

NAMIBIA BUSINESS REVIEW

Where Business meets ideas

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Anger over plan to hand Prime Minister control of N\$120b SOE sector

> Bill seek to give Prime Minister power to choose board members & CEOs

> Critics say plan gives too much power to one office

• TIRI MASAWI

Resistance is growing over a government plan to change how Namibia's state-owned companies are run. The plan, known as the Public Enterprise Governance Amendment (Pega), would give the Prime Minister more control over the sector.

The government wants the Prime Minister to take a central role in overseeing, governing and appointing leadership in commercial State-Owned Enterprises (SOEs). The bill is now being debated in Parliament.

Critics say the plan does not fix the real problems in SOEs. They point to ongoing financial losses, boardroom fights, and directors who sit on multiple boards at the same time. They also say the bill does not clearly show how SOEs

will improve their performance or contribute more to the economy.

They further argue that there is not enough research to justify the changes. Some also say the bill repeats powers already covered in existing laws, instead of improving them.

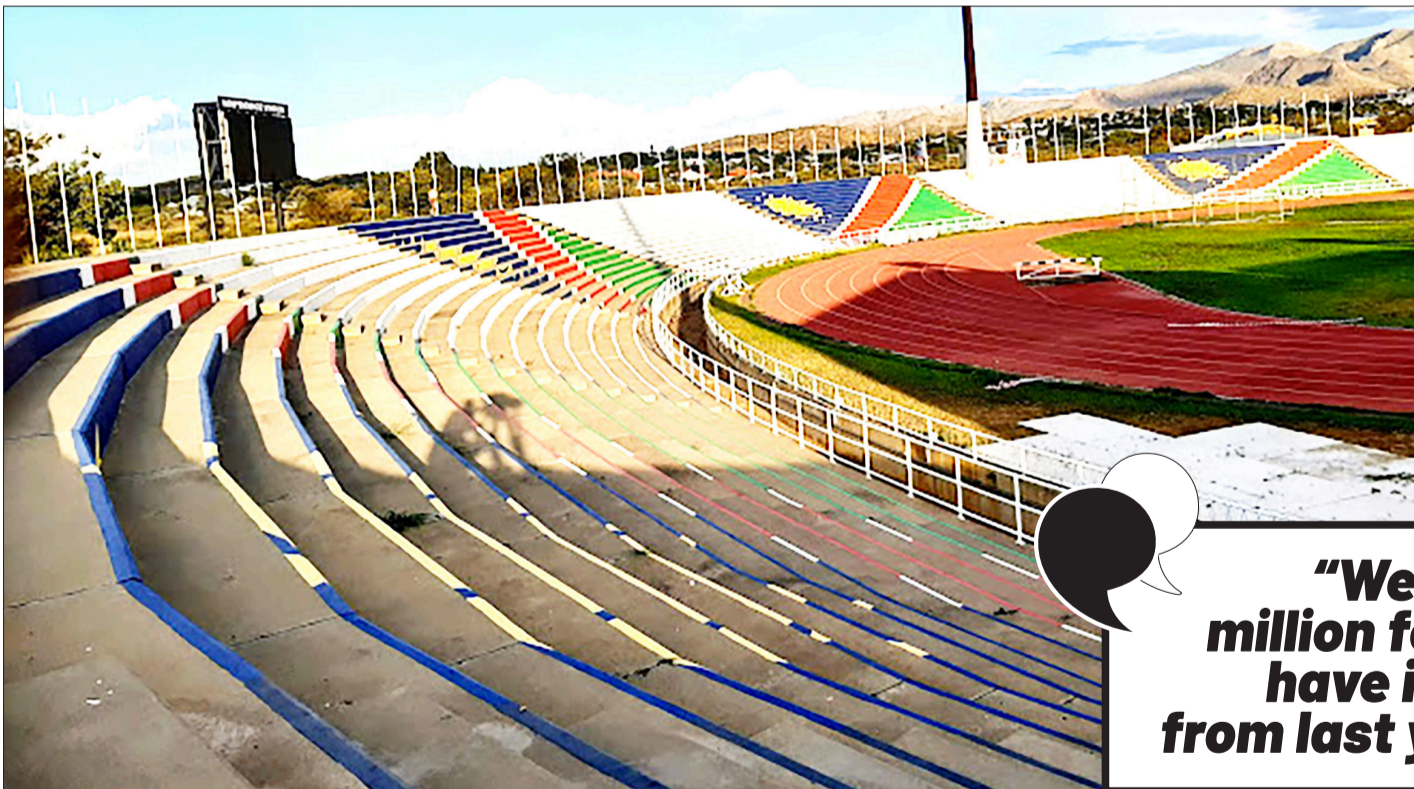
A Parliamentary Standing Committee on Public Finance report valued Namibia's SOEs at about N\$120 billion in total assets, with a net asset value of around N\$60 billion last year.

CONTINUE ON PAGE 2



> Prime Minister Elijah Ngurare

N\$66 million unpaid invoices delay Independence Stadium upgrade



• STAFF WRITER

The renovation of the Independence Stadium in Windhoek has been delayed, with unpaid invoices from last year now reaching N\$66 million.

