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NAMIBIA BUSINESS REVIEW

Where Business meets ideas

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Fuel levy cut to cost Road Fund Administration N\$300 million



• TIRI MASAWI

The Road Fund Administration (RFA) says a 50% reduction in the fuel levy over a three-month period will cost it about N\$300 million in revenue, putting pressure on cash flow and road maintenance funding.

The government levies, added on litres of petrol and diesel to fund institutions such as the Motor Vehicle Accident (MVA) Fund and RFA, were reduced from 1 April as fuel prices rose. Petrol increased by N\$2.50 and diesel by N\$4, driven by tensions between the United States of America and Iran that disrupted shipments through the Strait of Hormuz, a key global oil passage route.

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< Ali Ipinge



• VERIPUAMI KANGUMINE

Analysts have backed President Netumbo Nandi-Ndaitwah's decision to reduce food imports by 80% over the next four years.

Nandi-Ndaitwah announced the plan while delivering her State of the Nation Address last week in parliament.

She said Namibia exported N\$2 billion worth of agricultural products, totalling about 90 000 metric tons last year. The majority of

Nandi-Ndaitwah wants food brought into Namibia reduced by 80% in four years

An approach that could help farmers move from 56% currently to 80% in half a decade

exports consisted of grapes and tomatoes. According to the Namibian Agronomic Board (NAB), the country produced 98 824 tonnes of white maize, 24 696 tonnes of wheat, 31 501 tonnes of fresh produce and 2 928 tonnes of pearl millet (Mahangu) between 2022 and 2023.

"The 8th administration aims to make Namibia food self-sufficient by reducing the country's reliance on imported food items by 80% by 2030," Nandi-Ndaitwah said.

AI INSPIRED AGRICULTURE

Economist Omu Kakuja-ha-Matundu says the dream of reducing agricultural imports by 2030 could be hampered by climate change and rising agricultural costs. "Namibia is at the mercy of weather and adverse climatic conditions and changes. Some other variables that could hold Namibia back are high input prices (seed, fertilizer, machinery and equipment, water, electricity, etc.," he said.

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The RFA, which collects billions annually from road user charges, with fuel levies being its biggest source of income, is set to be affected by the levy cut.

The 50% fuel levy reduction is expected to significantly reduce RFA's income over the next three months.

"A 50% reduction in the fuel levy for the next three months, commencing 1 April 2026, will result in a proportional revenue decline of approximately N\$300 million per month," RFA chief executive officer Ali Ipinge told *Namibia Business Review* last week.

Ipinge said the financial year ended 31 March 2025, the Road Fund Administration collected a total of N\$4.06 billion from road user charges, with the Fuel Levy being the largest contributor at N\$2.56 billion. These funds are essential for maintaining and rehabilitating Namibia's national road network and urban roads within local authorities," RFA chief executive officer Ali Ipinge told *Namibia Business Review* last week.

He added that collections are expected to remain stable in the most recent financial year, pending audit confirmation.

"For the recently concluded financial year that ended 31 March 2026, the RFA estimates total collections of N\$4.12 billion, with the fuel levy projected to account for N\$3.08 billion. These preliminary figures

are currently undergoing audit confirmation," he said.

He warned that the total impact over the period would be substantial, depending on fuel consumption levels.

"While the exact figure will depend on actual fuel consumption levels, this reduction represents a severe short-term impact on collections and the ability to optimally fund road maintenance," he said.

Ipinge said the reduction will affect cash flow but the institution is drawing lessons from past shocks to manage the situation.

"The reduction will have a notable short-term impact on cash flow; however, drawing on lessons learnt from a similar reduction during the COVID-19 pandemic, the RFA is implementing measures to mitigate this shortfall and sustain funding stability," he said.

He added that internal controls and cash flow management will be used to protect priority projects.

"The organisation continues to prioritise critical maintenance and funding commitments while navigating this adjustment through internal financial controls and proactive cash flow management," he said.

Ipinge said global fuel market instability is also adding pressure on economic planning.

"Tensions in the Middle East have driven up fuel prices, impacting multiple key economic sectors across the country," he said.

However, he said the RFA has already

identified fuel levy dependency as a key risk and built safeguards into its planning systems.

