

NAMIBIA TRADE DIRECTORY 2018

INNOVATION

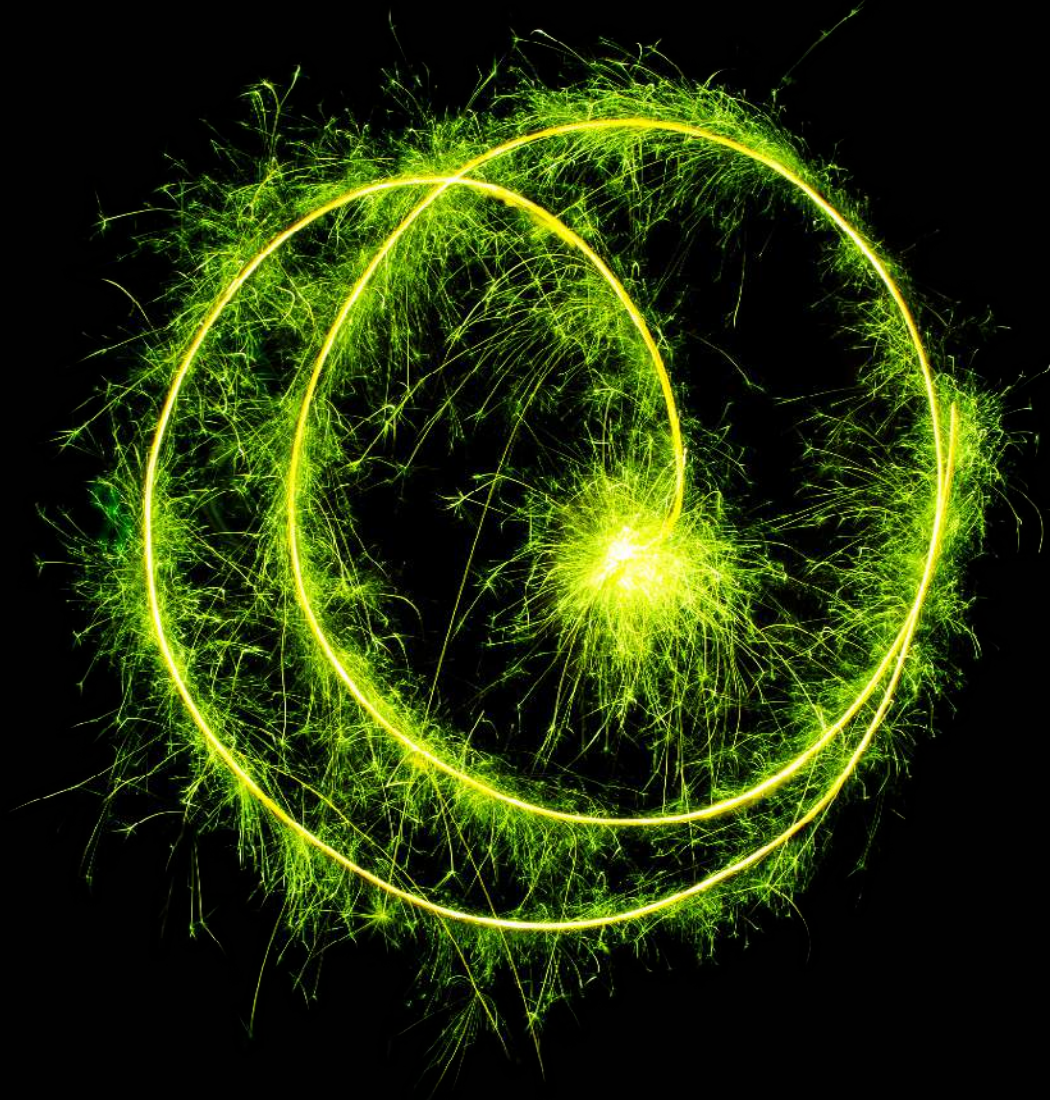
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FROM THE EDITOR

We are starting the year with a great deal of uncertainty as 2017 has certainly wrought havoc in terms of the local economy and the regional political scenario. Whereas this uncertainty might make some uneasy it also creates unique opportunities which will excite and inspire others to venture into new areas previously unexplored. We often use the phrase “desperate times call for desperate measures” and this undoubtedly rings true for many businesses in Namibia regarding the challenges we are likely to face in 2018. Hence we wish to inspire our clients to make it a year of innovation that will not only meet these challenges head-on, but will open up new business ventures that will elevate our country to the next level of economic robustness. This will establish Namibia as a competitive force to be reckoned with both in the region and internationally.

You may say that this is all good and well, but what is innovation and how do I pursue this? The good news is that whereas we tend to think of innovation as a formal and complicated process, it doesn't have to be. Innovation can be as simple as having another look at your business against the current climate within which you operate and effecting the necessary changes that will adapt your business model to deliver a better product or service. It therefore does not necessarily mean creating or inventing, but simply adapting to changes in your business environment.

There are, of course, innovations that spring from a flash of genius – a bright idea in an inspiring moment that goes on to revolutionise your business or even beyond. But in reality most innovations, especially the successful ones, result from a conscious, purposeful search for improvement opportunities.



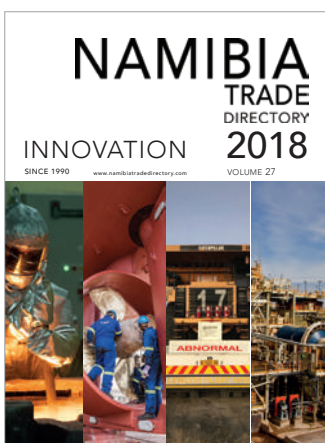
Innovation is, of course, only one part of it and making those radical changes necessary to materialise innovative ideas usually requires a bold approach and the necessary courage from individuals who are motivated and brave enough to take the plunge and see it through. An innovative idea, however brilliant it may be, remains just an idea until someone, who is not necessarily the originator of the idea, can find a way to realise the potential. Therefore, be sure to surround yourself in this coming year with enough innovative-idea creators and practical, hardworking implementers. This will ensure that you will not only survive these tremulous times but even prosper in the most unlikely of times.

In 2018 we want to inspire our clients and readers alike to turn to innovation, not only as a way to counter difficult economic times but, more importantly, to grow and strengthen their businesses towards future robustness and prosperity. To this end we have tapped the minds of some locals to give us a comprehensive understanding of what innovation really is about and what it can be...

If you were to ask me what I learned about innovation from putting together this issue, I would say that it is the never-ending quest to find better ways of doing things, the open-mindedness to look at the same situation through different lenses, the refusal to admit defeat, and, most importantly, the determination to execute an idea through collaboration.

We wish our clients all the best in 2018. Remember you do not need to be the most innovative person in the room to make innovation happen!

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MINISTER OF INDUSTRIALISATION TRADE AND SME DEVELOPMENT

It is my pleasure to welcome you to this very special edition of the Namibia Trade Directory (NTD) 2018, focusing on innovation, a theme which has come at an most opportune time. Most national strategies confirm that the only way through which we will accomplish Namibia's industrialisation blueprint, such as the "Growth at Home", is through innovative measures which will in turn demand that we revolutionise our thinking.

The Government of Namibia recognises the importance of innovation along with science and technology to achieve socioeconomic development. Hence, in 2004, the government launched its Vision 2030 which saw the need to adopt innovation, science and technology.

This commitment led to the establishment of institutional structures that further support the development and application of science and innovation.

This is how the National Programme on Research, Science, Technology and Innovation (NPRSTI) was designed in line with national developmental goals as outlined in policy documents such as the National Development Plans (NDPs), Vision 2030 and the Harambee Prosperity Plan (HPP), to set out the national direction towards research, science and technology.

Although Namibia has made progress in expanding its research and innovation since independence, more is still to be done. Hence, as government we need to promote the transformation process of Namibia towards knowledge and an innovative-based economy, where the production and usage of technology and innovation would lead to economic benefits, particularly among the young people.

Therefore, being a Ministry tasked with the establishment of a Youth Development Agency we need to join hands to strengthen existing innovation capacity as well as increase our impact on the future leaders of this country.

As we commemorate the NTD's 27th anniversary this year, we are provided with an opportunity to reflect on the innovative way this publication has been making its mark and on the commendable service it has rendered the Namibian people and international business entities. The NTD, through its diverse offering and finely tuned package, highlights the vastness of what Namibia as an investment and business location has to offer.

Distributed at various platforms including Namibian missions abroad, the NTD literally puts Namibia on the global map, making it one of the excellent avenues which serves as a valuable resource of information to both the business sector and to prospective investors, particularly those considering Namibia as an investment location.

Over the years, the popularity of this publication as a go-to space for entrepreneurs and the business community at large has grown from strength to strength. However, in order to further expand its ability to deliver quality, Namibia needs to place more emphasis on innovative measures to promote the country as the potential investment hub in the region and beyond.

You would agree with me that many people, especially those from my generation, are resistant towards change in general and technological

advances in particular. Therefore, apart from not being able to escape the ever-changing and fast-paced technological revolution, we need to learn to adapt and begin to use it to our advantage by making innovation and education the key components of our revolution.

Despite a number of international and regional economic challenges from which Namibia was certainly not spared, the country remains standing tall and flexing its muscles. It has a proven track record of resilience as a small open economy aimed at achieving high and sustained economic growth, employment creation and increased income equality.

True to the visionary thinking of the team of the NTD, the focus of innovation for this year has afforded various captains of industry an opportunity to reflect on how innovation can and should be leveraged to drive the country's developmental agenda as stipulated in all national strategic plans.

We the the Ministry of Industrialisation, Trade & SME Development therefore will remain committed. We are proud to be associated with the NTD which continues to do its part of keeping current investors and the business community informed and motivated as it highlights the country's investment potential.

I have no doubt that the business community will find the 2018 edition rich with meaningful information about the Namibian business landscape as a whole. Therefore, in conclusion, I warmly invite you to pleasant reading and wish you all a prosperous 2018, the year of "reckoning".



Immanuel Ngatjizeko
Honourable Immanuel Ngatjizeko (MP)

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ABOUT NAMIBIA

OFFICIAL NAME Republic of Namibia

POPULATION 2.56 million (2017)

MEDICAL CARE

Privately run hospitals & medical centres across the country. The qualifications of medical practitioners are on par with international standards

TIME ZONES

Summer time: GMT +2 Hours

DATE OF INDEPENDENCE

21 March 1990 under President Sam Nujoma, now referred to as the founding father.

SYSTEM OF GOVERNMENT

Multi-party Democracy

HEAD OF STATE

Hage Geingob since 2015

INTERNATIONAL TELEPHONE CODE

00 264 (Area Code) (Number)

LOCATION

RELIGION

Freedom of religion was adopted through Namibia's Bill of Fundamental Rights. About 90% of the population is Christian.

EDUCATION
The current literacy rate in Namibia is about 83%, one of the highest in Africa. Namibia's literacy rate is ___ for people aged 15 years and older, while ___% of people aged 6 to 24 years are enrolled in schools. Of those who are 15 years and older, 42% have completed their primary education, while 15% have completed secondary education. Namibia has several tertiary institutions namely University of Namibia (UANM), International University of Management (IUM) and Namibia University of Science and Technology (NUST).

CAPITAL CITY

Windhoek, the capital is situated in the central highlands at 1 650 metres above sea level and has moderate climate. a Population of approximately 365 000.

BUSINESS HOURS

Office hours from 08:00 – 17:00 from Mondays to Fridays, while banks are open for business from 9:00 – 15h30 on weekdays and from 8:30 – 12:00 on Saturdays.

ENVIRONMENT & TOURISM

More than 40% of Namibia is under conservation management. It is the first African country to incorporate environmental protection into its constitution.

PRIME MINISTER

Saara Kuugongelwa-Amadhila since 2015

CONSTITUTION

Democratic Constitution. The executive (Cabinet), legislative (Parliament), and judiciary (Courts) branches of Government are independent and autonomous. The president is head of the executive branch. National and presidential elections are conducted freely and fairly and held every five years. The next elections are scheduled for November 2019.

PHYSICAL INFRASTRUCTURE

MAIN AIRPORTS

Hosea Kutako International Airport

& Eros Airport

& 46 NATIONWIDE AIRSTRIPS

RAIL NETWORK

2382 KM

narrow gauge



TELEPHONE LINES
6.2 per 100 INHABITANTS

MOBILE SYSTEM COMMUNICATION
GSM AND 3G

(agreements with 117 countries/255 networks)

POSTAL SERVICE

AFFILIATED TO UNIVERSAL POSTAL UNION

HARBOURS
WALVIS BAY
&
LUDERITZ

AREA

Namibia covers 824,292 sq km (318,259 sq miles). Latitude: 220 South, Longitude: 170 East. Namibia is the 34th largest country in the world.

REGIONS

The country is demarcated into 14 regions, namely the Zambezi, Kavango East, Kavango West, Kunene, Omusati, Ohangwena, Oshana and Oshikoto regions in the north, the Omaheke, Otjozondjupa, Erongo and Khomas Regions in the central areas and the Hardap and !Karas regions in the south.



5450 KM TARRED ROADS
37 000 KM GRAVEL ROADS



CURRENCY

The Namibian Dollar (N\$): The Namibian Dollar and South African Rand are the only legal tender in Namibia and can be used freely to purchase goods and services. Traveller's cheques, foreign currency, international Visa, Master Card, American Express and Diners Club credit cards are accepted.