Director of Sport in the Ministry of Sport, Youth and National Service, Jo-Ann Manuel, said the project is facing delays due to several factors including the approval of designs by Confederation of African Football (CAF).

She said this last week to the Parliamentary Standing Committee on Education, Youth, Civic Relations and Community Development.

Manuel said the designs and technical work have already been completed.

CONTINUE ON PAGE 2

"We have a budget of N\$60 million for this year, but we still have invoices of N\$66 million from last year that we must pay"

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Pega seeks to redefine the roles of the relevant minister and the Prime Minister in managing public enterprises. It also introduces a recruitment committee and sets out how dividend agreements will be made between the Prime Minister, Finance Minister, and the relevant Minister.

The bill proposes that the Prime Minister plays a key role in appointing board members and chief executives of SOEs. It further moves several powers from the minister responsible for public enterprises and the Finance Minister to the Prime Minister.

Namibia currently classifies SOEs into three tiers based on revenue, assets, and staff numbers. This classification is mainly used to guide pay levels for senior management and board members.

POWER RETENTION

Independent Patriots for Change spokesperson and opposition leader in Parliament, Imms Nashinge, says the bill focuses too much on power instead of fixing real problems in SOEs.

He said Pega does not address weak financial management, lack of transparency in board appointments, and the fact that some people sit on many boards at once.

"We are saying Pega does not deal with real problems. Some people sit on several boards. That is not addressed. We want directors to focus on one board so they can perform better," Nashinge said.

He also suggested a "cooling-off period" between board appointments to allow more qualified Namibians to serve.

Nashinge warned that political influence is also a problem.

"Some people are repeatedly appointed because of political connections.

They move from one board to another while aligning themselves with the ruling elite," he said.

Nashinge flagged the issue of conflicts of interest.

"We currently have a situation where an executive at National Petroleum Corporation of Namibia (Namcor) is a board member at Namport. How independent is this person when Namcor is a client of Namport? Such compromises will jeopardise the system," he said.

AUTOCRATIC LEADERSHIP

Corporate governance expert Steve Galloway said giving too much power to one office is poor governance.

"It opens up to autocratic decisions by an individual. Pega is already a problem because of unfettered discretion placed in the hands of one minister," he said.

He added that SOEs should not be political tools.

"SOEs are state, not political entities. These should be kept distinctly separate for good governance," he said.

Galloway said performance should be measured through national development plans, strategic plans, and clear key performance indicators, not political instructions.

He also called for merit-based appointments and stronger governance systems.

"Namibia needs improved performance through meritocratic appointment of directors and modern governance codes like ISO 37000," he said.

ISO 37000:2021 is an international standard that gives guidance on how organisations should be governed. It sets out 11 principles to support ethical, effective, and responsible management, and helps align strategy, purpose and value creation to build trust.

Galloway further said there is a need for proper evaluation systems.

"Board and director evaluations are very important. Performance contracts must be properly assessed, not controlled by one minister," he said.

POOR RESEARCH

Corporate governance expert Ntelamo Ntelamo said Pega lacks in-depth research to justify its changes.

He said there is no evidence that poor SOE performance is caused by gaps in existing laws.

"No study was conducted to show that poor governance in SOEs comes from missing legal provisions. We are guessing the problem or ignoring what it is," he said.

He also warned that the bill may duplicate existing legislation.

"There are still primary laws governing public enterprises. These amendments create overlapping roles: relevant Minister, Finance Minister and Prime Minister," he said.

Ntelamo also said the structure is becoming too complex.

"These roles are too many, considering we already have boards running these entities," he said.

"BOARDS OF POLITICAL STOOGES"

Ntelamo said Namibia's SOE boards are often filled through political connections rather than merit.

"In the main, we seem to appoint stooges and credulous individuals on most boards. They come compromised and often lack understanding of what a board director should do," he said.

He added that some board members follow political instructions instead of acting independently.

"This is contrary to corporate law prin-

ciples which define the independence of a director," he said. He also criticised multiple board appointments.

"If an individual is already committed to multiple assignments, they must decline further appointments. But there is a love for board status and fees rather than competence," he said.

He called for stronger accountability and enforcement.

"Let shareholder ministers, boards and CEOs be clear about their roles and be competent. Those who mismanage should be punished, regardless of position," he said. He also said there is no proper system to evaluate board performance.

"If there was evaluation, many heads would be rolling in poorly performing SOEs," he said.

REFORM AND PRIVATISATION

Economist Robin Sherbourne said Namibia needs deeper reform of SOE governance instead of expanding political control.

"The State Owned Enterprise Governance Council used to be in the Office of the Prime Minister. We need fundamental SOE reform rather than tinkering at the edges," he said.

He warned that political appointments reverse progress made in professionalising boards.

"Political appointments are a step backwards after years of trying to professionalise boards," he said.

Sherbourne also said there should be limits on how many boards a person can sit on. He called for broader reforms including liquidation, privatisation, and strategic partnerships for underperforming SOEs.

"Our system has improved over the past few years but further improvement is required," he said. **NBR**

INDEPENDENCE STADIUM FROM PAGE 1

"The project was started in 2024 and awarded to Marley Tjitjo Architects. They came with drawings and everything was submitted," she said.