"Because the RFA's robust risk management framework identified fuel levy dependency as a top-five strategic risk, contingency measures are already built into our Integrated Strategic Business Plan (ISBP)," he said.

He added that reserve mechanisms will help absorb short-term shocks.

"The organisation can therefore rely on its reserve mechanisms to manage short-term revenue fluctuations," he said.

However, he cautioned that a prolonged reduction would require further strategic decisions.

"While these measures are designed to absorb temporary shocks, prolonged reductions will necessitate further strategic adjustments," he said.

MVA FUND TO LOSE N\$74M AFTER FUEL LEVY CUT

Namibia Business Review reported last week that the Motor Vehicle Accident Fund (MVA Fund) will lose more than N\$24 million per month in income following the government's decision to reduce fuel levies by 50%, resulting in a total loss of about N\$74 million over three months.

MVA Fund chief executive officer Rosalia Martins Hausiku confirmed that the reduction will directly affect the Fund's financial position.

"The company normally collects about

N\$48 million per month from the fuel levy at a rate of 47.7 cents per litre, while its monthly claims expenses amount to N\$31 million," she said.

She said the cut changes the fund's revenue structure and reduces the surplus used for operations and capital spending.

"This leaves only N\$17 million to cover operational and capital expenditure. The 50% fuel levy reduction results in a monthly revenue of N\$24 million at 23.85 cents per litre, whilst our monthly claims expenditure remains at N\$31 million, notwithstanding other obligations," she said.

Over the three-month period, she said the total loss in revenue will accumulate to N\$74 million.

"Over a three-month period, the required revenue shortfall to fully cover our monthly obligations will therefore accumulate to N\$72 million," she said.

Despite the shortfall, Hausiku said the decision is understood within the broader context of economic relief efforts.

"While this represents a notable decrease in inflows, the measure is understood within the broader context of national economic relief efforts and the need to balance fiscal sustainability with social protection," she said.

She added that the fund recognises the intention behind the intervention.

"We recognise that the decision is a necessary intervention to ease the burden of rising fuel prices on the consumer by cushioning them from escalating costs of basic goods and services," she said. **NBR**

NANDI-NDAITWAH FROM PAGE 1

Kakujaha-Matundu recommended the government include Artificial Intelligence (AI) models in agricultural production to increase productivity at government green schemes.

The economist added that providing training, extension services, finance and subsidies to crop farmers, as well as economies of scale in production, would help bring costs down and improve competitiveness.

"With hard work, commitment and careful planning, that national target can be achieved," he said.

QUOTA SYSTEM

Labour researcher Herbert Jauch warned that the government should push import reduction with caution to avoid artificial shortages of fruits and vegetables in the local economy.

"In case the local producers can increase production accordingly, then it is an achievable target but care must be taken not to end up with a shortage of fruit and vegetables on the local market," he said.

Jauch explained that the country was successful in meeting its production quota system introduced by the Agricultural Bank of Namibia.

An approach that could help farmers move from 56% currently to 80% in half a decade.

Jauch added that this was done after consultations with local producers to ensure that the quotas could be met.

RETAILERS NOT ON BOARD

University of Namibia professor Nelson Mlambo warns that local retailers do not buy locally produced food.

"There is definitely a gap and there is immense potential from small holder farmers and organisations such as the Namibia Agronomic Board is doing a lot to make Namibia self-sufficient."

He added that "There are serious hic-

cups on the market side of things, buying local is not really in the minds of many retailers," he said.