National Coat of Arms



National Seal



National Flag



Presidential Standard

PUBLIC HOLIDAYS 2018

1 Jan	Mon	New Year's Day	1 May	Tue	Workers' Day	27 Aug	Mon	Heroes' Day Holiday
21 Mar	Wed	Independence Day	4 May	Fri	Cassinga Day	10 Dec	Mon	Human Rights Day / Women's Day
30 Mar	Fri	Good Friday	10 May	Thu	Ascension Day	25 Dec	Tue	Christmas Day
1 Apr	Sun	Easter Sunday	25 May	Fri	Africa Day	26 Dec	Wed	Family Day
2 Apr	Mon	Easter Monday	26 Aug	Sun	Heroes' Day			

OBSERVANCE DAYS (NOT PUBLIC HOLIDAYS)

9 Feb	Fri	Constitution Day	28 Sept	Fri	Day of the Namibian Child
16 June	Sat	African Child's Day	4 Oct	Thu	United Nations' Day

2018 CALENDAR FOR GOVERNMENT SCHOOLS

Term 1

Wed 10 January - 27 April

Midterm Break (School Holiday)

Monday, 19 March - Monday, 02 April

Term 2

21 May - 17 August

Africa Day (Public Holiday)

Friday, 25 May

Term 3

03 September - 30 November

International Teacher's Day (School Holiday)

Friday, 05 October

INVEST IN NAMIBIA

Namibia is often described as Africa's optimist – and with good reason. Not only does it enjoy one of the continent's most pleasant, peaceful and politically stable environments, but also an infrastructure to rival many developed countries. Namibia has a wealth of attractions and advantages for foreign-owned companies looking for business opportunities.

Namibia has an advantageous legislative and fiscal environment and a government keen to foster the engines of economic growth and prosperity.

Namibia is a boutique investment destination and seeks foreign direct investment in the value addition and beneficiation of natural resources (diamonds, copper, zinc and phosphate), goods manufacturing and export of value-added products.

Namibia offers other significant opportunities for investment in sectors such as manufacturing, agriculture (agro-processing), transport and logistics, tourism and film making, to name but a few.

In Namibia's quest to become an industrialized and prosperous nation - as outlined in the "growth at home" strategy, the "Harambee Prosperity Plan" (HPP) and vision 2030 - the government encourages foreign companies to engage in win-win partnerships that add value to products and stimulate economic growth and job creation.

REASONS TO INVEST

• SOUND DEMOCRATIC GOVERNANCE

ARCHITECTURE

Namibia, a multi-party democracy, has enjoyed a high degree of political stability since its independence from South Africa in 1990. Stability is maintained by strict adherence to the constitution.

• SOUND MACROECONOMIC ARCHITECTURE

Namibia's economy is stable and has successfully weathered international financial crises. It continues to develop in order to grow and meet its challenges.

• ENTERPRISE OPPORTUNITY

Namibia offers opportunities for investment in infrastructure through public-private partnerships (PPPs) or foreign direct investment (FDI). Due to its location Namibia also facilitates access for manufacturers and exporters to 15 SADC countries with a total population of +/- 280 million.

Namibia values long-term relationships with foreign investors. An enabling environment is in place to assist with the identification of opportunities, syndicate financing, operating and tax incentives in certain sectors, particularly manufacturing, and one-stop bureau services for establishing the local operations of international companies.

• INVESTMENT ENVIRONMENT

The Namibian government sees foreign direct investment (FDI) as a key component of economic development and therefore proactively legislates and nurtures an environment that is equitable and attractive for FDI.

Legislation ensures an enabling environment for foreign investors as much as for Namibian companies, which includes international arbitration of disputes, the right to remit profits and access to foreign exchange. Investment incentives and special tax incentives are available for certain sectors.

• ESTABLISHMENT AND REGULATION

The Registrar of Companies manages, regulates and facilitates the formation of businesses. Investors are encouraged to seek assistance from legal practitioners, auditors, accounting or secretarial firms for the process of registration.

The Namibia Investment Centre offers services that range from early inquiries to operational phases. It informs on investment opportunities, incentives and procedures. It assists investors by streamlining and coordinating with ministries and regulatory bodies.

• FINANCIAL ENVIRONMENT AND GOVERNANCE

Namibia's financial environment is well developed and robust. This has ensured that Namibia enjoys a high degree of financial stability and investment grade ratings.

Namibia is part of the Common Monetary Area (CMA) with South Africa, Lesotho and Swaziland. The Namibian dollar is pegged to the SA rand.

The financial sector is sophisticated and consists of a number of commercial banks with international ties to facilitate international banking, as well as commercial and governmental sources of finance geared to enterprise financing.

Equity finance, local equity holdings and financing for infrastructure may be provided by various individual and syndicated sources.

• PARTNERSHIPS AND LOCAL EQUITY

Namibia encourages partnerships with local enterprises or through equity holdings. Local equity finance is provided by commercial banks and/or other financial institutions.

A BLUEPRINT FOR INVESTMENT OPPORTUNITIES

Namibia provides numerous opportunities for international investors seeking a foothold and growth on the African continent.

INFRASTRUCTURE AND LOGISTICS

Namibia has embarked on a large-scale programme of renewing and developing its infrastructure. Investment opportunities may take the form of public-private partnerships (PPPs) either on a per project basis or with equity holdings. Certain utilities may be wholly owned by investors. Current focal areas are the development of water infrastructure, power generation and transmission infrastructure, as well as the transport and logistics infrastructure, notably road, rail and port with an emphasis on corridors to SADC states.

SERVICED LAND AND HOUSING

Namibia currently has a deficit of affordable serviced land and housing. Accordingly there are opportunities for investment and operations in this field.

MANUFACTURING AND MARKET ACCESS

Namibia provides preferential incentives to manufacturing enterprises, particularly those that add value to local commodities.

It facilitates access to the other 14 SADC member states. The SADC region has an estimated population of +/- 280 million. Physical trade is managed by the Walvis Bay Corridor Group which oversees transport corridors to SADC markets. Namibia also has duty and quota-free access to the Southern African Customs Union (SACU).

A wide range of trade agreements has been signed with various blocs and nations of the African continent. Chief among these are AGOA with the USA, the EU-EPA and the Cotonou Agreement between the EU and ACP states.

SOCIAL ENTERPRISE

Namibia values private social engagement, particularly specialists in health and education, to augment public provision of social services.

TOURISM

Namibia is a popular travel destination and investment in tourism is welcomed, especially in accommodation facilities. Further opportunities exist for PPPs in community conservancies.

POPULATION AND LANGUAGES

Namibia is the second most sparsely populated country in the world. The average population density is approximately 2.6 people per square kilometre. The total population is estimated at 2.2 million, of which around 15% reside in the capital, Windhoek. Approximately 37% of the population live in urban areas.

English is the official language, but Namibia's relatively small population is extraordinary diverse in language and culture. More than 11 languages are indigenous to Namibia and people commonly speak two or three languages and more than 49% of the population speaks Oshiwambo. Indigenous languages includes: Oshiwambo, Afrikaans, Herero, KhoeKhoegowab, German, Lozi, Rukwangali, Tswana and various San languages are also spoken by different groups of the population.

AGRICULTURE

To prepare for climate variability and mitigate drought, climate change adaptive technologies are required for crop production.

The Government of the Republic of Namibia is guided by long-term development objectives as outlined in National Development Plans (NDPs) and Vision 2030 strategy. The mandate of the Ministry of Agriculture, Water and Forestry is the promotion, development, management and utilisation of agricultural, water and forestry resources. It is, therefore, the objective of the Government to ensure agriculture productivity and food security in line with Vision 2030.

A strong and an efficient agricultural sector would enable the country to feed its growing population, generate employment and foreign exchange, and provide raw materials for industries and a market for

industrial products. This will also see to it that the Harambee Prosperity Plan's objective on "improving agricultural output" is realised.

SADC MARKET ACCESS

The Southern African Development Community (SADC) is a Regional Economic Community comprising 15 Member States; Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. Established in 1992, SADC is committed to Regional Integration and poverty eradication within Southern Africa through economic development and ensuring peace and security.

- SADC +/- 280 million people
- SACU +/- 57 million people

The SADC & CMA markets combined: +/- 280 million people



INVESTMENT OPPORTUNITIES IN NAMIBIA

- Port-related services
- Railway development & linkage
- Cargo handling facility
- Warehousing & distribution
- Corridor projects
- Truck stop facilities
- Value adding projects
- Flood and rainwater harvesting
- Seawater desalination plants
- Groundwater (borehole drilling)
- Pipeline construction to transport water over large distances



KEY INVESTOR SERVICE AGENCIES

THE NAMIBIA INVESTMENT CENTRE

The Namibia Investment Centre provides general information and advice on investment opportunities, incentives and procedures. It also assists by streamlining and coordinating with government ministries and regulatory bodies.

Contact Details:

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Deputy Permanent Secretary
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Email: investinnamibia@mti.gov.na

WALVIS BAY CORRIDOR GROUP

The Walvis Bay Corridor Group is a facilitation centre and one-stop shop coordinating trade along the Walvis Bay Corridors which link Namibia and its ports to the rest of the SADC trading partners.

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DEVELOPMENT BANK OF NAMIBIA

A broad range of financial products, as well as financing for PPPs engaged in developing infrastructure, is made available by the Development Bank of Namibia for projects that have a high development impact.

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NCCI – THE NAMIBIA CHAMBER OF COMMERCE AND INDUSTRY

The NCCI's brand promise is to be "A premier voice for business in Namibia". Their core functions includes:

- Outgoing and incoming business missions.
- Certificates of Origin

The Chamber provides trade and investment facilitation related advisory services to the members and non-member institutions. The service is rendered through consultancy to individual businessman and covers among others:

- Business support through providing accurate or up to date information regarding regulatory issues of export – import procedure, investment requirements, licensing requirements and more
- Business matchmaking like B2B or B2G Meetings
- Support in trade missions & exhibition
- Industry representations in international trade negotiations or facilitation meetings

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TRADE

Namibia is a member of the following international trade organisations:

AFRICA GROWTH AND OPPORTUNITY ACT (AGOA)

Namibia qualifies for benefits under the (AGOA), a unilateral and non-reciprocal program that provides African countries with duty-free access to the US market for more than 6,400 products.

SOUTHERN AFRICAN CUSTOMS UNION (SACU)

Namibia became a member of SACU in 1990. The other members are Botswana, Lesotho, Swaziland and South Africa. In terms of the SACU agreement there is free movement of goods among the members. Article 2 of the agreement prevents members from imposing duties or quantitative restrictions on goods grown, produced or manufactured in the common customs area. Duties are levied on goods upon entry into the common customs area, but once inside it, no further duties are charged.

SACU-EFTA Free Trade Agreement

This agreement was concluded in 2004.

SACU-Mercosur Preferential Trade Agreement

This agreement was signed in December 2004 and renewed/revised in 2008 but has not yet been ratified by all the member states. Botswana has ratified, and the PTA has been introduced in Namibian Parliament in late 2011

SACU-USA Trade, Investment and Development Cooperation Agreement

This agreement was concluded in 2008.

WORLD TRADE ORGANISATION (WTO)

The WTO serves as a forum for trade negotiations and the settlement of trade disputes among nations. WTO rules on international trade are contained in three main legal instruments: the general agreements on tariffs and trade (GATT), the general agreement on trade in services (GATS) and the agreement on trade-related aspects of intellectual property rights (TRIPS).

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY (SADC)

The Southern African Development Community (SADC) aspires to create an integrated regional economic bloc among member states Namibia, Angola, Botswana, the Democratic Republic of Congo, Lesotho, Malawi, Mauritius, Mozambique, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. SADC has a population of over 190 million people. The SADC FTA was launched by 12 countries out of 14 SADC members in 2008.

SADC Protocol on Trade

Namibia is a member of the Southern African Development Community (SADC). This agreement was concluded in 1999.

SADC Economic Partnership Agreement (EPA)

In June 2016, six SADC member countries – Botswana, Lesotho, Mozambique, Namibia, South Africa and Swaziland – signed an Economic Partnership Agreement (EPA) with the European Union. EPA guarantees access to the EU market without any duties or quotas for Botswana, Lesotho, Mozambique, Namibia, and Swaziland. The new access includes better trading terms mainly in agriculture and fisheries, including for wine, sugar, fisheries products, flowers and canned fruits. The EU will obtain meaningful new market access into Southern African Customs Union (products include wheat, barley, cheese, meat products and butter), and will have the security of a bilateral agreement with Mozambique, one of the LDCs in the region.

GENERALISED SYSTEM OF PREFERENCES (GSP)

Namibia has preferential market access for some of its products to the markets of certain developed countries under various GSP schemes. Mainly manufactured/processed goods and agricultural products are involved. Eligible products can enter these markets duty-free or at reduced rates. GSP schemes are non-contractual, and can be terminated unilaterally by any preference at any time. *(Source: Website of the Ministry of Industrialisation, Trade and SME Development at www.mti.gov.na)

NAMIBIA/ZIMBABWE PREFERENTIAL TRADE AGREEMENT

This agreement, governed by rules of origin, came into force on 17 August 1992. Goods grown, produced or manufactured in Namibia may be imported into Zimbabwe free of customs duty, and vice versa, if they are wholly produced/obtained in the country of origin. For Namibian exports to qualify for such preferential treatment, registration with the Ministry of Finance is required. A certificate of origin must accompany the goods and they must be transported directly without passing through a third country's commercial zone.

