as well as the private sector in Namibia. We are happy to work and support Namibia on transactional advisory," he said.

Salawou said Namibia controls some of the continent's vital corridors that have potential to create a transport and logistics hub as well as connect several states and make the movement of goods and services easier.

"The Trans-Kunene corridor is a very important corridor that we value and last but not least the trans kalahari corridor. The Walvis Bay corridor is another important corridor that we would like to see grow. It is a corridor that will connect Africa. These are some of the projects that we would like to see grow. The railway is important in growing these corridors and we will keep supporting them," he said.



»Mike Salawou

Meanwhile Deputy Prime minister and minister of industries, mines and energy Natangue Ithete said WBG has contributed immensely to Namibia's economy in the past 25 years.

He said the opportunities created by the group have benefited Namibians. Ithete also reiterated the government's push for local beneficiation.

"I am standing here and would like to talk about a topic that is important. The aspect of making sure that all Namibians fully benefit from their resources. We welcome investors in the country but we would like them to work with locals.

"We have been talking about the issue of local ownership and I keep asking myself when is it relevant to talk about this important issue. Should we do it now? Should we have started it at independence? Should we talk about this later. The issue thought is in future we want Namibians to own 51% of their resources and we will give you 49%," he said.

Last year AFDB TransNamib secured funding of N\$2.6 billion from the Development Bank of Namibia (DBN) and the Development Bank of Southern Africa (DBSA) to enhance its locomotive fleet.

TransNamib CEO Desmond Van Jaarsveld then said the loan will be used for the remanufacturing of rolling stock, acquisition of new rolling stock, modernisation of the TransNamib workshop and upgrading of signalling equipment, including spares and associated equipment. **nbr**



Namibia embraces e-SIM service

• IMELDAAMBONDO

Mobile telephone companies in Namibia have now embraced e-Subscriber Identity Module (SIM) with two companies launching the services in as many months.

First to jump to the service which is now widely used worldwide was Paratus Namibia who launched the service last month.

Mobile Telecommunications Company (MTC) followed suit and launched the e-SIM service on Friday.

An eSIM is a digital SIM that connects a device to a mobile network without a physical card. e-SIM services allow users to activate a cellular plan remotely by downloading a software-based profile, enabling services like local phone numbers or international data while traveling. Providers include local wireless carriers worldwide service providers and device manufacturers. Speaking at the launch Minister of Information and Communication Technology Emma Theofelus said the move is a milestone for Namibia and will usher the country into the digital future.

"This is not merely a technological upgrade, it is a symbol of progress, a getaway to convince, and a strategic enabler of our digital transformation agenda." Theofelus said.

The technology allows users to activate mobile services remotely, switch between networks effortlessly, and manage multiple profiles. The company said the new service means fewer queues, fewer hassles, and greater control for customers over their digital lives.

MTC said the e-SIM service reduces environmental waste by cutting down the production of plastic SIM cards.

"This is not just a win for consumers, it is a win for our economy, our environment, and our global competitiveness." the Minister said. Theofelus highlighted the broader value of eSIM technology, calling it a springboard for innovation across multiple sectors.

"Adopting eSIM technology places Namibia on the path to universal, secure, and seamless connectivity. The availability of eSIM not only will enhance and accelerate digital inclusion by simplifying access to mobile services, but it will also support innovation in sectors like IoT, smart agriculture, smart health, e-commerce, and mobile banking." She said,

She added that, "As with any innovation,

we must acknowledge the challenges, such as device compatibility, as not all mobile devices currently support eSIM. This could limit adoption, especially among lower-income users." Says Theofelus. Consumer awareness also remains a hurdle. Most citizens are unfamiliar with eSIM technology and its benefits. I urge all digital services operators to ensure inclusion and accessibility to all members of society by doing extensive customer education."

MTC Managing Director, Licky Erastus, described the launch as a transformative step.

"MTC has been on a constant drive to reshape the digital era. Namibia is not just adopting global trends but shaping them, and with this launch, we are purposely advancing our clients into a new era of connecting" he said

He explained that eSIM technology is more than a technical shift but it's about meeting the evolving demands of modern society. Erastus said the launch positioned MTC's broader innovation roadmap.

"With eSIM, a Namibian student in Europe, a businesswoman in Asia, or a tourist in our deserts can stay connected effortlessly, without roaming charges, without physical constraints, and with a level of flexibility never experienced before" he said.

At the same event, MTC announced a Memorandum of Understanding (MoU) with the Namibia Tourism Board, aimed at enhancing the tourism experience through digital innovation.