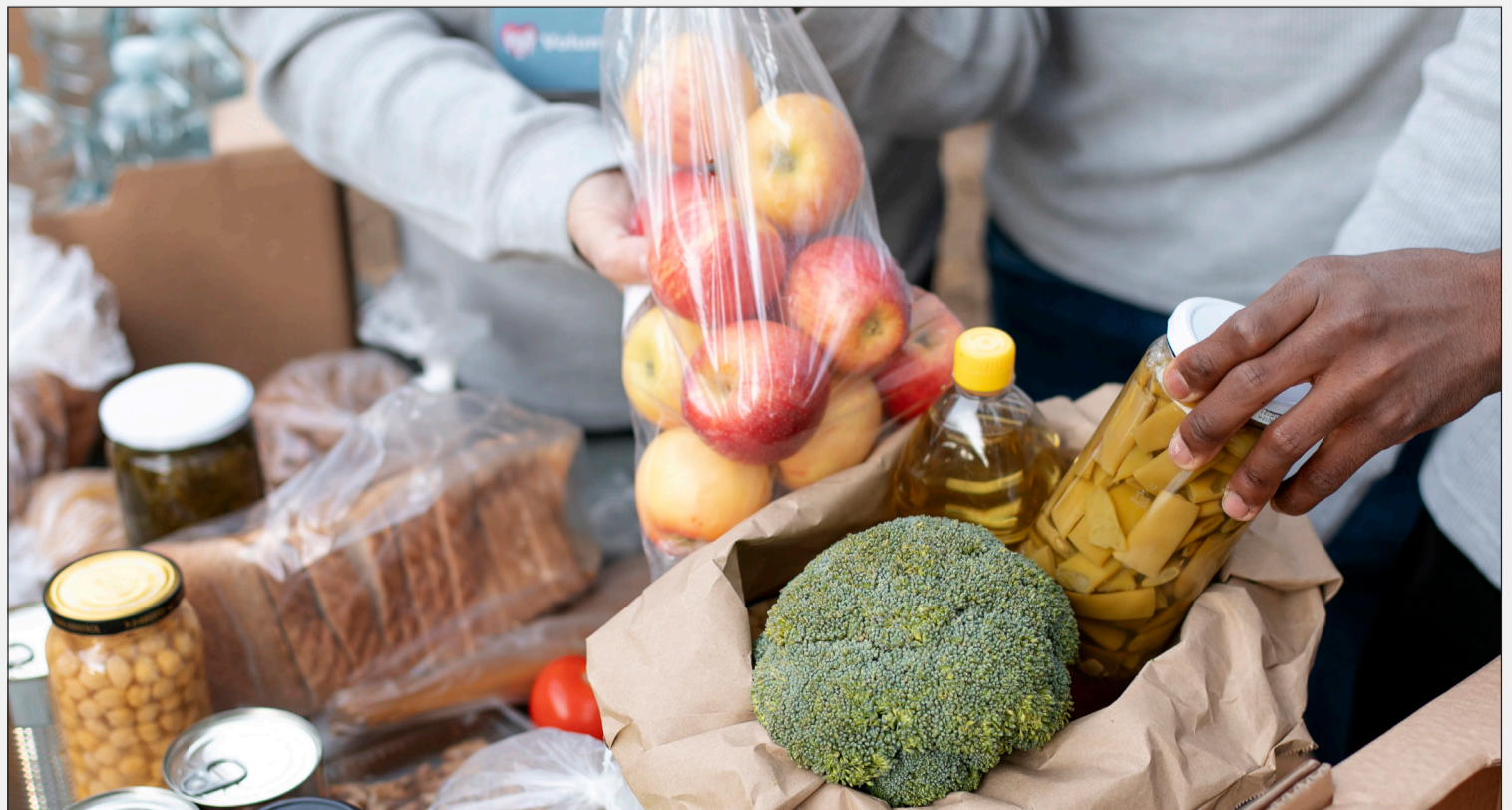
Mlambo, who as a farmer also works with the Namibia Agronomic Board, called on the organisation's close-border initiative to be fully integrated to motivate small holder farmers to produce more, as the market would be assured.

He also called on government agencies such as the Agro-Marketing and Trade

Agency (AMTA) to procure produce so that local farmers have a better market and can supply bigger retail outlets in the country.

"As a farmer right now, for example, I can't plant lots of winter crops such as carrots and cabbages because when they are ready for harvesting, the retail shops will not buy the produce.

Perhaps if there was contract farming, that could have worked," he said. **NBR**





Meatco begins Wagyu processing, targets premium beef markets

• STAFF WRITER

The Meat Corporation of Namibia (Meatco) has begun slaughtering and processing Wagyu cattle, marking a first for the company as it pushes into high-value global beef markets.