COTONOU AGREEMENT

Namibia forms part of the African, Caribbean and Pacific-European Union (ACP-EU) trade agreement, granting non-reciprocal preferential access to some of the ACP products into the EU market. This includes tariff preferences as well as specific arrangements regarding protocols for beef, veal, rum and bananas, whereby ACP countries are granted preferential treatment based on quotas. From the Namibian perspective, this concerns the export of an annual quota for the export of boneless beef and veal of about 13 000 tones has been granted.

GENERALIZED SYSTEM OF PREFERENCES (GSP)

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GLOBAL AND REGIONAL GROWTH

BY IJG SECURITIES

The global economic upswing that started in mid-2016 prevails still. Growth has been accelerating in the developed economies of Europe, Japan and the United States, after a period of stagnant performance. This growth has been buoyed by an uptick in growth in India and China which has had a positive impact on commodity prices in general. The global recovery however remains fragile to some extent with a number of economies not participating in this growth. One such example would be South Africa which continues to record only modest GDP growth figures while unemployment has been on the rise. As Namibia's largest trading partner and the source of her currency stability (or instability), it is only natural that there have been knock on effects on the Namibian economy from South Africa's lacklustre performance.

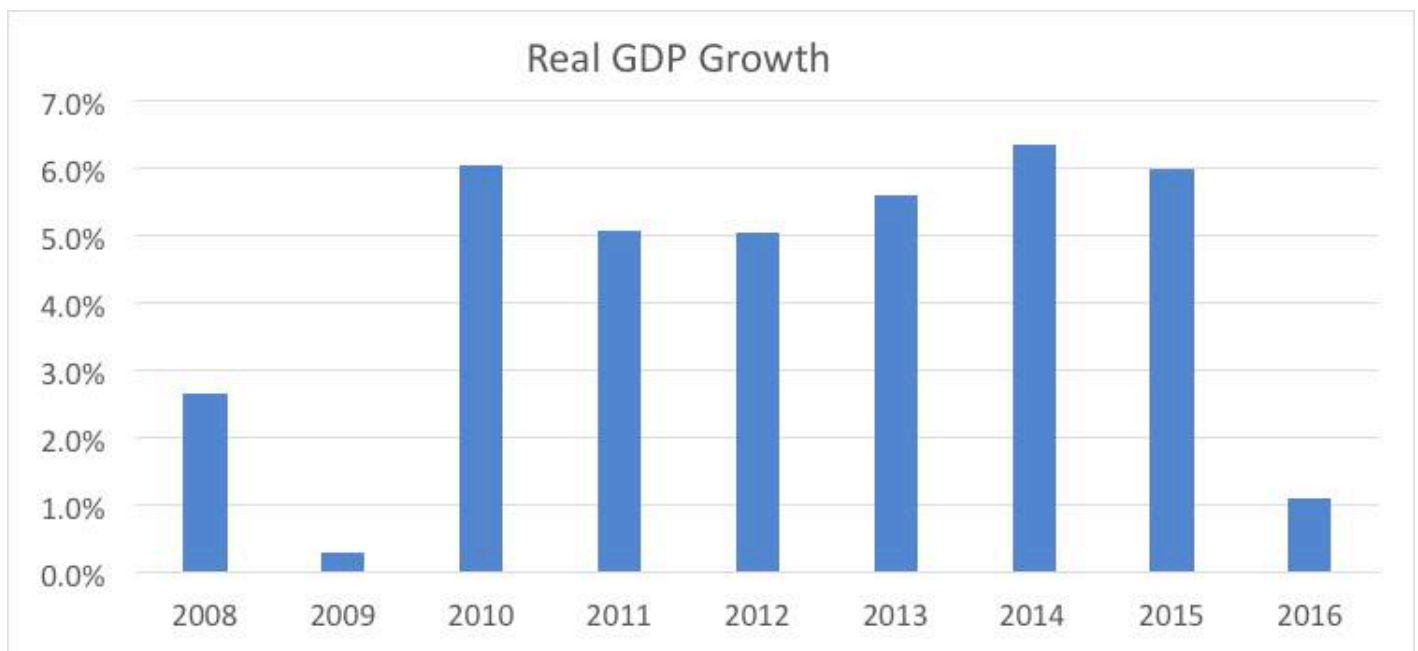
A brief look at our Southern Neighbour reveals that GDP growth has averaged only 2.1% since 2010 and is forecast at 0.7% for 2017 before recovering slightly to 1.3% in 2018. As a result, unemployment has been on the rise and service delivery protests have been prevalent over the period. Political uncertainty has increased substantially as seen in the high turnover of finance ministers and the Rand has decayed at a more rapid rate than purchasing power parity relationships suggest that it should. The South African economy is in a fragile state and is likely to remain so for the foreseeable future. This blurs the outlook for regional trade and may lead to continued currency volatility and low investor confidence.

NAMIBIAN GROWTH

Signs of a slowdown in the Namibian economy began to emerge in 2015, and became evident in 2016. Forecasts for a rebound in

growth in 2017 have proven to be overoptimistic or premature. 2017 has thus been another trying year for the Namibian economy. GDP growth was negative for the first two quarters of 2017 with large sectors of the economy, such as construction and wholesale and retail trade, contracting. Quarterly GDP data on hotels and restaurants for 2017 also points to year-on-year contractions in this GDP category, often used as a proxy for tourism activity. However, these GDP figures are likely to be revised upwards as data providers on the tourism industry point to good performance from the industry. Tourism may well emerge as one of the silver linings in a year marred by poor performance from a large number of sectors of the economy.

Other bright spots in 2017 have been the agriculture and mining sectors. Good rains have ensured a recovery in agricultural production during the year. Despite challenges such as the army worm infestation the sector is expected to post double digit real growth figures for the year. As a major proportion of the Namibian population is dependent on subsistence farming, the recovery in this sector is especially welcome relief for many. Mining and quarrying has posted similarly impressive growth for the first two quarters of 2017 (the only data released thus far). A rebound in diamond mining volumes has been a large contributor to this performance, while gold, zinc and copper have also been performing. The performance of the mining and quarrying sector has come despite a drag from uranium mining output which has suffered from a severely depressed uranium price. Uranium is expected to be a large future contributor to GDP due to the Husab mine coming on stream, but the low price of uranium will pose a challenge going forward.



Source: NSA

ABOUT NAMIBIA

Namibian GDP growth fell to 1.1% in 2016, in stark contrast to the 6.0% growth rate in 2015. IJG forecasts a contraction of 0.6% for 2017, driven primarily by secondary and tertiary industries. Construction continues to contract from the high base set during the construction of the B2Gold, Tschudi and Husab mines. The slowdown in private sector investment into the sector due to a drop in business confidence has exacerbated the outlook for the sector. Among the tertiary industries wholesale and retail trade is expected to have declined further in 2017 after a 2.5% contraction in 2016. Real estate and business activities and financial intermediation are expected to post modest contractions for the year. The continued growth in mining and agriculture has dampened the effect of the contractions in these industries to some extent, although not sufficiently so as to ensure positive real growth in our forecasts. Growth is expected to pick up in 2018 and 2019, supported by a low base.

GDP GROWTH FORECASTS

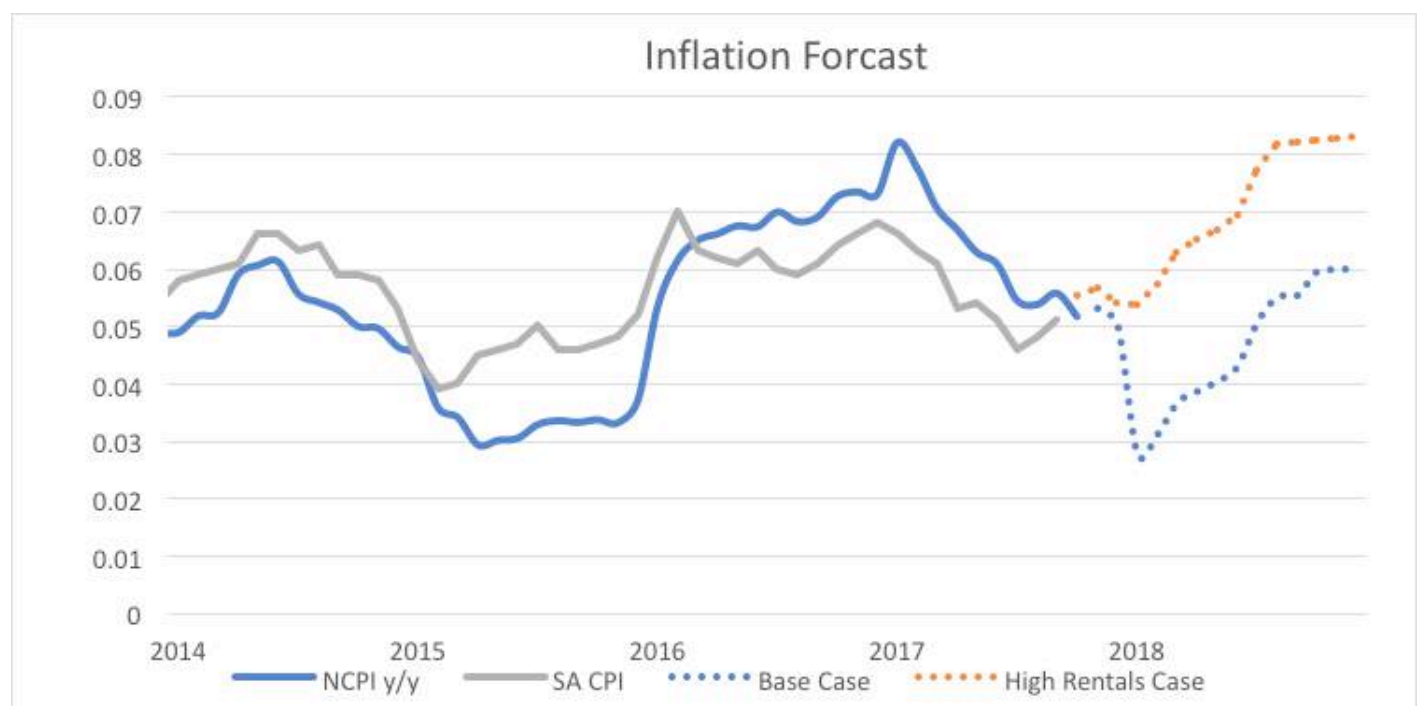
	2014	2015	2016 (nowcast)	2017 (forecast)	2018 (forecast)	2019 (forecast)
Real GDP Growth	6.3%	6.0%	0.3%	-0.6%	3.0%	2.5%

FIXED CAPITAL FORMATION

Fixed capital formation is likely to have contracted further in 2017 after a 25% contraction in 2016. This contraction does come off a substantial base, largely as a result of foreign direct investment (FDI) flows slowing after the completion and near completion of three large mines in 2015. Delays in construction projects in particular are set to be a drag on investment as budget allocations within the 2017/18 budget year are insufficient to allow for completion of these in many cases. As such much of the work in progress previously expected to contribute to GDP growth will not materialise.

INFLATION

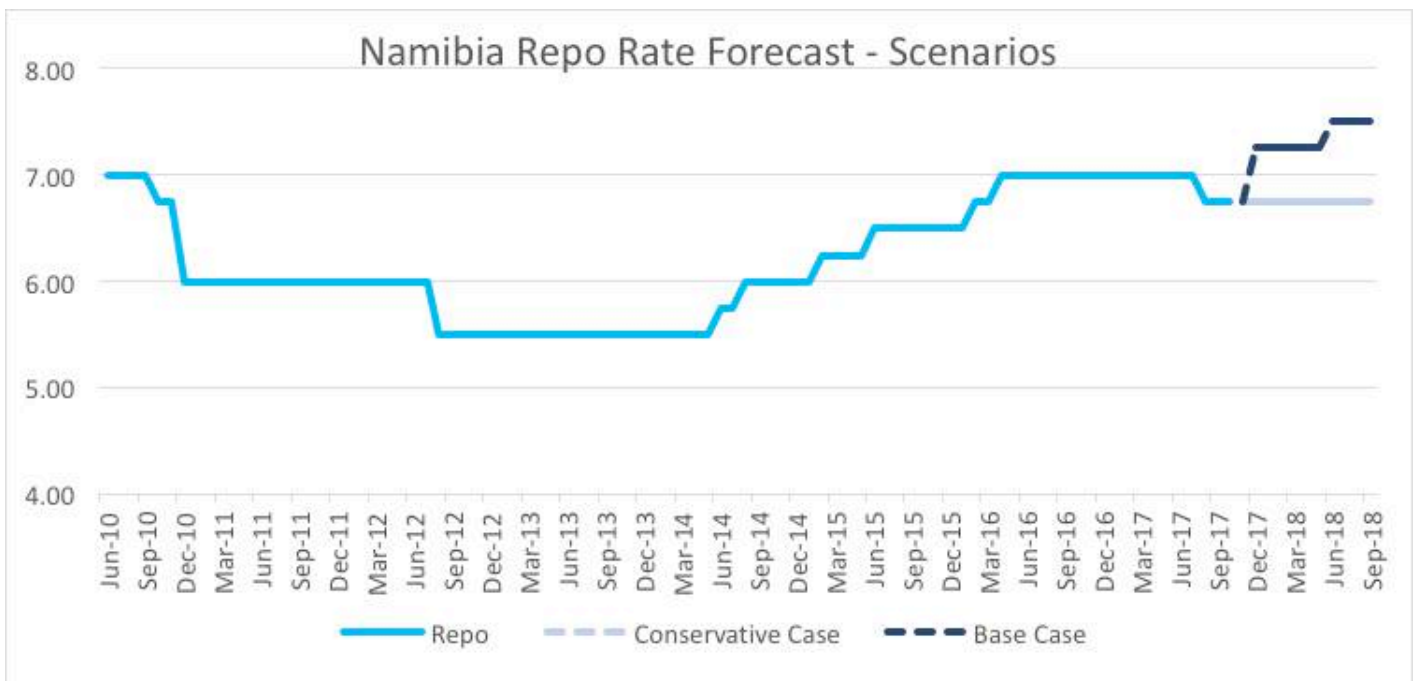
IJG expects Namibian annual inflation to average 6.0% in 2017, down from 6.7% in 2016. This is largely due to a slowdown in food price inflation as well as a smaller pass-through effect of sin taxes on the price of alcoholic beverages and tobacco. Administered price increases such as those for water and electricity tariffs that come into effect in the second half of the year underpin the aforementioned expectations. Inflation is expected to commence on an upward trajectory leading up to 2018 following the October reading of 5.2%.