However, the ministry is now facing financial pressure.

"We have a budget of N\$60 million for this year, but we still have invoices of N\$66 million from last year that we must pay," she said.

Manuel said delays were also caused by the need for approval from the Confederation of African Football (CAF).

"Before we could start the project, we had to call CAF inspectors to review the designs and check if they meet standards," she said.

She said the process took longer than expected.

"They only came in January this year. After that, we asked for a written report, which we only received at the end of March," she said.

Because of this, some invoices could not be processed.

"We could not process payments because we were not sure if we were meeting the standards," she said.

REGIONAL STADIUM PLANS

Manuel said the ministry is also planning to build regional stadiums in Katima Mulilo, Opuwo and Mariental.



> Jo-Ann Manuel

"These projects were advertised a long time ago but went to a review panel. We only got the outcome in December last year," she said.

She said the lead consultant will now move ahead with feasibility studies for the three facilities.

BASIC SPORTS FACILITIES ROLLOUT

The ministry is also rolling out basic sports facilities in constituencies. Manuel

said 28 sites were identified last year and have all been visited.

"We identified 28 sites and visited all of them with regional councils. The Ministry of Works also joined us," she said.

She said N\$140 million was transferred last year to regional governors to help speed up the projects.

"These funds are meant to help us deliver basic sports facilities faster," she said.

The Namibian reported last month that

the government hand-picked the financially troubled Roads Contractor Company (RCC) to oversee a N\$140-million project to build basic sport facilities across all 14 regions.

Each of the 14 regions will receive N\$10 million for two facilities – 28 in total.

RCC interim chief executive Dasius Nelumbu denied that the company was hand-picked for the tender.

"The RCC, being a state company, was not chosen.

The RCC expressed its interest to construct sport fields, to which some of the regional leadership responded positively," he said.

BUDGET AND ONGOING PROJECTS

Manuel said the total budget for capital projects is N\$243 million.

She added that there are other projects already under construction, including facilities in Eenhana and Nkurenkuru.

"These projects have already started and we are now adjusting to meet new requirements," she said.

Minister of education, innovation, youth, sport, arts, and culture Sanet Steenkamp Sanet Steenkamp said many of these projects started earlier and have faced challenges.

"These are legacy projects. Some started in 2023/24. They have gone through reviews and have been challenged," she said. **NBR**

Steenkamp pushes for full control at education ministry

• TIRI MASAWI

Minister of education, innovation, youth, sport, arts, and culture Sanet Steenkamp is pushing for full control of all the departments under her ministry.

Before the current administration of President Netumbo Nandi-Ndaitwah, education and sport were run as separate ministries. Now they have been merged into one large ministry but cracks appear to be already showing.

Education minister Steenkamp says the new structure is still fragmented, with departments operating in silos instead of as one system. Steenkamp told the Parliamentary Standing Committee on Education, Youth, Civic Relations and Community Development last week that the ministry has been trying to get a new structure approved for about a year through the Office of the Prime Minister.

"We wanted full integration. For example, we want Namibia Student Financial



Departments still running their own budgets and procurement

Assistance Fund's (NSFAF) human resources to be the same as the ministry's," she said.

However, she said the NSFAF was approved as a separate department, with its own structure and 91 staff members.

She wants all departments fully integrated to improve efficiency and management.

Steenkamp said the current setup creates duplication, especially in procurement and human resources.

Steenkamp said some departments, including sports, youth and national service, are also still operating separately.

"Those departments were approved on their own and are not integrated with finance and administration of the ministry," she said. She said this means the ministry is still not operating as one system, as originally planned.

"It's still departmentalised. We wanted one procurement system and shared skills, but that has not happened," she said. She added that while a structure has now been approved, it is not what the ministry had hoped for.

"We have a structure, but it's not what we wanted," she said.

BUDGET CONCERNS

The ministry has been allocated N\$28.7 billion for the 2026/27 financial year. Of this, N\$28 billion is for education, innovation, arts and culture.

Steenkamp said the budget is still not enough to meet expectations and targets.

The allocation includes N\$2.8 billion for subsidised tertiary education, N\$939 million for development projects, and N\$750

million for sport and youth services.

Public universities, the University of Namibia (UNAM) and the Namibia University of Science and Technology (NUST), received N\$2.53 billion.

The ministry also plans to use N\$939 million for school infrastructure and other development projects.

Another N\$2.8 billion will go towards easing pressure in schools by building classrooms and related infrastructure.

CONCERNS OVER FULL MERGER

Public policy analyst Ndumba Kamwanyah warned that fully merging all departments may not bring the efficiency the minister expects.

He said a larger structure could weaken accountability.

"When things go wrong, it becomes harder to know who is responsible," he said. He also warned that service delivery could slow down due to more approval layers.

Kamwanyah said staff morale could drop if roles become unclear or if departments feel they lose their identity.

He added that fully integrating NSFAF into the ministry could affect how quickly it operates.

"Student funding often needs quick decisions. A central system may delay this and could reduce trust over time," he said.