Meatco interim chief executive officer Albertus Aochamub said the company has achieved a significant milestone in advancing Namibia's position in the global premium beef market with the

successful processing of Wagyu cattle at its facilities.

"This is more than a processing milestone, it is a statement of intent. Namibia is not just participating in global beef markets, we are moving decisively into the premium segment where value, not volume, defines success," Aochamub said in a statement on Monday.

The company said the development marks a decisive step in strengthening Namibia's competitiveness in high-value export markets, where quality, traceability and sustainability are key determinants of market access and pricing power.

Meatco said Wagyu production represents the pinnacle of beef excellence, requiring elite genetics, specialised feeding regimes and highly skilled management practices.

Meatco said the processing of Wagyu deepens value addition within Namibia while positioning local producers to participate more meaningfully in premium global value chains.

The company added that the successful processing of Wagyu cattle demonstrates continued investment in innovation, infrastructure and human capital, aligned with its broader strategy to reposition Namibia's beef industry towards higher-value markets.

Key capabilities underpinning this milestone include the deployment of advanced quality assurance systems, including independent marble scoring and internationally recognised grading technologies, the company said.

"Wagyu processing strengthens the entire value chain, from producer to consumer, while reinforcing Namibia's reputation as a trusted origin for high-quality, traceable and sustainably produced beef," said Aochamub.

Meatco said Namibian Wagyu processed by the company is already reaching premium international markets, including high-end restaurants and consumers across Europe. **NBR**



> Albertus Aochamub



Wagyu processing strengthens the entire value chain"



Procurement Board changes how bid evaluators are appointed

• STAFF WRITER

The Central Procurement Board of Namibia (CPBN) has overhauled the process for appointing Bid Evaluation Committee (BEC) members.



> Johanna Kambala

This comes amid growing scrutiny over the awarding of billions worth of tenders at CPBN.

"We are introducing strengthened procedures aimed at improving transparency, accountability and efficiency in public procurement," CPBN spokesperson Johanna Kambala said in a statement released on Monday.

CPBN said the revised framework is guided by Section 9(i) of the Public Procurement Act, 15 of 2015 as amended, which empowers the Board to "appoint persons to act as members of a bid evaluation committee of the Board, including representatives nominated by the relevant public entities".

In line with Section 26 Act, the Board said it establishes ad hoc bid evaluation committees made up of members drawn from the general public.

"These individuals are not employees of CPBN. The board said the overhaul is intended to reinforce the objectives of the Act, including integrity, fair dealing, transparency and efficiency in procurement processes," said Kambala.

Under the new system, applicants must hold qualifications accredited by the Namibia Qualifications Authority and must submit a valid and clean certificate of

conduct issued by the Namibian Police.

Applicants will also be required to undergo compulsory structured training and complete a competency assessment before appointment.

CPBN said candidates must confirm uninterrupted availability from the closing date of the bid process.

Kambala said appointed BEC members "will be assessed on their performance of conducting an evaluation of the bid".

"Appointments will take into account the nature, complexity and technical

specifications of each procurement. CPBN said the new appointment process is designed to ensure that bid evaluators are properly trained, technically competent and able to complete evaluations efficiently and consistently," she said.

She added "Members of the public interested in serving on evaluation committees are advised to prepare their qualifications and certificates of conduct. Detailed application information will be published on CPBN's website and social media platforms." **NBR**

BoN says economy set to grow between 1.7% and 2.9% over next two years

• STAFF WRITER

The Bank of Namibia says the domestic economy is estimated to have grown by 1.7% in 2025 and is projected to expand by 2.6% in 2026 and 2.9% in 2027.

This is slightly below the average growth forecast for Sub-Saharan African economies, which is expected to rise to 4.6% in both 2026 and 2027, compared to 4.4% in 2025.

South Africa's growth is also projected to edge up to 1.4% in 2026 and 1.5% in 2027, from an estimated 1.3% in 2025.

Bank of Namibia spokesperson Kazembire Zemburuka said despite downward revisions, growth in 2026 and 2027 remains moderate, supported mainly by expansion in the secondary and tertiary industries.

These include construction, electricity and water, wholesale and retail trade, financial services, and public administration and defence.