Source: NSA, IJG Securities

INTEREST RATES

Declining inflation coupled with low growth opened the door to monetary easing in 2017. The South African Reserve Bank cut interest rates by 25 basis points in July, and were followed shortly by the Bank of Namibia in August. The monetary policy stance has since been rocked by credit ratings downgrades in both South Africa and Namibia. The South African foreign currency sovereign rating was downgraded to sub-investment grade after the removal of Pravin Gordhan from the position of Finance Minister. The South African local currency credit rating was downgraded to sub-investment grade subsequent to the tabling of the country's mid-term budget review showed an expected increase in the deficit and further growth in public debt.



Source: BON, IJG Securities

The Namibian sovereign credit ratings came under similar pressure during the year with both Moody's and Fitch downgrading Namibia's credit rating to sub-investment grade. The lack of tangible fiscal consolidation and inability of government to honour private sector invoices on time contributed to the decision by the two agencies. Subsequent to the decisions on both South Africa's and Namibia's ratings interest rates on public debt have increased. IJG thus expects administered interest rates to increase moderately in 2018. Of specific significance will be whether Moody's downgrades South Africa's local currency rating. Should this happen it will trigger the exclusion of South African bonds from global bond indices which would lead to depreciation of the currency. This in turn may cause the South African Reserve Bank to hike interest rates in order to stabilise the Rand. The Bank of Namibia will mirror such rate hikes should they take place.



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NAMIBIA INVESTMENT CENTRE

THE MINISTRY OF INDUSTRIALISATION, TRADE AND SME DEVELOPMENT IS RESPONSIBLE FOR THE DEVELOPMENT AND MANAGEMENT OF NAMIBIA'S ECONOMIC REGULATORY REGIME, ON THE BASIS OF WHICH THE COUNTRY'S DOMESTIC AND EXTERNAL ECONOMIC RELATIONS ARE CONDUCTED. IT IS ALSO RESPONSIBLE FOR PROMOTING GROWTH AND DEVELOPMENT OF THE ECONOMY THROUGH THE FORMULATION AND IMPLEMENTATION OF APPROPRIATE POLICIES TO ATTRACT INVESTMENT, INCREASE TRADE, AND DEVELOP AND EXPAND THE COUNTRY'S INDUSTRIAL BASE.

The Ministry's efforts are directed at four key activities:

- Investment promotion
- Promotion of manufacturing activity
- Growth and diversification of Namibia's exports and export markets
- Promotion of growth and development of small and medium-sized enterprises

Recognising the critical role of the private sector as the engine of economic growth, the Ministry of Industrialisation, Trade and SME Development strives to facilitate development of this sector through the creation of a business-friendly environment and stimulation of private-sector investment. Its work in this regard includes the formulation of appropriate legislative instruments and institutions for the effective provision of industrial infrastructure, enterprise development, export and investment promotion, export services and facilities.

The four main divisions of the Ministry are the Namibia Investment Centre, the Directorate of Industrial Development, and the Department of Trade and Commerce comprising the Directorate of International Trade and the Directorate of Commerce and Directorate of Administration.

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NAMIBIA INVESTMENT CENTRE

NIC is the country's official investment promotion agency and first port of call for investors. Created under the Foreign Investment Act of 1990, the overall objective of the NIC is to attract and retain foreign and domestic investment to stimulate economic growth and expedite industrial transformation in Namibia. The attainment of this objective will undoubtedly contribute to the noble goals of Vision 2030. The responsibility of creating policies and strategies conducive to investment lies with the Ministry of Industrialisation, Trade and SME development, specifically with the Namibia Investment Centre.

NIC offers a variety of services to existing and potential investors,

including the provision of information on incentives, investment opportunities and the country's regulatory regime. It is closely linked to key ministries and service bodies, and can therefore help minimise bureaucratic obstacles to project implementation. NIC works closely with the Offshore Development Company (ODC), the flagship of Namibia's tax-free export processing zone regime, to promote foreign direct investment in export-oriented manufacturing activities.

NIC has overseas investment promotion representatives in strategic located countries such as Germany (Berlin), India (New Delhi), South Africa (Pretoria) and USA (Washington DC). Plans are underway to set up commercial offices in other identified locations of economic importance elsewhere in the world. Namibia has a competitive incentive and fiscal regime complemented by a low cost and conducive business environment that adds to its appeal as the most ideal location for domestic and foreign investors. The cornerstones of this environment are the Namibia Investment Promotion Act, 2016.



PURPOSE OF THE ACT:

Provide for the promotion of sustainable economic development and growth through the mobilisation and attraction of foreign and domestic investment to enhance economic development, reduce unemployment, accelerate growth and diversify the economy; to provide for reservation of certain economic sectors and business activities to certain categories of investors; to provide for dispute resolution mechanisms involving investment; and to provide for incidental matters.

Incentives for registered manufacturers and exporters of Namibian manufactured goods are provided. In comparison to EPZ incentives which require a beneficiary's target market to be outside the Southern African Customs Union (SACU) market, registered manufacturers and exporters of Namibian manufactured goods can also benefit entrepreneurs whose main target market is SACU. To benefit from the scheme, an investor must register with the Ministry of Finance as a

manufacturer or an exporter of Namibian manufactured goods. The Namibian Investment Centre assists investors with this registration process. Namibian-based entrepreneurs who export their products outside this market are also entitled to benefits under the scheme.

Investment promotion services encompass:

- Facilitating inward and outward business missions
- Facilitating of international investment fairs and seminars
- Business matching with prospective foreign investors with locals
- Profiling and promoting investment projects
- Providing advisory services on available incentive packages
- Investor admission
- Assisting investors to obtain work permits and business visas
- Facilitating investor aftercare

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DIRECTORATE INDUSTRIAL DEVELOPMENT

The Directorate of Industrial Development is responsible for evaluating and appraising industrial projects. It sponsors feasibility studies, research and surveys of potential development areas and renders support and advice to potential developers and investors. The Directorate is also engaged in the production of industrial statistics, and conducts regular censuses of the manufacturing sector. It furthermore collates information on appropriate industrial technology. The Directorate oversees and coordinates the development of small and medium enterprises.

This includes input into the six areas that comprise the Government's SME development programme, namely:

- Facilitation of access to finance
- Construction of sites and premises
- Technology transfer
- Purchasing of raw materials
- Marketing
- Entrepreneurial training

The Directorate's primary role is to facilitate:

- Diversification of the economy through accelerated growth of the country's industrial sector
- Increased value-added manufacturing activities
- Stimulation of export-oriented production
- Creation of productive employment opportunities and increased income opportunities for Namibians, especially those from previously disadvantaged communities
- Improvement in the geographical distribution of industrial

activities and infrastructure

- Ongoing research into the manufacturing sector to identify new areas for expansion and potential bottlenecks

The Directorate also coordinates the work of the Ministry's six regional offices. These are situated in Katima Mulilo, Keetmanshoop, Opuwo, Ondangwa, Otjiwarongo and Rundu, and serve as advisory centres at local level.

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DEPARTMENT OF TRADE AND COMMERCE

The Department of Trade and Commerce is responsible for national policies and programmes geared towards the management, regulation, promotion, development and facilitation of internal trade, commercial and business activities and international trade activities such as bilateral, regional and multilateral trade relations. The Department consists of two directorates, namely the Directorate of International Trade and the Directorate of Commerce.

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DIRECTORATE OF INTERNATIONAL TRADE

The Directorate of International Trade is the national focal point of Namibia's trade and external trade relations. Its main activities are geared towards the formulation and management of Namibia's foreign-trade policy, and towards increasing the country's exports through trade promotion.

The Directorate oversees Namibia's membership of regional and international trade bodies, assists and facilitates the participation of Namibian companies and Small Medium Enterprises in trade fairs, exhibitions and trade missions, coordinates import and export procedures, and provides information on trade-related issues. The Directorate currently has representative trade offices in Angola (Luanda), Belgium (Brussels) and Switzerland (Geneva), and plans to open new offices in other countries such as Brazil, Ethiopia (African Union) and Congo Brazzaville.

The Directorate performs the following functions:

- Formulating and analysing trade policy
- Serving as a focal point for Namibia's bilateral and multi-lateral trade relations, such as with the World Trade Organisation (WTO), the United Nations Conference on Trade and Development (UNCTAD), the Southern African Development Community (SADC), the African, Caribbean and Pacific-European Union (ACP-EU), the Common Market for Eastern and Southern Africa

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(COMESA) and the Southern African Customs Union (SACU)

- Formulating and implementing Namibia's export promotion and market development policy and strategies
- Providing trade-related information and support to the business community
- Importing and exporting management

DIRECTORATE OF COMMERCE

The mandate of the Directorate is to create an enabling environment required for the functioning and operation of businesses in the country, for both domestic and foreign companies alike, and especially emerging small businesses led by entrepreneurs entering the formal sector business for the first time.

In support of creating such an environment, MITSD has a program on domestic market competitiveness. This program aims at enabling Namibian enterprises to increase in efficiency and competitiveness in both the domestic and external markets. This in turn would help to improve Namibia's global competitive ranking and ability to attract investments needed for expansion of business activities and employment creation.

Ensuring fair trade through competition, the establishment of standards and quality infrastructures, and safeguarding consumer interests are important requirements for achieving and maintaining a competitive and predictable business environment.

To meet these needs, specialised regulatory and service agencies were established such as the Namibia Standards Institution, the Namibia Estates Agents Board and the Namibia Competition Commission (and principle approval has been granted for a Business and Intellectual Property Authority).

Functions are to:

- Develop the policy and legal framework for the management of quality, standards, company registration, liquor licensing, intellectual property rights, traditional knowledge, and domestic market regulations.
- Contribute to the overall government effort of effective revenue collection.
- Provide effective and efficient services in the area of company registration, intellectual property rights protection.
- Consumer protection and business trade facilitation.
- Ensure that the Intellectual Property (IP) office provides efficient patent information services and promotes local creations and inventions.
- Provide acquisition and distribution of franchising and technology licensing.
- Administer international treaties and conventions in the area of IP, standards, legal and trade metrology, to which Namibia is a signatory in order to ensure compliance.
- Provide guidelines and support to the Competition Commission.
- Promote and coordinate research and development in the area of the Ministry's competence.
- Implement a user-friendly system to facilitate and enhance the registration of companies, close corporations and the protecting industrial property (IP) rights.
- Promote and protect designs, traditional knowledge, inventions and technological development.
- Undertake registration of companies, close corporations, patents and trademarks.

- Provide guidelines and support to the Namibian Standards Institute (NSI) and accreditation bodies.
- Provide guidelines and support to the Company Registration Authority and the intellectual property rights (IPR) body.

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DIRECTORATE OF ADMINISTRATION

The Directorat of Administration is responsible for the rendering of supportive services to the entire Ministry of Industrialisation, Trade and SME development.

The Directorate performs the following functions:

- To ensure compliance with the human resouces, procurement, financial and stock control laws and regulations.
- Provide, deploy, develop and retain required human resources for the implementation of the Ministry's objectives and efficient service delivery.
- Manage and control all the financial resources at the disposal of the Ministry in conformity with the applicable laws and reguations.
- Produce goods and services required for the effective operation and functioning of the Ministry and the proper disposal thereof.
- Acquire, manage and control of pool vehicles and the Ministry's own transport fleet.
- Accounting fo all stock and annual stock taking.
- Acquire and maintain office accommodation, render commitee, typing and secretarial registry, cleaning and security services.
- Provide and manage information technology systems for the Ministry.
- Create and manage a modern documentation and cummunications centre for the Ministry.
- Provice internal audit services.
- Render all logistical, security, cleaninig and other auxiliary services tot he Ministry.

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BUSINESS AND INTELLECTUAL PROPERTY AUTHORITY (BIPA)

In an effort to improve service delivery and ensure the effective administration of business and intellectual property rights (IPRs) registration, the Business and Intellectual Property Authority (BIPA) has been established under the auspices of the Ministry of Industrialisation, Trade and SME Development. BIPA is an autonomous entity established in terms of Section 21 of the Companies Act.

Functions are to:

To be the central focal point for the registration, administration and protection of businesses, commercial and industrial properties rights; and
To be the legal depository of information, documents and data required to be lodged under the applicable legislations.

BIPA will further be tasked with the provision of general advisory services and information dissemination on business registration and IPRs.