He also warned that combining many sectors under one ministry could stretch leadership. "Basic education, tertiary education, innovation, sports and culture all compete for attention. One area could dominate while others are neglected," he said. **NBR**

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For any enquiries, please contact Mr. Lazarus Shangano on +264614317000 or email: pnu@ncrst.na

Big drop in mining, but gold and uranium keep industry stable



• STAFF WRITER

The Chamber of Mines of Namibia says the mining industry continues to play an important role in the local economy, even though recent data from the Namibia Statistics Agency (NSA) shows a decline in performance.

According to the NSA, the mining and quarrying sector dropped by 9.4% in 2025. This was mainly due to a 19.4% decline in diamond mining, as well as contractions of 12.2% in metal ores

and 14.5% in other mining and quarrying activities.

However, the Chamber of Mines, in its latest report released last week, said the size of the decline appears bigger than expected.

The Chamber said strong growth in gold and uranium production is expected to help balance the drop in diamond mining.

The Chamber's chief economist, Lauren Graham, said the overall contraction in the mining sector may be overstated by the NSA when compared to actual production trends.

"Metal ores, including gold and zinc, accounted for the largest share of mining activity, contributing 55% of total mining value added, and uranium contributed

around 19% of mining output, reflecting the growing importance of strategic minerals in Namibia's mining sector," Graham said.

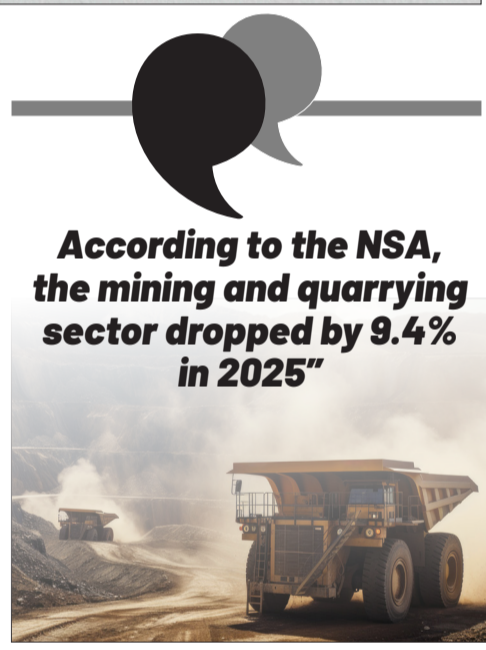
The Chamber added that diamonds remain an important contributor, making up about 2.4% of Gross Domestic Product and around 17% of total mining output, despite continued challenges in the global diamond market.

Graham also said commodity prices are still supportive for some of Namibia's key minerals. She noted that gold prices were very strong in February 2026, averaging US\$5,019.97 per ounce, driven by demand for safe-haven assets amid rising geopolitical tensions.

She added that uranium prices have also increased significantly over the past year, rising from US\$67.26 per pound in February 2025 to US\$88.23 per pound in February 2026, supported by strong global demand for nuclear energy.

Graham said the global economic environment has become more uncertain due to rising geopolitical tensions in the Middle East.

She said demand for gold, uranium and other strategic minerals linked to energy



According to the NSA, the mining and quarrying sector dropped by 9.4% in 2025"



security and the global energy transition is expected to support the sector. However, she warned that weak diamond demand and rising costs, especially higher fuel prices, remain key risks for mining operations in the short term, particularly for Namibia's diamond mining industry.

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Food and water plans top Govt agenda

• STAFF WRITER

The government plans to focus more on growing staple food and expanding water infrastructure for production going forward.

Agriculture, Fisheries, Water and Land Reform Minister Inge Zaamwani said the focus will be on improving food production and strengthening water systems to support farming and economic growth.

Speaking at a ministry performance review and planning workshop last week, Zaamwani said government efforts will focus on increasing support for staple crop production through agricultural extension services.

She said attention will also go to expanding green schemes and irrigation projects, improving agricultural research and vocational training, protecting animal health and livestock productivity, speeding up land reform, and improving land management.

"These interventions are meant to improve household and national food and nutrition security, reduce import dependence, expand market access, and ensure more fair and productive use of land," she



> Agriculture, fisheries, water and land reform minister, Inge Zaamwani

said. Zaamwani said these priorities are in line with the National Development Plan (NDP 6), which focuses on inclusive growth, reducing inequality, and building a stronger and more resilient economy.

"With regards to water and marine resources, our focus is equally strategic. Water and fisheries are the lifeblood of our people and the foundation of Namibia's long-term resilience," she said.

She said investment in the sector will

focus on improving water systems and fisheries management. "We are targeting investment in one of Namibia's most important resources—our water and our ocean," she said. The ministry will also work on strengthening integrated water resource management, expanding bulk water infrastructure, and improving access to water, sanitation and hygiene services. Other priorities include improving monitoring and control in the fisheries sector, maintaining scientific stock assessments, and implementing key policies linked to the Blue Economy.

Zaamwani said aquaculture and inland fisheries development will also be promoted. "These programmes are essential for water security, public health, environmental sustainability, job creation, and long-term economic resilience," she said.

NBR

Dâure-Daman Traditional Authority want locals to benefit from green hydrogen projects

• STAFF WRITER

Senior Traditional Councillor of the Dâure-Daman Traditional Authority, Herman !Naruseb says the green hydrogen industry should be developed in a way that includes all Namibians and delivers real economic gains.