He said uranium mining is expected to remain a key driver of growth in the primary industries, supported by increased production from existing operations.

Zemburuka said the latest projections for 2026 and 2027 were revised down by 1.2 and 1.4 percentage points respectively, compared to the December 2025 Eco-



< Kazembire Zemburuka

nomie Outlook update.

"The downward revisions mainly reflect weaker-than-previously-anticipated performance in the primary industries, particularly the significant contraction in metal ores production and continued weakness in diamond mining," he said.

He said the domestic outlook remains exposed to several downside risks from external and regional developments.

"Regionally, the outbreak of foot-and-mouth disease in neighbouring countries, particularly Botswana and South Africa, poses a risk to livestock production and export earnings," he said.

He added that ongoing geopolitical tensions and evolving United States policies may also increase volatility in commodity prices, exchange rates and the cost of key imported inputs such as fuel. **NBR**

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< Iben Nashandi

N\$11m GIZ–Hyphen deal to boost local firms in green hydrogen sector

• STAFF WRITER

The N\$11 million partnership between GIZ and Hyphen Hydrogen to train local entrepreneurs for Namibia’s emerging green hydrogen industry has been welcomed as a key

step towards unlocking local business opportunities.

National Planning Commission executive director Iben Nashandi lauded the initiative, saying it will capacitate Namibian entrepreneurs to render efficient services in the country’s evolving green

hydrogen sector.

He was speaking at the signing ceremony of a cooperation agreement between GIZ and on Hyphen Hydrogen Energy Monday.

“Green hydrogen is a cross-cutting sector that intersects with energy, water, infrastructure, industrial development, and skills formation. Its success therefore depends on deliberate, coordinated planning and execution. Under NDP6, green hydrogen is positioned as a strategic driver of economic transformation.

Our objective is not only to produce for export, but to develop domestic industrial capacity, create jobs, and expand Namibia’s economic base,” he said.

Nashandi said the cooperation will bring together about N\$11 million to train local entrepreneurs on key aspects of procurement in the industry. The move is expected to prepare local companies to compete effectively in providing services to the sector.

The Hyphen Hydrogen ammonia project in Namibia is estimated at US\$10 billion (about N\$170 billion), with around N\$54 billion earmarked for local procurement.

Nashandi said the Hyphen project is a flagship initiative within national development plans, providing a platform to anchor a new industrial ecosystem and

advance priorities such as local content, skills development and enterprise participation.

He said a critical element of this approach is ensuring meaningful participation by Namibians, including empowering local enterprises to access opportunities across the green hydrogen value chain.

“The enterprise and supplier development programme supported through International Hydrogen Ramp-up Programme (H2Uppp) is therefore a vital intervention. It is designed to strengthen the capacity of Namibian enterprises to meet industry standards and participate competitively in large-scale projects,” he said.

He added that the partnership between GIZ and Hyphen demonstrates the importance of aligning international cooperation with Namibia’s development priorities.

“Ultimately, the success of Namibia’s green hydrogen sector will be measured by its contribution to inclusive economic growth, sustainable industrial development, and improved livelihoods for our people,” he said.

Speaking at the same event, Hyphen Hydrogen chief executive officer Marco Rafinetti said the company is focused on empowering local entities through local content support.

He said local procurement and capacity building are central to the multi-billion-dollar project, which aims to produce green ammonia at scale.

“We are working towards creating a strategic partnership that will go a long way in promoting local businesses. We are grateful for stakeholders, including the government and GIZ, for this partnership going forward,” he said.

GIZ Namibia country director Tobias Gerster said the German government is committed to partnering with Namibia on a just energy transition driven by the green hydrogen industry.

He said Germany’s cooperation with Namibia spans multiple sectors and has been ongoing for decades.

Gerster added that the agreement with Hyphen Hydrogen will help empower local businesses to benefit from opportunities in the green hydrogen industry. **NBR**



> Marco Rafinetti



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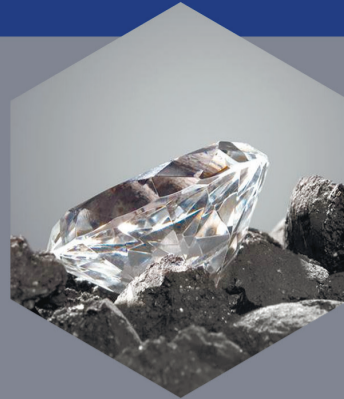
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"Namibia earned over N\$64.7 billion in export earnings"



Nandi-Ndaitwah says value addition policy coming this year

"When it comes to value addition, we will have a plan launched this year."