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OFFSHORE DEVELOPMENT COMPANY (ODC) (PTY) LTD

ODC was established in 1996, following the promulgation of the Export Processing Zone (EPZ) Act (Act No 9 of 1995) as an agency responsible for marketing, promoting and facilitating investments under the EPZ regime. The EPZ is an industrial development instrument of the Government, aimed at attracting export-oriented manufacturing and value addition activities.

As a policy instrument, the regime is intended to:

- Facilitate imports of foreign productive capital and technology and the transfer of technical skills to the local workforce
- Promote the diversification of the local economy
- Increase the share contribution of the manufacturing sector to job creation and the country's gross domestic product (GDP)

ODC Core functions consist of:

- Promoting and marketing the EPZ as a competitively attractive incentive regime and industrial policy for encouraging investment in export-oriented manufacturing operations
- Screening applications and facilitating admission of qualifying investors under the EPZ
- Managing and monitoring the performance of the EPZ enterprises and the programme in general
- Advising the Minister responsible on the performance and any constraints to the effective development of the programme in Namibia

The ODC provides the following investor services:

- Information on investment opportunities under the EPZ and in the country in general
- Information on the incentives offered by Government through the EPZ and other similar investment-incentive regimes
- Evaluation and recommendation of qualifying applications for EPZ status to the EPZ Committee and the Ministry of Industrialisation, Trade and SME development for approval
- Provision of affordable factory shells or warehouses at established industrial parks
- Facilitation of linkages between investors and relevant central, regional and local government authorities and other service providers for the provision of basic services required for the establishment of businesses
- Matchmaking and joint venture facilitation between local and foreign investors
- After-care services to investors and periodic surveys to determine investor satisfaction
- Expediting issuance of work permits to approved EPZ investors in collaboration with the Namibia Investment Centre

EXPORT PROCESSING ZONE INCENTIVES AND BONDED WAREHOUSING

The EPZ incentives are designed to give both foreign investors and Namibian-based entrepreneurs a competitive advantage when investing in export-oriented manufacturing or value-addition activities. The local and foreign investors who meet the conditions for admission under the EPZ enjoy equal treatment and eligibility to the applicable EPZ incentives, such as zero corporate tax and exemptions from duties and VAT on imported productive machinery and inputs.

Applications for registration of an EPZ status are facilitated by the ODC and the Walvis Bay EPZ Management Company.

The ODC has constructed and manages export-oriented business parks that are leased principally to exporters. These are at Oshikango and Katwitwi on the northern and north-eastern Angolan-Namibian borders respectively. There is also a multi-purpose industrial park at Katima Mulilo in the north-east of the country, close to the borders with Zambia, Zimbabwe and Botswana.

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NAMIBIAN COMPETITION COMMISSION (NACC)

The Commission was established in terms of the Competition Act (Act No 2 of 2003). It is tasked with promoting competitive market conditions through investigation and prosecution of anti-competitive activities, reviewing and approving mergers and acquisition applications, and disseminating information to businesses, consumers and other stakeholders on competition matters.

Namibia's competition law covers the three major competition concerns, which are anti-competitive agreements, abuse of dominance, and anti-competitive mergers. It takes into account public interest provisions for protecting consumers by safeguarding competitive prices and product choices, and by promoting employment and advancing the social and economic welfare of Namibians. It also promotes special needs of the economy, such as the protection and promotion of small undertakings and the promotion of a greater spread of ownership among historically disadvantaged persons. The Commission is currently carrying out studies on the retail sector for development on behalf of the Ministry of Industrialisation, Trade and SME development.

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NAMIBIA DEVELOPMENT CORPORATION

NDC was established under the Namibia Development Corporation Act, Act 18 of 1993. The mandate, as stipulated in the NDC Act, is to act as Government's emphasis on Industrial and Agricultural development initiatives. The objective of the NDC is to promote,

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develop and support all sectors of the Namibian economy for sustained economic growth and economic empowerment in conformity with the development strategies and policies of the Government of Namibia.

- Promoting of employment creation in both the formal and informal sectors
- Promoting and encouraging sustainable local and foreign investment
- Promoting trade, both nationally and internationally
- Promoting and encouraging training and productivity
- Promoting ecological sound development
- Promoting importsubstitution where economically viable
- Promoting economic activities which add value to local and imported resources
- Promoting forward and backward linkages between all sectors of the economy
- Promoting Namibian entrepreneurship through the stimulation of small and informal economic activities
- Developing, with the participation of the private sector, commercially viable enterprises or projects
- Acting as agent for the Government and its institutions in promotion of enterprises or the implementation of development schemes
- Co-ordination with other development agencies and institutions in order to facilitate co-operation and encouragement of an interdisciplinary and multidisciplinary approach.

As per Government's directives a repositioning process has been initiated in order for the NDC to

The objectives of the restructured NDC to be based on the following two principles:

- It must play a developmental role within the framework of Government policies
- It must be operated on a self-sustainable basis over the medium to long term.

It is envisaged that the NDC should play an active developmental role in various sectors such as mining, tourism, etc. Industrial and Agriculture development activities will however remain the main

Based on stakeholder's expectations, the following strategic objectives have been formulated for the NDC:

- Contributing to development needs in accordance with the objects and powers of the NDC Act.
- Achieving financial sustainability over the medium term through income optimisation of current operations
- and the establishment of a pro-active development catalyst role.

Pro-actively focusing on contributing to the Namibian development gap in the areas of industrial benefaction, commercialisation, Public Private agency role for the achievement of Line Ministerial development objectives and priorities in accordance with economic empowerment, development impact and sustainability criteria.

The NDC is actively involved with implementation of various developmental projects and programmes that contribute towards stimulation of the Namibian economy.

Activities include the following:

- Construction and management of Business Estates, Community Markets, Trade & Industrial Estates,

- Technology Centres, Tourist Centres and Regional
- Development of Trade Facilities outside Namibia (Angola, Congo, DRC, etc.)
- Textile and Garment Industry development
- Entrepreneurship Development Initiatives (Training in gemstone cutting, equipment aid programme as well as support and organising of SME's in the textile industry)
- Development of agriculture production schemes
- Development of agro industrial facilities
- Facilitate initiatives aimed at production in Namibia

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NAMIBIA STANDARDS INSTITUTION

The NSI acts as Namibia's national standards body (NSB), established to promote the Government's Strategic Development Plans (NDPs) towards the realisation of Vision 2030, and provides for the NSI to render effective services in the area of standards development and coordination, metrology (legal and scientific), quality assurance and the administration of the National Quality Policy. With the ever decreasing role of tariffs in international trade, standards are often used as non-tariff barriers, making standardisation an important focus of inter-statetrade.

The NSI, through its services can contribute by ensuring that the majority of the Namibian businesses, including small and medium-size enterprises (SMEs) meet at least the minimum required standards for their products to be certified, not only for the local market, but also for the international markets.

NSI is responsible for the development and coordination of standards. Therefore nine technical committees (TCs) for the development and adoption of standards in compliance with the World Trade Organisation (WTO) Technical Barriers to Trade (TBT) Agreement.

These TCs are:

- TC 1: Renewable Energy
- TC 2: Quality Management Systems
- TC3: Food Safety Management Systems
- TC 4: Electrotechnical systems
- TC 5: Environmental Management Systems
- TC 6: Building Construction, Cement and Concrete Technologies
- TC 7: Halaal
- TC 8: Occupational Health and Safety
- TC 9: Metrology

The NSI is designated by the Government of Namibia as the Competent Authority that inspects and certifies fish and fishery products. It has established a fully functional Fishery Inspectorate in Walvis Bay and Lüderitz as well as a Food Laboratory in Walvis Bay consisting of the microbiology and chemistry testing sections.

The NSI Food Laboratory is accredited by the South Africa National Accreditation System (SANAS) to the international standard ISO/IEC 17025:2005- General requirements for the competence of testing and calibration laboratories. The NSI Metrology Laboratory based in Windhoek serves as the National Metrology Institute (NMI) of Namibia. The NMI is responsible for the establishment of a national

measurement traceability system through maintenance of national measurement standards. The facility also houses the legal metrology function and is responsible for the administration of the Trade Metrology Act No. 77 of 1973, as amended, and the Metrology Amendment Act No. 17 of 2005.

The NSI is convinced that all its efforts and hard work will be rewarded by Namibia achieving Vision 2030 and that every Namibian will benefit from safe products and services.

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NAMIBIA ESTATE AGENTS BOARD

The Namibia Estate Agents Board is a State Owned Enterprise resorting under the Ministry of Industrialisation, Trade and SME Development responsible for regulating the real estate agents in Namibia. Its mandate is to regulate, promote, guide and enhance the professional integrity of real estate agents in Namibia whilst having due regard to public and stakeholder interest.

The objectives are to:

- Improve compliance of estate agents to the prescribed standard of training of prospective agents, their education and continued professional development;
- Issue Fidelity Fund Certificates to qualifying estate agents adhering to annual licensing and registration requirements in terms of the Estate Agents Act 112 of 1976;
- Ensure responsible accounting principles on business accounts and accountable handling of public money in trust accounts;
- Ensure professional conduct through the implementation of the Code of Conduct as determined by the Act and general ethics by investigating claims against agents and institute disciplinary proceedings against offending estate agents;
- Increase stakeholder awareness and capacity building which includes:
 - a. the general public as buyers/sellers and lessors/tenants;
 - b. financial institutions;
 - c. conveyancers and lawyers;
 - d. auditors;
 - e. the Association of Estate Agents Namibia;
 - f. other State Owned Enterprises; and
 - g. the Ministry of Industrialisation, Trade and SME development
- Manage and control the Fidelity Fund;
- As a Regulatory Body in terms of the provisions of the Financial Intelligence Act 13 of 2012, to take all steps required in preventing, alternatively identifying and reporting on money laundering and terrorist-funding activities.

The Board consists of 7 non-executive members as appointed by Cabinet of which 4 are practicing estate agents. The activities of the Board and its executive personnel require responsible Corporate Governance and are guided by the Estate Agents Act 112 of 1976 and the State Owned Enterprise Governance Act 13 of 2012. The Board is assisted by the Executive Committee and Disciplinary Committee.

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NAMIBIA TRADE FORUM

The Namibia Trade Forum (NTF) is an agency of the Ministry of Industrialisation, Trade and SME Development whose main mandate is to institutionalise public-private dialogue and cooperation with emphasis on international and domestic trade and investment policies as stipulated by the Fourth National Development Plan (NDP4).

The role of the NTF is to act as the main consultative body representing the private sector views to the government. It thus serves as the highest public private partnership on international and domestic trade and investment matters of government through workshops, seminars, trade negotiations, meetings and media release.

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WALVIS BAY EXPORT PROCESSING ZONE MANAGEMENT COMPANY

The Walvis Bay Export Processing Zone Management Company is a private limited company established in terms of the EPZ Act, of 1995 (Act No 9 of 1995). Since the inception of the Walvis Bay EPZ Management Company in 1996, the idea of expanding the industrial base of Walvis Bay has rapidly gained momentum and the zone is growing fast into one of the world's newest EPZ success stories. The achievements of the WBEPZMC in institutional and image building and the implementation of goals have marked an era for global trade.

The WBEPZMC's key purpose is to market Walvis Bay as the safe destination for Foreign Direct Investment (FDI) as a means of fast-tracking the industrialisation programme of the Namibian government.

Its mandate therefore is to:

- Attain the status of a sought-after and safe destination for foreign and local investment;
- Create a solid foundation for job creation and economic growth in Walvis Bay and
- Diversify the industrial base of Walvis Bay

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STEVE GALLOWAY

DOING THINGS DIFFERENTLY

BY STEVE GALLOWAY, FORMER EXECUTIVE DIRECTOR OF NAMIBIA INVESTMENT CENTRE AND INVESTMENT BANKER



Steve Galloway

"If you always do what you always did, you will always get what you always got"

Albert Einstein

Political and policy stability are pre-conditions for a new country to build a trust base and track record. Innovation and business unusual are keys to outperformance in public and private sectors and provide a platform for superior growth, job creation and economic diversification.

The Asian Tigers teach us how dramatic transformation and fast-tracking of economic growth, social equity and innovation is within reach of even resource-poor economies. Multi-resource countries like Namibia cannot claim the resource-curse and Dutch disease to look for excuses for mediocre performance, especially as we move into the 3rd and 4th industrial revolutions – digital and knowledge-based economies built on education and niche competitive advantages including those in the blue and green economies.

We need to build on our solid foundations but do things differently. As President Geingob proclaims in his recent book "The Time is Now".

STEADY AS SHE GOES

Namibia has a track record now approaching three decades of peace, stability, responsible governance and overall policy predictability. We have gone some way towards reducing the inequities and skewed development of the past, in growing a successful mixed economy and in establishing a young nation state which can stand its ground in the company of much larger, more mature and better resourced nations. Our leadership has stood out in world-class examples of both political and corporate leaders, yet gaps are evident and overall productivity and competitiveness is average at best. Reconciliation, careful consideration of diverse and sometimes conflicting interests and pragmatic policy frameworks and development plans brought us to a relatively comfortable position in 2010-2015; maybe too comfortable?

STANDING STILL OR SLIPPING - "Could do better"

While Mauritius and Botswana stuck to the secrets of their respective successes, and Rwanda, Ethiopia, Ghana, Kenya and Tanzania reformed policy environments rapidly, Namibia stayed put and even slid backwards. Complacency and inappropriate and uncoordinated policy reforms saw us being overtaken by others in competitiveness and attractiveness rankings in 2011-2013. This sideways shift turned to backsliding when well-intended but unguided policy frameworks like the New Equitable Economic Empowerment Framework ("NEEEF") and Namibia Investment Promotion Act ("NIPA") raised their ugly heads in 2015/16, creating a confidence crisis with a resultant freeze on investment and capital outflows through 2016 and 2017.