Speaking at the Climate Investment Funds (CIF) industrial decarbonisation programme stakeholder workshop in Walvis Bay last week, !Naruseb said communities must not be left out of major projects.

He said green hydrogen projects must bring real benefits to local communities, not just companies and institutions.

"Our community believes development must bring fair and inclusive benefits.

Our people must take part in these projects," he said.

He called for skills development, training, fair participation, public awareness, and inclusive agreements to ensure communities benefit.

He said this would help create real community development, unlike other industries where locals feel excluded from benefits.

!Naruseb said past experiences, especially in mining, have left many Namibians without real economic gains.

He said investors must prioritise training and capacity building for local communities.

"This will ensure Namibians are not just watching, but are part of these projects in their own land," he said.

He added that green hydrogen is a technical sector, but with training and support, local people can also benefit in the long term.

"Green hydrogen needs skills. But with training, our people can benefit now and in the future," he said.

!Naruseb also said he is encouraged that some communities already hold shares in green hydrogen projects and have working relationships with companies involved. However, he raised concern about how information is shared with communities.

"There is a need for better public awareness. Much of the information is on social media, but not everyone can access it," he said. He called for more use of radio and community meetings to share information.

"We need radio and community engagement so people understand green hydrogen and its impact," he said.

"Our goal is simple: our people must be informed, included, and empowered in shaping their future."

The same views were echoed by Namibia Revenue Agency (NamRA) regional manager for Erongo, Patrick Tongo, who said Namibians should embrace green hydrogen for jobs, small business opportunities, and improved infrastructure.

"We must remember green hydrogen helps fight climate change.

Knowledge starts with information, then becomes understanding and wisdom," he said.

Also speaking at the event, Willie de Klerk, Principal at Namibian Institute of Mining and Technology Building and Civil Trades in Arandis, said Namibia could benefit greatly from shared infrastructure if the industry grows.

He said the idea of common-use infrastructure is promising, but raised concern about waste management during construction.

"There are risks with waste. Materials like crates and plastics are brought to project sites and must be managed properly," he said. **NBR**



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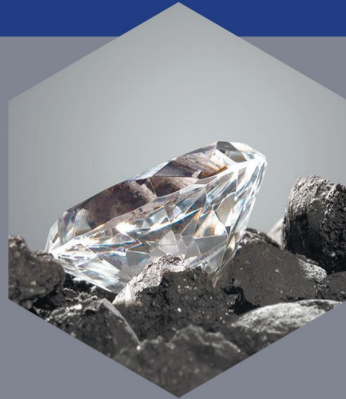
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“NDP6 targets an increase in the MSME sector’s contribution to GDP from 16% to 19.4% by 2030



Development banks seen as key to funding Namibia’s green industry plans



> Joseph Mukendwa

• STAFF WRITER

Frederick Benzel of the CrossBoundary Group says the buy-in of multilateral development banks will be key for Namibia to participate in the Climate Investment Funds (CIF) industrial decarbonisation programme.

A decarbonisation programme is a plan to reduce and eventually eliminate greenhouse gas emissions by shifting from fossil fuels to cleaner, renewable energy sources.

The programme requires an adequate volume of financing from multilateral development banks alongside CIF funding.

Participating institutions include the African Development Bank, World Bank and International Finance Corporation, which are expected to mobilise financing at least three times the CIF investment. Multilateral development banks are international financial institutions established by multiple sovereign states to provide loans, grants and technical assistance to developing countries.

Speaking at the CIF industrial decarbonisation programme stakeholder workshop in Walvis Bay last week, Benzel said the programme is not designed

to fully finance projects on its own.

“The programme is designed to finance projects but it is not designed to finance a project all on its own. There is a private sector component set aside, whereby the project is not here to crowd out the private sector but it is to crowd in investors who wouldn’t have enlisted in the first place if the risk were not enforced by the CIF programme.” The workshop was hosted by the Namibia Green Hydrogen Programme.

In June 2025, Namibia was invited to participate in the CIF industrial decarbonisation programme and subsequently launched a call for projects, which closed in February this year after attracting 148 applications.

From these submissions, 78 Namibian project developers were shortlisted for the programme’s project pipeline.

To qualify, projects must target industrial decarbonisation, demonstrate additional investment impact and show a pathway to comply with IFC performance standards on environmental and social sustainability, among other requirements. The projects have been grouped into five sectors: clean energy and industrial power anchors; enabling infrastructure including grid and storage; industrial system decarbonisation and value addition; circular economy and low-carbon manufacturing; and bioeconomy, agriculture and climate innovation.

CrossBoundary is currently providing advisory support to the Namibia Green Hydrogen Programme and its partners in drafting the CIF investment plan, in-

cluding assessing project bankability and identifying commercial, technical, financial and regulatory gaps.

Pierre-Adrien Baudele of CrossBoundary said different financing approaches are required across the project pipeline.

“We cannot have a one size fits all so we do need to have different buckets to cater to different opportunities that we are seeing in the pipeline.” The projects will have access to several funding mechanisms, including direct project finance, common-user infrastructure, a Micro, Small and Medium Enterprises (MSME) lending fund and a project preparation facility.