• TIRI MASAWI

President Netumbo Nandi-Ndaitwah says Namibia will launch a value addition policy this year aimed at increasing the country's earnings and benefits from its natural resources, particularly in the mining sector.

Namibia produces a range of minerals, including precious stones, rare earth minerals such as lithium, as well as gold. The country is also

the fourth-largest producer of uranium globally. Delivering her state of the nation address, Nandi-Ndaitwah told Parliament that, "When it comes to value addition, we will have a plan launched this year. This is an important plan to make sure that our resources benefit the local economy and create jobs. Really this is something that we need to do with a proper plan."

The president said the mining sector continues to contribute significantly to gross domestic product (GDP), foreign exchange earnings and job creation.

She said during the 2025/26 financial year, Namibia earned over N\$64.7 billion in export earnings and collected N\$1.4 billion in royalties, while 580 jobs were

created in the industry.

"The uranium and gold sub-sectors have surpassed diamond due to their global demand and high prices, while diamond prices have declined because of the influx of lab-grown diamonds flooding the market," she said.

Nandi-Ndaitwah said Namibia's focus is also on ensuring energy sustainability and reliability for all citizens.

"Several energy projects are underway, mainly concentrating on biomass, solar, and other sources. Together, these projects total over N\$8 billion. Once fully operational, they will boost electricity generation capacity from the current 759 megawatts to 903 megawatts this financial year," she said.

She said a series of infrastructure and development projects has been initiated to enhance rural electrification, with a particular focus on public schools and essential services across the country.

The president also warned that if the oil and gas industry is not properly managed from the beginning, it could become a curse for the country.

"That is why I have decided to oversee it directly under the Presidency, through the oil unit, with an initial staff establishment of 26 which could expand up to 141. I am therefore calling on Parliament to join me in this effort. The first step is to pass the petroleum amendment bill with urgency, as one year has already been lost," she said. **NBR**

ANALYSIS & OPINION



EDITORIAL

It's not over until the fat lady sings

Life for many young, unemployed Namibians is not a bed of roses. Far from it.

Many live with the painful reality of being chastised by family members for sitting at home, as if their situation is self-inflicted. Others have, at times, contemplated taking their own lives. Some have tragically followed through, overwhelmed by the weight of unemployment and despair.

Others walk long distances, CVs in hand, only for those applications to end up in the next dustbin. Many have simply given up hope, slowly losing faith in the degrees and diplomas they once believed would open doors.

This is the reality eating away at our youth today. For many, life feels like being trapped in a dark hole with no visible way out.

Yes, there is always light at the end of the tunnel but for a growing number of young people, that light feels increasingly out of reach.

Namibia is a young country, with more than 60% of its population under the age of 40. Yet unemployment remains one of the most pressing and persistent challenges we face. It has long been described by parliamentarians as the biggest threat to our social and economic stability.

We must stop treating it as a talking point. Unemployment is a ticking time bomb, and it demands urgent, sustained, and practical intervention, not empty rhetoric.

At present, there is far too much promise and far too little delivery. What young people need is certainty: assurance that their education and skills matter, and that they will one day translate into meaningful livelihoods.

Last week, President Netumbo Nandi-Ndaitwah delivered her State of the Nation Address, which was rich in commitments but light on concrete solutions to the unemployment crisis. It reflected, once again, a sense of business as usual, rather than a bold shift in approach.

According to the President, the government continues to prioritise youth development as a key pillar of national progress, with several programmes targeting young people from different angles. She also emphasised the government's commitment to equitable access to quality skills training.

She highlighted that 504 youths were empowered through sustainable livelihood initiatives. This included 104 young people trained in mushroom cultivation across all 14 regions, with six regions already receiving start-up materials. A further 400 youths were trained in biomass production and prepared for deployment to production sites.