Compared with the consensus private and government competitiveness targets to top SADC or even Africa by 2020, Namibia slipped to a mediocre ranking of 6-9 in Africa in most categories, with an occasional top 5 in SADC. "Could do better" is the obvious report card comment given our strong start and considerable potential.

CALL TO ACTION

The incoming Geingob administration identified and addressed the malaise and flagging economic growth in 2015 and introduced the exciting Harambee Prosperity Plan ("HPP") in April 2016, a fast-track plan to jump-start the economy and catch up to some of the key job-, development- and growth targets missed in NDP 4 and prior plans. Regrettably enterprise (private and public) has been unable to muster a coordinated response to HPP in its first 18 months, focusing instead on remedial action to specific unguided policies.

A second opportunity has been afforded through the incorporation of HPP into NDP 5. The time is now to rise to the call of a rejuvenated government with a strengthened mandate but over-stretched resources. The time is now to accept co-ownership of national development plans and initiatives across all those who consider themselves to be part of "enterprise" in Namibia from small-, sole- and micro- to public- to large private- enterprise and listed enterprises.

From paying morally rightful tax to contributing discretionary in-kind and financial support to nation-building, by identifying projects and initiatives in NDP 5 which are aligned with respective sectoral and enterprise purposes and capabilities, enterprise needs to rise to the challenges of attuned leadership and strong corporate citizenship and take ownership for the future.

GOVERNMENT'S CHANGING ROLE

The effective leverage of enterprise resources and entrepreneurial energies is contingent upon government loosening the regulatory shackles and facilitating the urgent implementation of pro-business and pro-investment policies. At a minimum, the restrictive and highly discretionary NIPA and NEEEF policy frameworks need to be revamped to service their noble objectives and open the taps for domestic and foreign investment. Similarly, innovative and overdue public sector restructuring needs to commence forthwith with empowerment of the public enterprise ministry and application of best-practice Public Private Partnership ("PPP") and Private Sector Participation ("PSP") frameworks.

The changing role of government in the economy, nearly three decades into independence, needs to be critically reviewed. A number of activities performed by the public sector in a newly independent state could now be joint-ventured, outsourced or fully devolved to private enterprise, with the appropriate enabling regulatory framework for efficient and cost-effective delivery. These activities could include energy generation, airport construction and operations, international air routes, port and rail operations, fuel storage, selected water projects, tourism, waterfront and fishing operations, construction, land delivery, housing and sanitation, office buildings, and education-, health- and prison infrastructure. The appropriate leveraging of enterprise capital and energies, private and public, big and small, will free the government up to do what it does best: govern and regulate and supply critical social services and infrastructure which enterprise cannot provide effectively or affordably.

THE GOLDEN EGG

Mining's Canadian Frazer Institute Attractiveness Rankings dropped us 25 places downwards in 2011 on threats of the introduction of draconian resource rents and resource nationalism in licensing. Withdrawal of these threats on the back of strong industry lobbies reversed these unfortunate announcements and restored confidence in Namibia's most important contributing sector to GDP and provider of more than 50% of export earnings and the lion's share of Gross Fixed Capital Formation and Foreign Direct Investment. So much so that Namibia rose to become Fraser Institute's top African mining destination in 2014 for the first time and 25th country globally.

In the past 5 years more than N\$60bn in FDI investment found its way into predominantly six projects including Ohorongo Cement, Otjikoto Gold, Debmarine vessels, Tschudi Copper, the Dundee smelter and the Husab Uranium mine. This is far greater than the cumulative FDI over the prior 22 years since independence. A number of smaller uranium, base metals, iron ore, graphite and rare earth projects were also advanced.

Of particular significance is that these mining companies contribute so much more than GDP, forex, FDI, employment and economic linkages. They also contribute in large measure to the people and planet fabric of the Namibian nation as CDM/Namdeb and Rossing have done for many decades. Ohorongo Cement, B2Gold, DeBeers Marine Namibia and Dundee Precious Metals are indeed also national leaders in a host of environmental, social and people best-practices as evidenced by numerous awards. The Namibian mining industry boasts some of the best global practices in technological excellence and innovation and in corporate citizenship and leadership. The leadership cultures and corporate citizenship that drive this best-practice are a true testimony to the quality of Namibian leadership, skills and enterprise levels and to the Namibian environment that fosters this competitiveness, when fully aligned and attuned. It was this forward-thinking leadership that, through the Chamber of Mines, pro-actively drove a process of consultation with the sector and the mines ministry to arrive at a responsible and pro-business Mining Charter, implemented in 2014. This and the similar Financial Services Charter were actions taken by private enterprise to remedy the legacies of unequal distribution of wealth and exclusion of large parts of the Namibian population. Both were welcomed and endorsed by government and both are bearing fruit.

KILLING THE GOOSE? WILL THE CENTRE HOLD?

Just when it seemed there was mutual trust, respect and alignment, and as if to close off the investment taps, the new administration introduced an arbitrary "Additional Conditions" licensing regime in 2015. This, added to and possibly anticipating the looming and highly punitive and discretionary NEEEF and NIPA frameworks, sent shock waves through the mining industry, as had happened in 2011 with the proposed resource taxes and resource 'nationalisation'. The influential Frazer Institute again moved Namibia successively downwards in rankings, in all 31 places to 62nd globally and 9th in Africa in 2016 (from 1st in 2014) in what appeared to be a race to the bottom. We were back to square one, again questioning the much-heralded policy consistency which had been our hallmark for two decades.

All is not lost however. As happened in 2011, the reversal of the new discretionary and punitive licensing conditions and full implementation of the Mining Charter under NEEEF and a pro-business and pro-investment Investment Act, could see the sharp declines in perceived attractiveness reversed over the next 2-3 years for Namibia to resume its rightful position as a leader on the continent. The time is now to effect these changes as the global commodity down-turn of the past five years begins its upward trajectory in 2018. The hope is high that the new Geingob administration

will act decisively on these major elements of policy uncertainty holding back much-needed investment. After all, President Geingob dismissed the 25% intended forced ownership shift in a book co-authored by Greg Mills and others, "Making Africa Work" in late 2016, stating "Already we know that it is not going to happen. We are not here to work against one group. We need to hold hands. We don't want to send the wrong signals to investors. Rather we need to play fair."

We certainly have been sending the wrong signals to investors, and have not been playing fair in the mining sector over the past three years. A licensing regime, well-intended to spread resource licences to previously disadvantaged Namibians has, by line ministry admission, back-fired and has blocked the exploration pipeline, so greatly reducing the probability of new discoveries. It has not been fair to anyone, least of all the nation. These admissions and President Geingob's expressed sentiments need to translate into urgent remedial action in solving the current impasse created by the uncertainties and discretion around Additional Conditions, NEEEF and NIPA. Only then will the centre hold.

WHEN A PLAN COMES TOGETHER

The Harambee Prosperity Plan (2016-2019) and the over-arching National Development Plan 5 (2017-2022) are both solid and coherent calls to action. Both provide paths out of mediocrity and stagnant growth. Harambee provided numerous touch-points for enterprise to engage with government in fast-tracking lagging sectors, projects and critical social and infrastructure backlogs. Private enterprise's response was lack-luster and uncoordinated. The mining sector and isolated other large corporates were exceptions. Public Enterprise's response was almost non-existent, their own performance challenges and/or unclear mandates and poor leadership and governance structures were major impediments to most of their intended contributions to nation building.

To be fair to enterprise the policy environment had some way to go for private sector participation to be leveraged effectively into key infrastructure elements and state assets. The omnipresent uncertainties around NEEEF and NIPA and the unfinished business on the Public Enterprises Governance Act, the Public Private Partnership Act ("PPP") and the energy policies and legislation, made it difficult to move in these areas.

Nevertheless, private enterprise did move pro-actively in priority areas like land and housing delivery, SME funding and facilitation, education and some infrastructural elements.

The Harambee pillars provided good foundations for the Namibian house and the strong themes of solid institutions, good governance and accountability are good portents of doing things differently.

The fifth National Development Plan carried through these same pillars and themes and constitute a credible template on which to engage enterprise across all walks of life, Namibian and foreign. Detailed, frank and practical engagement with enterprise on project level will ensure

that Namibians shed the reputation of being good planners but poor implementers. At the Implementation Plan level, there are significant cracks, reminding us that public servants are not always good at picking commercial projects. Some of the tourism and industrial projects appear unrealistic and even figments of someone's imagination, potential white elephants or commercial ventures destined to fail, to add to a long list.

Infrastructure, and notably energy projects, represent well over half of the required N\$160bn investment in NDP 5. A "PPP" Infrastructure Committee has provided an infrastructure funding plan to government in early 2017 which suggested that N\$30-60bn could be mobilized from non-government sources, given the right policy frameworks referenced above to create the minimum conditions for investor expectations. This was before the Sovereign ratings downgrades and would need to be reviewed, but the principle remains that up to 70% of energy projects and 50% of other infrastructure projects could be funded outside traditional government sources if the right policy framework is implemented.

Amongst the many priorities of government in "Africa can Work", Greg Mills et al, President Geingob narrows his top three down to "instituting a governance architecture"; "providing reasonably priced housing"; and "fixing the education system, including vocational training".

It is the acceptance that government cannot continue to spread itself across the economy and that it should focus on institutional efficiency to deliver strategic guidance, governance, aligned policy and critical social infrastructure. This will facilitate enterprise's effective and efficient delivery of commercial infrastructure and services. Better integration of private and public enterprise activities through innovative PSP and PPP frameworks will greatly improve current efficiency and productivity as measured by service delivery, ROE, ROA, taxes, returns to shareholders, liquidity, government subsidies and general contributions to the economy.

WHAT ARE THE REAL GAME CHANGERS?

NDP 5 identifies five game changers "that will move Namibia from a reactive, input-based economy towards a proactive, high-performing economy, namely:

1. Increased investment in infrastructure development.
2. Increased productivity in agriculture, especially for smallholder farmers.
3. Investment in technical skills development.
4. Improved value addition in natural resources.
5. Achievement of industrial development through local procurement.

While the first three are supported, with some caveats and involvement of enterprise interests, as over-arching game changers contributing to a "high-performing economy", the last two may not contribute in the same manner and could in fact detract from competitiveness if not applied carefully.

Unrealistic reliance on limited unexploited mineral beneficiation opportunities creates false expectations while the small local market does not provide a sustainable business case for competitive industrial development through import substitution and local procurement.

Additional game-changers could be:

6. Parachuting in competitive export enterprises:

The targeting of competitive industries with secure access to international markets as by far a more attainable near-term strategy to take manufacturing and enterprise to a new level. Success will hinge on the timely implementation of key policy reforms and significant improvements in "Ease of Doing Business" and welcoming facilitation of the right types of investors.

7. Leveraging Enterprise Capacity and Commitment:

A key and over-arching game-changer for NDP 5 would be the successful leveraging of private and public enterprise capital and other resources to achieve the lofty goals and targets of the Plan. Enterprise development and fostering of an entrepreneurial culture is a core component of this enterprise mobilization.

8. Structural Transformation:

Structural transformation "through value-added industrialisation" as described in the Plan should extend far beyond industrial diversification and focus on the transition to a knowledge-based economy.

Twenty-eight years into independence Namibia needs to consider the future role of the state in the economy. Having played a critical and catalytic developmental role in an infant and juvenile economy, consideration should be and is being given to a less hands-on state role, given the current development stage of the country. The re-ordering of commercial public enterprises in particular needs to form an important core of the structural transformation plan.

9. The "Green" and "Blue" Economies:

As a core of our Industrialisation Strategy we need to build on our competitive advantages in the "green" and "blue" economies. Namibia's environmental sustainability focus and conservancy-based and niche eco-tourism has positioned us as a global leader in this field. Our "oceans and skies" economy with 1500km of coastline, extensive Exclusive Economic Zone resources at our disposal and ever-increasing access to "open-sky" regional air transport and servicing opportunities, calls for a coherent and integrated blue economy policy framework.

LEADERSHIP AND GOVERNANCE

Remembering that leadership is not a rank but a choice exercised by anyone in the organisation, we need to devolve decision making closer to the information and empower those most informed on individual issues to make decisions, without losing overall accountability.

Good leadership and governance through effective institutions and responsible corporate citizenship is vital to the "business unusual" model and renewed positive growth trajectories envisaged in development plans. Success will depend on significant governance reforms already started in the Harambee Plan and detailed in NDP 5.

Common morality and ethical leadership cultures will ensure sustainability and success in government and private sector. King and Namcode principles need to be embedded throughout private and public commercial enterprises and the King Codes' mantra that 'an organisation's ability to create value for itself depends on its ability to create value for others and on its regard for the needs, interests and expectations of its stakeholders' must become universal to all enterprises.

Namibia boasts a number of these leadership role models as political and business leaders. We need to cherish, replicate and spread this leadership culture throughout and unleash the leadership potential of the new generation of leaders throughout government, NGOs and enterprise to take us into the 4th industrial revolution. Leadership at all levels of organisations should show attuned, caring and empathetic leadership with an understanding of how we got here, but a forward looking template based only on common morality and ubuntu principles-our interconnectedness. They should take lessons and wisdom from the past but need to be courageous and decisive in stamping out behaviours and practices which are self-seeking or favour particular constituencies or groups.