Namibia Green Hydrogen Programme head of policy, planning, and strategy Joseph Mukendwa said limited preparedness among small businesses could undermine the programme’s objectives.

“The challenge is if our MSMEs, if they are not prepared, if they don’t have the capabilities to be able to take up these opportunities, then unfortunately we will fail in our ability to reach our MSME goals outlined in National Development Plan (NDP6).”

The MSME lending fund will provide loans to businesses in the green supply chain, including working capital and machinery finance, aimed at helping local companies meet industry requirements.

NDP6 targets an increase in the MSME sector’s contribution to GDP from 16% to 19.4% by 2030.

BENCHMARK

Benzel said the project preparation

facility draws on models used elsewhere on the continent.

“There are very interesting models, for example from Kenya, where their climate innovation centre has been put up and are typically donor funded, they provide various stages of entrepreneurial support, that can be in the form of membership, office space, share learning as well as to a degree, grants and technical support to complete studies and further advance projects.”

The Kenya Climate Innovation Center supports entrepreneurs through incubation, capacity building and financing in sectors such as renewable energy, water and agribusiness.

The CIF Trust Fund Committee is expected to make a final decision in October, with funding set to be deployed within 24 months thereafter.

Last year, Namibia’s application to the CIF Industrial Decarbonisation Programme was ranked third globally.

Nikol Hearn of the Namibia Green Hydrogen Programme said additional measures are being explored to support green industries.

“We are thinking about innovative solutions including the setting up of industrial zones, where projects can become tenants rather than independently looking for land.”

Government is currently developing a Special Economic Zone policy and regulatory framework, with the bill expected to be tabled in Parliament this year. **NBR**



EDITORIAL

Green Hydrogen Should Feed Namibians, Not Just Investors

Namibia's green hydrogen push is gathering pace, but the real test is no longer about ambition, it is about inclusion. For years, green hydrogen has been framed as the country's next big economic breakthrough, with promises of industrial growth, jobs and energy security. What once sounded like policy rhetoric is now taking shape. Projects are advancing, investors are committing billions, and pilot initiatives are beginning to move from paper to practice.

There are signs of progress. Plans for large-scale ammonia production are inching forward, while experimental projects including hydrogen-powered transport, are beginning to surface. On paper, the numbers are compelling, with billions earmarked for development and a portion set aside for local procurement.

But beneath this optimism lies a growing unease.

Across communities, there is a persistent feeling that the people who are meant to benefit the most are still watching from the sidelines. For many Namibians, especially those in areas where these projects are unfolding, green hydrogen risks becoming another industry that promises transformation but delivers it unevenly.

The concerns raised by Dâure-Daman Traditional Authority councillor Herman !Naruseb reflect a broader sentiment. His message was simple: development must include the people on the ground. Not as spectators, but as participants.

This is not a new concern. Namibia's experience with industries like mining has shown that large-scale investment does not automatically translate into shared prosperity. Too often, local communities see wealth generated around them without meaningful access to it.

Green hydrogen now stands at a similar crossroads.

If the industry is to avoid repeating past mistakes, inclusion cannot be treated as an afterthought. It must be built into the foundation of every project. That means more than job promises in the future, it means immediate, visible pathways for ordinary Namibians to participate.

Skills development and training are a starting point, but they are not enough on their own. Communities need clear information, fair agreements, and real opportunities to enter the value chain whether through small business participation, service provision, or ownership structures.

Local procurement must go beyond headline figures and translate into contracts that reach small and medium enterprises. Engagement must go beyond workshops and become ongoing dialogue that shapes decision-making.

Most importantly, there must be a deliberate effort to make this industry understandable and accessible. Right now, for many, green hydrogen remains a distant concept tied to billion-dollar figures and technical language. It needs to be brought down to everyday terms to something people can see, feel and benefit from in their daily lives.

Because that is ultimately the measure of success.

If green hydrogen is to become Namibia's economic backbone, it cannot only serve investors, corporations or the state. It must work for the small contractor, the young graduate, the informal trader, and the communities living closest to these developments.

Making green hydrogen the "daily bread" of Namibians is not about slogans. It is about ensuring that the wealth it promises is shared in a way that is visible, fair and lasting.

Without that, even the most ambitious projects risk becoming just another chapter in a familiar story one where opportunity exists, but remains out of reach for those who need it most.

Windhoek: a capital that has forgotten its ambition



• IMMS NASHINGE

There is something deeply unsettling about watching the seat of your Republic crumble in slow motion not from lack of resources, not from lack of revenue, but from a leadership culture that has confused occupying an executive chair with actually leading.

The City of Windhoek recently admitting what every resident who drives to work already knows in their bones and in their tyres our roads have not been properly maintained for 35 years. Thirty-five years. That is not a service delivery gap. That is a generational failure, compounded, compounded again, and then dressed in a press statement and sent home.