Under the Youth Credit Scheme, 1,034 young people received training in business management to strengthen entrepreneurial skills. In addition, eleven youth enterprises across //Kharas, Hardap, Khomas, Erongo, Kunene, Omusati, Oshana, Oshikoto and Kavango West were financed under the 121 Rural Youth Constituency Enterprises Initiative.

Through the National Youth Service, 1,030 recruits were trained, while 600 recruits from the 16th and earlier intakes of the 2025/26 financial year were enlisted. The list of interventions continues, including opportunities created through the Namibian Defence Force, the Police, and the Correctional Service.

Yet, despite all these programmes, the scale of unemployment suggests that much more is needed. Incremental interventions, while important, are not enough to match the urgency and magnitude of the crisis.

More transformative partnerships such as the N\$11 million collaboration between GIZ and Hyphen Hydrogen Energy to train local entrepreneurs for Namibia's emerging green hydrogen industry may offer a glimpse of what real opportunity creation could look like, particularly for youth-led enterprises.

Ultimately, we must move beyond rhetoric and towards real, measurable impact. Our young people need more than hope they need pathways, opportunities, and proof that their future is not being postponed indefinitely.

Because in the end, it is not over until the fat lady sings.

How Purpose, Trust and Social Impact Shape Resilient Brands



• Marlize Horn

In today's environment of instant scrutiny and rising expectations, brands are judged in real time and remembered for how they show up when it matters most. Trust has become the defining currency of brand strength. It is not something organisations can buy through advertising or influence through messaging alone. Trust must be earned through consistent, credible action over time.

Across Africa and globally, stakeholders are no longer passive audiences. Customers, employees, regulators, communities and investors are interconnected, informed and vocal. In this context, brand reputation is shaped not by what organisations say about themselves, but by what their decisions, behaviours and outcomes reveal. Trust is no longer a "soft" concept; it is the foundation of legitimacy, resilience and long-term value creation.

Credibility Over Volume

The brands that endure are not the loudest. They are credible, with promises that withstand pressure, actions that match words, and verifiable impact.

This shift explains why Environmental, Social and Governance (ESG) performance has become inseparable from brand strength. Not because every organisation needs a sustainability campaign, but because every organisation needs a defensible story, supported by decisions and data, about how it creates value without extracting it from people, systems or the future.

ESG, when done well, is not a reporting exercise. It is the bridge between stated values and lived reality. It answers the most important stakeholder question: Can we trust you to act responsibly when the stakes are high and the trade-offs are hard?

Practical Framework for Brand Trust

In my view, Brand trust is built at the intersection of four elements:

1. Brand Purpose – the "why" behind the organisation's existence and the logic that guides decision-making and trade-offs.
2. Brand Promise – the commitment stakeholders can rely on, consistently, across time and circumstances.
3. Brand Story – the narrative that creates coherence, meaning and emotional resonance.
4. Proof through ESG Action – the measurable evidence that values are embedded in strategy, operations, governance and culture.

When these elements are aligned, trust compounds. When they are disconnected, credibility erodes.

Purpose as the Operating System

Brands were once built through messages, vision and mission statements displayed on walls and websites. Today, brands are built through meaning, which is sustained through behaviour.

Stakeholders now assess organisations based on predictability rather than just promises. They examine how the organisation behaves when unmonitored. Purpose serves as the internal compass, guiding behaviour during pressure and unclear choices.

Purpose is not a slogan, but the operating system of the organisation. If it cannot survive budget pressure, leadership change or reputational shock, it was not purpose but positioning. When translated into priorities, policies and incentives, purpose becomes a trust advantage that connects financial performance with social and environmental value in one coherent system.

The Accountability of a Brand Promise

A brand promise is the organisation's commitment to its stakeholders. When clearly articulated and consistently applied, it becomes a strategic centre of gravity, influencing leadership decisions, capital allocation, partnerships, and risk management.

A strong promise not only inspires, but holds the organisation accountable, prompting difficult questions before initiatives, investments or communications. It asks, "Does this genuinely uphold our promise?" Thus, the brand promise serves as a filter for integrity.