Such leadership will ensure that we do things differently.

STEFAN HUGO

A CALL FOR NAMIBIAN BUSINESS TO SHIFT GEARS TO AN INNOVATION CULTURE

STEFAN IS A FORMER PWC NAMIBIA PARTNER (TAX, OPERATIONS), CHARTERED ACCOUNTANT AND ALUMNUS OF THE AFRICAN LEADERSHIP INSTITUTE.



Stefan Hugo

The pace of change in our world is accelerating faster than ever. Changes in market conditions, disruptive technologies and volatile political environments are among a myriad of balls that business leaders need to keep their eyes on. With these rapid changes, it is becoming increasingly difficult for businesses to plan and position themselves to keep a competitive advantage. At this speed, many benefits of past experience and reliance on the "way we've always done it" disappear and often cripple progress for established and previously successful businesses.

We all know the stories of companies that once championed their industries with popular products, but disappeared after failing to stay ahead of the game of disruptive change. Businesses exist because they provide solutions to society's problems. It does not matter how much your clients or the tender-awarding government likes you, if your products or services no longer solve the challenges users need to overcome, at a competitive price, people will stop buying from you.

A few years ago, businesses appointed a project consultant to help with a change management process for a project. Those days are gone. In the new innovation economy, success will lie in how comfortable an organisation is with dealing with ongoing change, but even more important, how active it is in initiating change. It is a huge and uncomfortable mindset shift for the majority of human beings that sustain and build businesses.

It requires that businesses:

- move innovation up on their agenda and continuously plan how they need to evolve
- do a quarterly or biannual assessment of how they are doing on change and disrupting their own business model
- redesign processes and procedures to keep them flexible and avoid that the "rules" become inhibitors of innovation
- train and measure employees on how they embrace change and generate ideas.

New products and technology come to mind first in a conversation about innovation. However, one of the biggest innovative benefits for non-technological businesses often lies in the unconventional interaction between processes, people or business partners. In Jan Fagerberg's (2005: 18) words: "New combinations of existing knowledge and resources open up possibilities for new business opportunities and future innovations, and in this way set the stage for continuing

change". This means that game-changing business leaders should be looking for innovation improvements across all their business processes (including marketing, finance, office management) and joint ventures with the suppliers or customers.

In Namibia, the pace is fast AND slow. As an open and connected country we are exposed to and affected by global technology developments. Through our relationships with our trade partners and the currency link with the South African rand, we are often heavily affected by regional political and economic turbulence, while our own political environment and economy have been fairly stable since independence in 1990.

On the other hand, laws and local regulations struggle to keep up with these developments, and regulators are frequently left to enforce regulation that does not make sense in the modern day.

Government spending makes up a significant portion of the country's GDP, and the majority of businesses either do business with government or has a large number of customers who supply to the government. Government processes are slow and bureaucratic, and tenders very seldom entice or support highly innovative new solutions.

While many (especially established smaller and family-controlled) Namibian businesses often struggle to do things differently, we have seen success for many that focus on innovation as a business culture, as well as a wave of innovative startups.

Due to the relative small size of the Namibian economy, Namibian business people often had to venture away from their core businesses to grow their revenue streams. The result is that some local business leaders have become experienced in dealing with diversity, running multiple business solutions and continuously looking for innovative products and solutions around their core businesses.

The call to Namibian entrepreneurs and business captains is therefore to:

- resist stagnation
- create a culture that welcomes and rewards doing things differently
- further develop their ability to operate multi-solution business, encourage a structured approach to innovation and continuously evolve their enterprises
- seek opportunities in the paradoxes of first and third world elements that we encounter (the solutions to these tensions will often be offerings that may become the “innovation capital” that will propel their business in the new economy)
- create partnerships with suppliers and customers that can unlock business process benefits.

Innovation is a broad subject that is studied and researched extensively by academics and business leaders alike. It could be difficult for business owners and managers to get their head around, and to strategically select the area of their business that requires and will benefit from innovation.

There are a number of Namibian institutions which specialise in helping businesses to guide the innovation process for business management teams. Interacting with these experts could be the game changer that many Namibian businesses need.

The Namibia Business Innovation Institute (NBII), housed by the Namibian University of Science and Technology (NUST) is a good example. The Innovation Institute services offerings include:

- Innovation Marketplace (IM) which features mostly public events that stimulate idea creation and an entrepreneurial mindset
- Entrepreneurship & Incubation (E&I) which supports young entrepreneurs with innovative ideas to kick-start their business via training and mentoring
- Research & Development (R&D) which advances product and process innovation as well as social media development.

Read more about NUST on the Institute’s website at www.nbii.nust.na.

FABLab Namibia also established in partnership with NUST which focuses primarily on start-ups:

“Over the past few years since the establishment of Namibia’s first FABLab, we have seen growth in youth driving their own ideas and following the entrepreneurship path. Multi-helix stakeholders are joining hands to promote entrepreneurship and innovation which is fostering a culture of change in the country. Over the past year alone, we co-hosted the first Namibian Start-up Festival where over 250 young innovators and stakeholders attended the event. We also hosted an ADDventure pitching den event where five local start-ups pitched their ideas to hard-hitting business experts. The first #pitchnightnam initiative was launched where the top ten SDG-aligned businesses pitched to a panel of experts and the two winners were awarded the opportunity to attend the top European Start-up event, funded by Finland’s Ministry of Foreign Affairs.”

Professional service firms with international affiliations can connect Namibian businesses with world-class innovation consultants, provide tools and host workshops to unlock innovation potential.

The PwC Business School is focused on creating and hosting learning experiences for employees that “open minds, change minds”.

The opportunities for Namibian businesses to transform themselves and propel the Namibian economy through active innovation are abundant. It calls for business leaders to look to the future, embrace change and manage uncertainty to steer their businesses to greatness!

Stefan Hugo is the CEO at One Africa Television. He is the coordinator of a cooperation between One Africa Television, 99FM and Venture Media, aimed at bringing innovative solutions to the Namibian media space. The goals of these three business taking hands include:

- offering their clients extended advertising reach across the joint-venture entities’ audiences and media platforms (including TV, radio, print, on-line and social media)
- co-developing and sharing creative, relevant local content that informs, enables and inspires Namibians – reducing development costs and creating opportunities for Namibian brands to associate with the magic of positive change in our country.

INNOVATION AND THE INDUSTRIES OF TOMORROW

INVENTING A NEW FUTURE FOR NAMIBIA



2017 Champion FABlab Robotics team from PAY Katutura, Windhoek

education is fundamental in order for us to grow sustainability and be part of an inclusive and cohesive global society.

Trends from around the world indicate shifts into more robust digital innovation in the realms of hardware and software alongside the rise of the Internet of Things (IoT) in which over 50 billion connected devices are forecast by as early as 2020 which include connectivity of our homes to our phones, cars, our cities and more. Arguably, this projection with such staggering market potential is enticing yet it may not come to fruition in the current trajectory and estimated timeline. I do however think that the growth is a clear indicator of potential and scope for local innovative contributions to this growing sector, hopefully by creating solutions for real problems which will have a longer and more impactful lifespan. Developments in EDtech, additive manufacturing, biotechnology, robotics, genetics and artificial intelligence are gaining momentum which, coupled with the sharing economy and circular economy movements, give rise to disruptive innovation which is emerging across all sectors. It is fascinating to track the evolution across diverse sectors. Interestingly, with Data

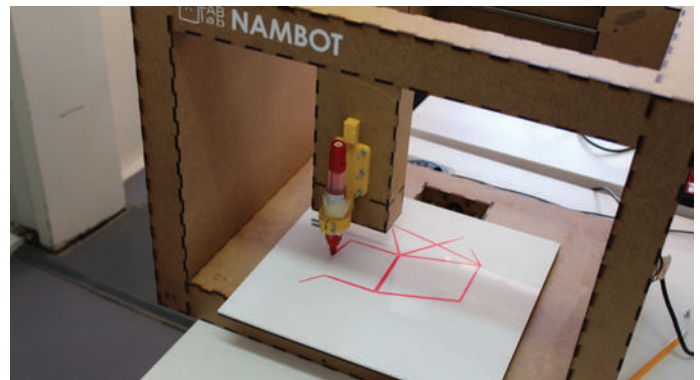
being dubbed the “New Oil”, Private Sector and Academia alike are rethinking the perdurable in understanding the human condition such as Maslow’s ‘Hierarchy of Needs’ and its relation to the digital era and the deep learning and machine learning activities of AI. Thought-leaders are reimagining the needs of tomorrow’s citizens; access to massive computational resources, rapidly growing data pools and interconnectivity of people and things is a major force behind a paradigm shift which is spurring on new innovations, inventiveness and the birth of new industries. In Namibia, one major hurdle is the lack of access to this connected world and once this problem has found its solution, connecting all of Namibia together, bridging the digital divide, and breaking down boundaries will surely see the younger generation advancing and innovating in ways we are yet to comprehend. This is a key NUST objective and we aim high, promoting innovation in the digital age of connectedness.

Industry 4.0 or the Fourth Industrial Revolution can be harnessed as a driver of future prosperity and job creation locally. In general, this revolution involves digitalisation of production, processes and automation of functions. There are many controversial discussions on this topic and of course whether robots will take away employment opportunities for humans. We need to therefore see this as an opportunity for innovation and explore the possibilities, become early adopters like Rwanda. This country is leading phenomenal innovative initiatives like the first drone airport in the world which is specifically focused on delivering health supplies to areas which take days to reach by car. These new ideas will push the output of innovative technologies in the form of hardware and software which could be designed, developed and manufactured within Namibia, which is an exciting future we are busy unfolding today, imagine what it will look like in ten years’ time!

Sustainability is a hot topic the world over with the initiation of the Global Sustainable Development Goals: all global citizens are tasked with being conscious about how they impact on the world. Green business, among others, is an area where there is a plethora of possibilities; there is potential to prototype and develop innovations which can solve our own local problems in sanitation, energy, agriculture and manufacturing. I believe the notion of farming the sea rather than hunting it holds exponential potential. Within Africa, where we all face similar problems and challenges, Namibia shines as a prototype haven: products are being tested and refined for local consumption and are then available for deployment across the continent. Researchers are developing seamless solar roofing products which charge and store energy without the bulky solar panel aesthetic, wearable garments are incorporating energy-gathering devices to power sensors for monitoring and transmitting data. All of these industries will expand and we need to start focusing on bringing in skills and technologies locally where our youth can research, experiment and develop innovative ideas which can contribute to the growth of new, exciting industries.

The rapidly evolving speed at which technology is growing, pivoting and exploding in niche areas is a challenge to keep up with. At FABlab

we have initiated innovative add-on modules or PlusMods that provide access to cutting-edge skills which are relevant today. The team is made up of a group of young, predominantly female creative technologists, as we like to call ourselves, and we meld skills across various disciplines such as ICT, Fashion design and Electronic engineering. The need for being exposed to new trends and technologies is really at the crux where I see a new rise of advanced makers, those who are our inventors and the creators of tangible innovation. I believe that our leaders need to invest in and embrace modern technology, allowing for experimentation in a low-risk sandbox such as our FABlab where your ideas can iterated, tested, redefined and where one is free to fail but also to try again. FABlab is part of a sharing economy, with over one thousand labs across the globe: people are sharing ideas, designs and are part of a distributed learning platform where new information is shared openly. As part of the network, the labs host an academy where learners learn how to “Make Almost Anything”. One of the highlights of this is that learners at our local FABlab are embracing Industry 4.0 applications by creating sensors and applications for SMART products and are even able to create machines made from simple plywood. An example of which is the NAMBOT - a locally designed and manufactured low-cost, 3-axis machine currently programmed as a drawing machine which will draw any image uploaded to it.



NAMBOT, a locally designed and manufactured 3-axis machine

utilising waste to create inventive products and combat climate change through reduction and reuse. We have wide-open spaces, sunshine and abundant natural resources to harness for our future. These are exciting times, times to dream, take risks and make the impossible possible.

SMART Cyber-physical systems embedded into new business will create both opportunities for manufacturing locally and also for the design and development of new products which are able to sense and react with internal states and external environments to ensure optimum functionalities, use of resources and prevent disasters. NAMBOT has multiple possibilities for local applications, it is a case of transferring the skills and building a pool of young innovators willing to get their hands dirty, put in the hard work and commit themselves to building industries which most of the older generation may not understand. Generation gaps are in themselves a hindrance to the creation of new inventive industries. Innovation ranked at 107 in 2015 and moving up ten spaces to 97 in 2017, Namibia is beginning to build this culture of change and inventiveness. In my opinion the industries of tomorrow and the concept of inventing a new future for Namibia would be engrained in the youth population being upskilled in cutting-edge technological fields such as IoT, Virtual Reality, and Robotics in parallel with Product Design which will breed a pool of talented young individuals capable of inventing new products and services that are globally competitive, thereby helping to build the industries of tomorrow.

When FABlab was launched by Hon. Calle Schlettwein in 2014, he said “nurturing such a pool of people will help to transform the economy from its heavy reliance on the production and export of finite natural resources” which is a long-term strategic focus of FABlab. The big business that I champion for Namibia as key innovation areas is soft robotics and wearable technologies, future materials, and mixed SMART industries. These fall under the over-arching Artificial Intelligence (AI) umbrella as well as circular economy industries which would focus on



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NAMPORT

SUPPORTING THE GROWTH AND PERFORMANCE OF NAMIBIA'S ECONOMY.