Yet the institution that cannot fill a single pothole fills a payslip with extraordinary precision. The Chief Executive Officer of the City of Windhoek earns N\$4.4 million per annum. With N\$200,000 to N\$300,000 in unclaimed subsistence and travel allowances absorbed tax-free the effective package approaches N\$5 million annually. Every Senior Executive walks away with N\$3.2 million, plus the same unclaimed allowances stacked on top. These are not salaries paid for performance but salaries paid for presence. And the difference matters enormously.

To place this in perspective that should embarrass every beneficiary of such a package these executives earn more than the President of the Republic of Namibia and the Prime Minister. The individuals tasked with managing a single municipal authority are compensated beyond the leaders of the entire nation. If compensation is supposed to reflect responsibility, consequence, and expectation of results, then what exactly are we paying for?

THE OVERSIGHT DEFICIT

A fair question must be directed at State House and the national executive: who is watching Windhoek? The President of the Republic travels the globe attending investment forums, engaging heads of state, courting capital from the Gulf, from Asia, from Europe. This is commendable. But where are the representatives of the capital city at those tables? Where is Windhoek's voice when investment conversations are being held?

The capital city is not merely an administrative address. It is the face of the nation. It is the first impression every diplomat, investor, and visitor forms of Namibia. When that face is cracked tarmac, broken streetlights, stagnant economic zones, and a Zoo Park that once brought joy to families but now stands as a metaphor for institutional neglect we must ask whether the Cabinet has allowed a dangerous blind spot to develop right at the centre of the Republic.

Perhaps it is time that the City's leadership is formally invited to sit at the tables of national governance not as subordinates seeking permission, but as strategic partners who understand that Windhoek's success is Namibia's success, and Windhoek's failure is a national embarrassment that no amount of foreign investment submits can paper over.

Between the City of Windhoek and Hosea Kutako International Airport lies vast, largely undeveloped private land, a corridor of potential that, in a city led by visionary and hungry executives, would already be the subject of masterplanning, investor engagement, and long-term spatial development frameworks.

Instead, we watch quietly as private individuals and companies acquire parcels of that land, some reportedly under 99-year lease arrangements concluded during previous City administrations arrangements that the current highly compensated executive has apparently neither interrogated, reviewed, nor challenged in the public interest through self review process in our courts of law.

Has the City of Windhoek purchased even a single hectare in that corridor for future urban development? Has it declared a long-term vision for what that stretch between the city and the airport should look like in 2040 or 2050? If the answer is no, then we must be honest, this is

not a resource problem. It is a vision problem. And vision problems at the executive level cannot be solved by increasing the budget. They can only be solved by changing the people.

The executive must show intent. The private sector watches leadership before it commits capital. Investors do not move where there is silence, indifference, or the smell of institutional complacency. A credible public commitment to land acquisition and long-term spatial development would send a signal that no marketing campaign can replicate.

Windhoek today has more churches and shebeens than it has factories. More prayer halls than production floors. More signage of "I love Windhoek" "Is Windhoek hierso" than industrial zones generating employment. This is not a moral criticism of faith or community it is an economic diagnosis that the City's leadership should find deeply alarming.

Where is Windhoek's industrial policy? Where is its foreign direct investment strategy? What are its target sectors? What investment incentives does it offer? What research and development ecosystem is it nurturing for startups and young entrepreneurs? What is its export-oriented growth plan? These are not abstract questions. They are the fundamental instruments of any city administration that takes its mandate seriously.

The MICE, Meetings, Incentives, Conferences, and Exhibitions, sector alone offers a window of opportunity that Windhoek has almost entirely ignored. Africa's business events industry is projected to grow from approximately US\$16.6 billion to US\$65.6 billion by 2032. Cities like Kigali, Nairobi, Accra, and Cape Town are positioning aggressively. Windhoek cannot even host a major indoor conference. We lack the venues. We lack the arena capacity. We lack the accommodation volume. And apparently, we lack the executive urgency to build any of it.

When those executives travel to Kigali or Luanda and see a city that has transformed itself within a single decade through intentional policy and relentless execution what do they bring home? Because what Windhoek's residents see upon their return is love-is-love banners, motivational murals, and street graphics. These have their place. But love slogans do not build factories. Murals do not create jobs. And inspiration without implementation is simply tourism at the taxpayer's expense.

In the north-west, south-west, and western informal settlements of Windhoek, generations of Namibians live in conditions that no amount of executive salary justification can reconcile with a functioning municipal conscience. These communities are not on the periphery of Windhoek they are Windhoek. They are its workforce, its culture, its future taxpayers, its potential consumers, and its most urgent moral obligation.

When does the City intend to demonstrate that it has a credible plan for these communities not a pamphlet, not a councillor promise during election season, but a funded, time-bound, publicly accountable development agenda?

Meanwhile, the Zoo Park once one of the most cherished communal spaces for Windhoek's families, a place where children laughed and weekends meant something is dead the executives can't even replace the happy fish we use to see in those dry ponds of Zoo Park. Its silence is symbolic! And the executives drive past it daily, windows raised, in vehicles paid for by the very residents the park once served.

This is not a wish list. This is the minimum expectation of a capital city that claims to represent a free people. Windhoek must reclaim its mandate. It must reclaim its ambition. It must reclaim its pride.

The tarmac is broken. So is the patience of the people who paid for it.

Enough!