In a world where stakeholder engagement is increasingly defined by dialogue

rather than broadcast and listening, co-creation and transparency have become core brand capabilities. Reputation is no longer built through campaigns alone, but through sustained, credible engagement.

The Role of Brand Story

Every purpose and promise needs a brand story that gives it depth and resonance across business units, geographies and employees, but it must be supported by substance.

A credible brand story anchors identity and encodes values. It creates emotional connection without exaggeration. It signals a future in which stakeholders can see themselves. Most importantly, it ensures consistency, helping people recognise what the brand stands for and how it behaves. The stronger the story, the more its authenticity will be tested. Credibility is earned when stakeholders do not have to "believe" the story because they can verify it through outcomes that withstand scrutiny. Story creates meaning. ESG action creates proof.

ESG as a Trust Multiplier

ESG stands for Environmental, Social, and Governance factors used to assess an organisation's risk management, sustainable value creation, and long-term operational viability beyond short-term financial performance.

Embedding ESG into strategy and operations improves reputation by influencing capital allocation, product design, customer treatment, people development, risk management, and leadership accountability. Disclosure transforms from mere compliance to a trust multiplier.

Prioritising ESG strengthens trust through four key levers:

- Tangible, measurable impact that can be tracked, explained and improved over time.
- Employees as ambassadors, translating values into everyday behaviour that customers and communities can experience.
- Reputation protection through strong governance, ethics and oversight that reduce the risk of misrepresentation and greenwashing.
- Value-creation systems that embed ESG into incentives, data, decision-making and reporting.

In high-scrutiny environments, the safest approach is to make conservative claims while taking progressive actions. Communicate supported data and controls, improve performance continuously and build trust through transparency and discipline. Culture Delivers the Brand.

Brand promises are delivered by people, and culture brings purpose and ESG commitments to life. When employees understand the "why," believe in the promise, and act accordingly, trust is built from the inside out.

Employees are the best credible proof of authenticity. Their actions beyond formal job descriptions indicate whether values are genuinely practised. When organisations allow employees to engage in social and environmental priorities, brand trust grows naturally.

Bringing It All Together

When purpose, brand, culture, and ESG align, organisations enhance perception and build trustworthy brands. This alignment ensures consistency between statements, actions, and stakeholder experiences over time.

- Purpose provides the why.
- ESG action delivers the how.
- Culture reinforces the way.

Together, they create brand strength, reputation resilience and long-term value that can withstand pressure and change. The future belongs to brands that prove their promises. While marketing can grab attention, only responsible actions earn trust, which is the most valuable asset for any organisation.

* Marlize Horn is Group Chief Brand and Corporate Affairs Manager and Executive Director of the Capricorn Foundation. Her work focuses on brand trust, purpose, ESG and long-term value creation, with a strong emphasis on how organisations can build credibility, strengthen their reputation and remain resilient in a high-scrutiny environment.



NAC gets carbon certification for two airports



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• STAFF WRITER

The Namibia Airports Company (NAC) has received Airport Carbon Accreditation (ACA) Level 1 certification for two of its airports, marking a step towards managing and reducing carbon emissions.

The accreditation, awarded by Airports Council International Africa in March 2026, covers Hosea Kutako International Airport and Walvis Bay International Airport.

"Achieving Level 1 means the airports have measured and compiled their carbon footprint, laying the foundation for long-term carbon management," NAC said in a statement released on Monday.

Airport Carbon Accreditation is a global programme that assesses and recognises airports for efforts to manage and reduce carbon emissions.

The NAC statement said the certification marks a first step towards targeted carbon reduction initiatives and improved operational efficiency.



Achieving Level 1 means the airports have measured and compiled their carbon footprint"

The company said the milestone reflects its commitment to aligning operations with international environmental standards and best practices, while working towards sustainable growth.

The NAC statement said environmental considerations are being integrated into airport management, infrastructure development and stakeholder engagement.

The certification also positions NAC to move to higher levels of accreditation, including carbon reduction and ultimately achieving net zero emissions by 2050.

Globally, 648 airports are accredited, including 47 across 19 African countries. The inclusion of the two Namibian airports adds to Africa's efforts to advance sustainable aviation practices. **NBR**