"Imagine tourists arriving in Namibia and instantly connecting via eSIM-enabled packages, accessing digital guides, interactive maps, and smart hospitality services. This is not just about connectivity, it drives economic growth, supports SMEs, and positions Namibia as a modern, connected destination." Erastus said

He commended the Ministry of ICT and the Communications Regulatory Authority of Namibia (CRAN) for creating the enabling environment that allows such innovations to flourish. MTC confirmed that anyone with an eSIM-capable device can activate the service at MTC Mobile Homes nationwide. To check compatibility, users can simply dial *#06# if a 32-digit EID number appears, the device supports eSIM technology. Both Theofelus and Erastus emphasized that the success of eSIM will depend on collaboration, awareness, and inclusivity. **nbr**

Namibia to pay back N\$750 million Eurobond next month



» Hon. Ericah Shafudah

• TIRI MASAWI

Minister of Finance Ericah Shafudha said the N\$750 million Eurobond launched in 2015 will mature on October 29.

Speaking at the government information centre on Monday she said this will be a historical day for Namibia which launched such a long term bond for the first time in 2015 to raise funds for its domestic needs.

"The Eurobond which was launched in 2015 for N\$750 million will be redeemed on the 29th October. This is a major achievement because when we took this bond in 2015 investors were not too sure. We have prepared ourselves that the 29th of October will be a memorable day in the history of the country. Yes with the support of the commercial bank and the money that we have been putting aside,"

Shafuda said.

The Minister of Finance also said the Namibian economy only managed a 2.7% in the first quarter of the year - amounting to a slow down from 2024

"Domestic revenue base must be strengthened so that the country can be able to sustain its expenditure. We are saying the environment is safe and sustainable," she said.

She also revealed that the Government will soon table a state enterprise Bill in parliament to find an alignment on the operations of SOEs.

The minister said the Bill has been approved by cabinet and is in final state with the attorney general before it will be tabled by Prime Minister Elijah Ngurare soon.

"There is a process the government is carrying out to carry out the public enterprise governance act. Soon we are going to see the tabling of the bill in parliament. The bill will be tabled by the Prime minister in the parliament," she said. **nbr**



...the Bill has been approved by cabinet

BUSINESS WEEK IN BRIEF

COMPILED BY IMELDA AMBOMBO

Nandi-Ndaitwah courts partners to commercialise sports in Namibia

President Netumbo Nandi-Ndaitwah has invited global partners to support government initiatives towards youth empowerment, entrepreneurship, sports development and infrastructure.

She was speaking at a luncheon to revitalize national youth centres in New York where she went to attend the annual meeting of the United Nations General Assembly.

She said her government aims to professionalise and commercialise sport for sustainable socio-economic development, peace and social inclusion.

"My desire is to have sports facilities in every constituency in Namibia. The government plans to build critical infra-

structure, create new industries, and ensure a healthier and more productive workforce," she said.

Nandi Ndaitwah said her administration is keen to prioritise economic diversification and digital transformation.

"We are shifting from reliance on primary industries to building value chains, skills, and innovation. We envision a fully digital government ecosystem by 2030, powered by universal connectivity and a knowledge-based economy," she said.

The President emphasized that her objective is to maximise the potential of Namibia's youth population to drive sustainable socio-economic development, through youth empowerment, sport development and the Culture and Creative Industry.

MTC launches e-SIM service

Mobile Telecommunications Company (MTC) launched an e-Subscriber Identity Module (SIM) on Friday, becoming the second mobile service operator after Paratus Telecom to introduce the service for cellphone users in Namibia.

Speaking at the launch Minister of Information and Communication Technol-

ogy Emma Theofelus said the move is a milestone for Namibia and will usher the country into the digital future.

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Theofelus highlighted the broader value of eSIM technology, calling it a springboard for innovation across multiple sectors

NIP provides internship for 216 students

The Namibia Institute of Pathology Limited (NIP) has expanded its programme of providing work integrated learning to Namibian students through internship and graduate development programmes.

NIP says it has offered Work-Integrated Learning (WIL) opportunities to 216 students, including a projected 49 placements in the financial year 2025 to 2026.

According to NIP the Graduate Development Programme has invested N\$2.2 million in 14 graduates, while N\$921,000 has been allocated to interns.

Chief Strategy & Business Development Officer, Niita Evaristus, said the programme benefits both students and the organization.

"The benefits of the graduate program extend beyond individual development to encompass broader organizational advantages. By tapping into emerging talent, NIP gains access to a pool of young, dynamic individuals who bring fresh perspectives, technical skills, and zeal for innovation." Evaristus said.

Evaristus further stated that NIP signed a Memorandum of Understanding with the Namibian University of Namibia (UNAM) for pathology training and medical scientists specialization.

She said a collaboration with the Namibian University of Science and Technology (NUST) will also support its Medical Innovation Hub, focusing on staff upskilling and student training.