** Imms Nashinge is a proud resident of Windhoek and a concerned voice for the future of Namibia's capital city.*

During winter, extra care against the cold is needed"

The basic care during the winter lambing and kidding season



• ERASTUS NGARUKA

During the winter season, smallstock (goat and sheep) farmers have the insurmountable task of ensuring that the lambing (sheep birth) and kidding (goat birth) season progresses well with minimal to no complications in their kraals to achieve their production targets.

Generally, animal breeding activities occur during seasons or times most favorable to their bodily functions and well-being. For example, mating commences during times of plentiful forage resources, among other factors.

This is because the nutritional status of the animal has a direct influence on its breeding activities and conception (the better the nutritional status, the higher the chances of conception). Well-maintained animals with good health and body condition will have higher reproduc-

tive performance (e.g., libido and fertility) than those with poor body conditions.

To effectively manage goat and sheep breeding, farmers need to be observant of the timing of the breeding activities. For example, animals that give birth in winter (May to June) were mated between December and January. When observing mating activities, farmers should count five months from mating to estimate when to expect ewes (female sheep) and does (female goats) to start giving birth. This timeline will help them prepare for the conditions that will be prevalent during that time or season.

These conditions include parasite infestation, forage and water scarcity, extreme temperatures, viral and bacterial diseases, among others.

The lambing or kidding stage is the most demanding and laborious phase in animal reproduction. To this end, farmers should prepare for this stage and provide timely support to the pregnant animals before and during the birthing process to ensure the survival of the lambs and kids. An important practice is to ensure that the ewes or does are provided with sufficient feed supplements during pregnan-

cy, enabling them to produce adequate milk during the lactation period.

Moreover, it is crucial to ensure that the animals are not exposed to risky conditions that could compromise their health and that they receive adequate nutrition throughout the season.

Most lamb and kid mortalities during winter are caused by cold stress, starvation, and parasite infestation. Some of the health conditions in smallstock are predisposed by unhygienic or contaminated kraal environments with excessive manure, dust, and harmful objects such as wires, thorns, broken bottles, etc. Lambs and kids are often kept in the kraals for extended periods, directly exposing them to these conditions. Dust inhalation and cold stress can lead to lung infection (Pasteurellosis/Pneumonia), as well as eye infections caused by dust entering their eyes.

Pasteurellosis is a respiratory disease caused by several species of bacteria, such as *P. multocida* and *P. haemolytica*, which inhabit the respiratory system (lungs) of animals.

The disease is predisposed by stress factors such as cold and dusty conditions, among others. The symptoms include fast breathing, coughing, running nose, loss of appetite, and during post-mortem examination, the lungs may be found attached to the rib cage. Pasteurellosis can be treated with common antibiotics such as Swamycin, Disulfox, and Reverin135.

Farmers can, however, implement preventative measures by vaccinating both young and adult animals and properly managing stress factors, such as keeping the kraal environment clean.

Another major problem is internal and external parasite infestation. The most problematic external parasites that attack lambs/kids during winter are mites, lice and fleas.

The common signs of infestation by these parasites are irritation (restlessness, head shaking, scratching, or itching), hair loss, and anemia (loss of blood), among others.

These parasites can be controlled or eradicated by dipping, spraying, using pour-on or injectable antiparasitic remedies. Internal parasites should also be controlled either with oral or injectable solutions, of which a wide range of products are available in veterinary shops.

During winter, extra care against the cold is needed. A shelter or a housing

structure can be constructed especially for the most vulnerable animals to protect or keep them warm.

For example, one of the common and simplest practices used by most small-scale farmers dig a trench in the ground to keep the lambs/kids overnight, however, this can pose a health risk because the trench can be dusty, causing lung infections and suffocation if not well-made. Generally, animals generate or increase their body heat through metabolism, therefore, it is advisable to ensure that your goats and sheep have enough or extra roughage feed, such as Lucerne or grass hay, all the time during winter, especially in the evening, to keep them warmer through metabolic heat.

In addition, farmers need to ensure that the lambs and kids suckle the colostrum, which is the first milk after birth, at least in the first twelve hours of their life. This is very important for the health, strength, growth, and survival of the young. Subsequently, the ewes should be allowed to spend sufficient time with their young to suckle anytime, rather than separating them or letting the mothers out for longer hours away from their young.

This is because when the lambs or kids are starved for a long time, they tend to have an elevated milk craving and consume a lot more instantly when they suddenly meet their mothers to suckle.

This can lead to digestive discomfort or problems such as diarrhea, bloating, etc. In conclusion, the survival and performance of your animals depend on your timely management interventions. This starts with the preparation of the breeding stock for mating, caring during gestation and parturition, and caring for the young throughout until the weaning stage.

This includes a supply of adequate feed and water throughout, administering necessary vaccinations, providing protection against adverse environmental conditions, and maintaining a clean kraal environment.

Furthermore, all necessary equipment and remedies must be acquired in advance to provide first aid in case of complications.

For example, antibiotics should be readily available for bacterial illnesses such as retained placentas, diarrhea, eye infections, and navel illness.

*** Erastus Ngaruka IS THE Technical Advisor: Livestock & Rangeland at Agribank**

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