BY MR. BISEY /UIRAB, CEO NAMPORT



Mr. Bisey /Uirab, CEO Namport

new container terminal will contribute substantially to Namport's becoming a critical player in the growth of the African continent.

The first phase of the northern development located 5 km north of the current port of Walvis Bay is also currently underway. This development will form an important part of the Namibian Logistics Hub Project, which will position Walvis Bay as a major gateway to landlocked countries in the SADC region.

These two expansion projects are set to increase Namport's relevance in regional trade even more. Namibia's connecting transport corridors enable the country to compete as a logistics hub for regional and international trade between the SADC countries, Europe, Asia, the Americas and the rest of the world.

Indeed, Namport has become an agent for change, enabling the country to be one step closer to realising its vision of a logistics hub in the SADC region.

THE FUTURE IS CHANGING

However, ports in other countries in southern and western Africa are also expanding their facilities at a rapid pace, and planning major developments linking up to trans-African corridors by rail or road.

As more mega-vessels are being built for the major shipping lines, there is an urgent need for regional ports to cater for larger container vessels. For Namport to remain relevant, we need to gain an advantage by having suitable infrastructure for these larger vessels at our ports without delay.

Seizing the moment and planning ahead, Namport is already considering various infrastructural and technical changes to accommodate larger container vessels at the port of Walvis Bay, as well as extending the main quay at the port of Lüderitz to accommodate two container vessels at the same time.

While major development will put enormous pressure on limited funds in the short and medium term, it is an exciting business opportunity for the country, as additional container volumes will bring job opportunities and economic growth. Africa's young and growing population are the consumers of tomorrow who will increase demand for sophisticated imported goods, and develop products for export.

TECHNOLOGY CHANGES THE FUTURE OF PORTS

As the world is moving into the Fourth Industrial Revolution where technology is developing at the speed of light, the impact of technology is already felt in the ports and shipping industry. With automated port terminals where automated vehicles and machines "talk to each other" and cargo vessels without a crew being controlled by "drone ships" in development, it is clear that technology will play a major part in the future of ports.

A technologically rich environment has the power to improve efficiency and productivity, while at the same time reduce costs. Namport's current business plan has a heavy focus on process improvement through automation, with several more process-improvement initiatives underway. Indeed, exciting times lies ahead.

DEDICATED AND WELL-TRAINED EMPLOYEES

Namport's employees form the backbone of all our operations. We are well aware that technological advances will require that future job positions are populated by digitally literate employees. Namport places great emphasis on ongoing skills development and offers bursaries to both full-time and part-time students (studying courses pertinent to Namport's business) and promising apprentices. Currently, the focus for human resources management at Namport is twofold, namely on preparation for manpower provision for the new container terminal, and developing the existing workforce to its full potential.



Walvis Bay Harbour, New Container Terminal

With our highly experienced management team and dedicated workforce, Namport looks to the future with confidence and excitement.



WALVIS BAY CORRIDOR GROUP

CONNECTING SOUTHERN AFRICA WITH THE REST OF THE WORLD

The Walvis Bay Corridor Group (WBCG), a Public Private Partnership (PPP), was established in the year 2000 as a service and facilitation centre to promote the benefits of using the Walvis Bay corridors through the Port of Walvis Bay to and from Southern Africa.

We continuously identify opportunities, plan, coordinate, market, advocate for infrastructure development and facilitate trade. Through this unique institutional arrangement as a PPP, the WBCG is a perfect example of how Government and the private sector work together to integrate business potential and utilise transport and trade opportunities. This collaboration is incredibly important for economic development within the region and for the growth of the private sector.

OUR MEMBERS

Ministry of Works and Transport: Department of Transport; Ministry of Finance: Department of Customs; Ministry of Industrialisation, Trade and SME Development: Investment Centre; Ministry of Home Affairs and Immigration: Department of Immigration; Namibian Ports Authority; Roads Authority; TransNamib Holdings; Walvis Bay Port Users Association; Container Liners Operators Forum; Namibia Logistics Association; Namibia Chamber of Commerce and Industry; Namibia Transporters Association; the Municipality of Walvis Bay; Road Fund Administration; and the Namibian Transport Association.

THE WALVIS BAY CORRIDORS

The Trans-Kalahari Corridor links the port of Walvis Bay to Botswana's capital, Gaborone, the heartland of South Africa's industrial capital, Gauteng, and Zimbabwe. It is perfectly positioned to service the two-way

trade between South Africa, Botswana, Zimbabwe, Europe, the Americas and the Far East. This corridor allows for 48 hours' transit to and from Gauteng.

The Walvis Bay-Ndola-Lubumbashi Development Corridor (WBNLDC) provides the shortest route between the Namibian west coast Ports of Lüderitz and Walvis Bay and the vital transport hubs of Livingstone, Lusaka and Ndola in Zambia, Lubumbashi (southern DRC), and Zimbabwe. This corridor is perfectly positioned to service the two-way trade between the SADC region and Europe, North and South America and emerging markets in the East.

The Trans-Cunene Corridor links Walvis Bay's port to southern Angola via Tsumeb and Ondangwa to Oshikango in Namibia and the Santa Clara border post in Angola. It is perfectly positioned to service the two-way trade between Angola, Namibia, South Africa, Europe, the Americas and the East with the rail line that has been completed up to the Angolan border.

THE WBCG FOOTPRINT

In 2012, WBCG established a branch office in Lubumbashi, DRC as well as a representative office in São Paulo. The footprint of the WBCG has therefore extended to four offices beyond the borders of Namibia, which includes Lusaka, Zambia since 2005 and Johannesburg, South Africa since 2008.

FACILITATING NAMIBIA'S TRANSFORMATION INTO A LOGISTICS NATION

Namibia has a clear vision to become a regional leader in logistics in Southern Africa. Our current Fourth National Development Plan four (NDP4) has identified logistics as one of

the economic priorities, an area in which Namibia has a clear competitive advantage. Against this background, Namibia has embarked on a transformation process to establish itself as the 'logistics hub for southern Africa'.

The Namibian Logistics Hub concept entails an intervention process that strives to put in place sustainable institutional arrangements and mechanisms that would ensure the transformation of the Port of Walvis Bay and the Walvis Bay Corridors into economic corridors for the socio-economic growth and development of the country. To achieve this objective, the Logistics Hub Project was established under the umbrella of the WBCG.

The role of the Ministry of Works & Transport and WBCG (as the PPP entity) will ensure that the future Logistics Hub development process takes place under the auspices and with the direct involvement of the National Planning Commission.

TURNING NAMIBIA'S TRANSPORT CORRIDORS INTO ECONOMIC CORRIDORS

In an effort to further support the acceleration of corridor development, the Ministry of Industrialisation, Trade and SME Development in Namibia with the support of the Department of Trade in South Africa, has mandated the WBCG to identify ways of attracting investment along the Walvis Bay corridors through the Spatial Development Initiative (SDI) programme. The SDI programme aims to increase the scale of economic activity and improve the diversity of economic activity along these corridors, thereby enhancing the economic growth of the region. The initial focus in terms of economic activities will be on the mining,

tourism, manufacturing, agriculture, fisheries and logistics sectors.

REGIONAL STAKEHOLDERS AND PARTNERSHIPS

Regional support to ensure harmonisation of standards, allowing for the smooth flow of trade between borders, is ensured through the establishment of regional committees and partnerships with regional bodies, under which the Trans-Kalahari Corridor Secretariat is made up of Government and private-sector representatives from Namibia, Botswana and South Africa.

The Walvis Bay-Ndola-Lubumbashi Corridor Management Committee, which is a partnership between Namibia, Zambia and the DRC was established to address problems which could impede the smooth movement of goods across the borders along the Walvis Bay-Ndola-Lubumbashi Corridor.

The Port of Walvis Bay is strategically located on the west coast of Africa serving as a strategic link to southern Africa's more than 350 million consumers. With Walvis Bay now firmly established as one of the major gateways into southern Africa, the WBCG continuously seeks to maximise the potential of the corridors to boost the social and economic benefits for Namibia and for the Southern African region as a whole.

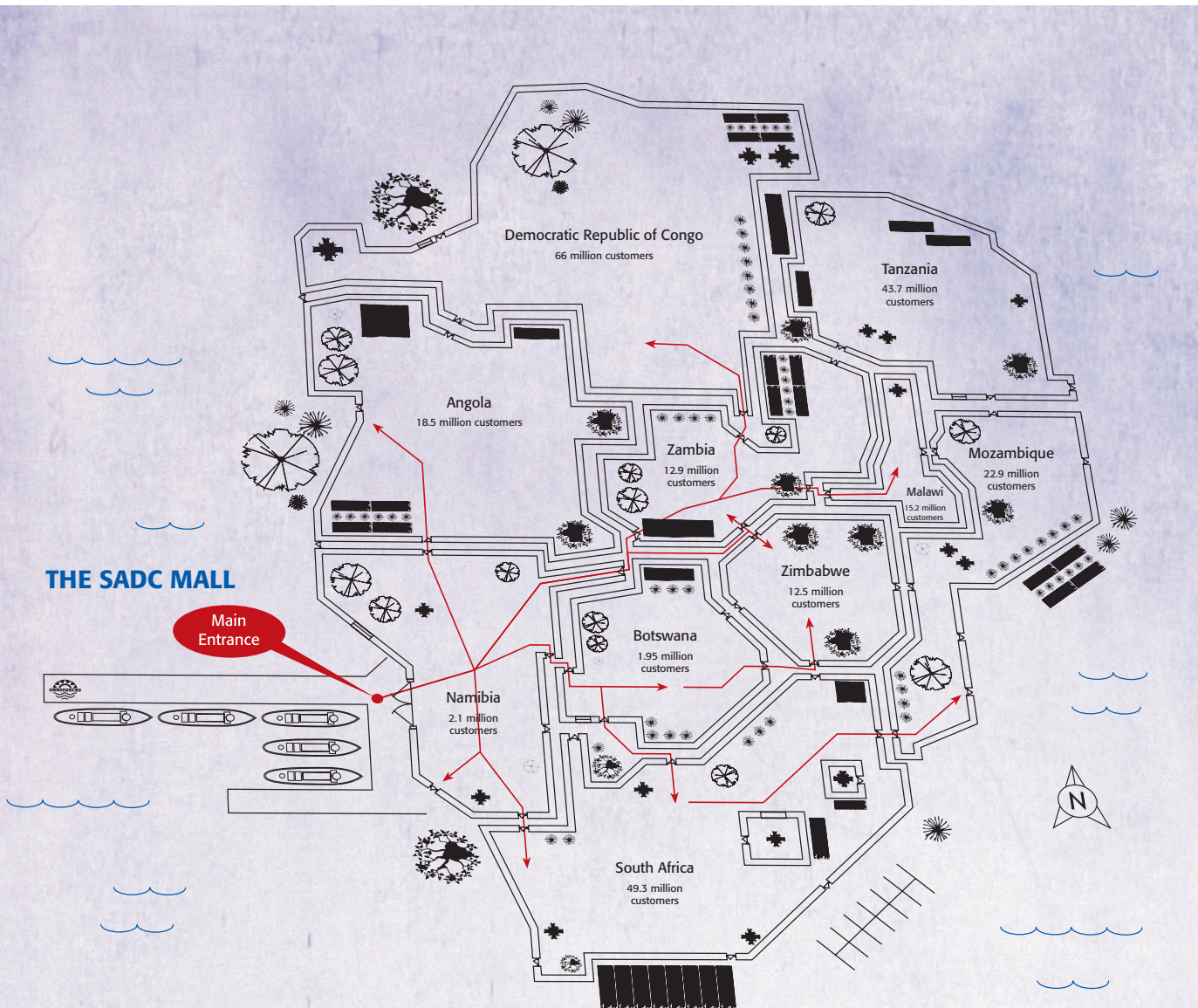
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 E. ricardo@wbcg.com.br



**WALVIS BAY
 CORRIDOR
 GROUP**

www.wbcg.com.na

ADVERTISING & MEDIA

FREEDOM OF SPEECH AND EXPRESSION, INCLUDING FREEDOM OF THE PRESS AND OTHER MEDIA, ARE AMONG THE BASIC RIGHTS ENSHRINED IN THE NAMIBIAN CONSTITUTION.

The Namibian media has had to up their game as they equally felt the pinch of the global economic dire straits – and 2018 promises to be challenging too.

To help drive the ship of press freedom, editorial independence pluralism as well as maintaining high ethical standards, the Editors' Forum of Namibia (EFN) was established 14 years ago.

Under the chairpersonship of the Joseph Ailonga, the EFN executive team has over the past two years been hard at work to ensure continuity from the previous executive committee (exco).

As the EFN commemorates 14 years of existence, its exco is increasingly excited with its growing presence and the future it holds.

Ailonga says the EFN has started to own its role as the media authority in Namibia and the exco reports the following as part of their activities over their two years of reign.

In preparation for what awaits during 2018, the EFN last year (2017) took stock of highlights over the past year.

The team started off with an analysis of the organisation to put together a better profile in order to provide clarity as to why prospective members should join the organisation.

ENGAGEMENTS OF THE EFN:

June 2015 – July 2016

- The EFN met with the United Nations Educational, Scientific and Cultural Organisation (UNESCO) head of Windhoek Office Dr Jean-Pierre Ilboudo, where a wide range of issues was discussed, including the self-regulatory mechanism and the Communication Regulatory Authority of Namibia's (CRAN's) intended broadcasting code.
- The EFN met with the US Ambassador to Namibia, Thomas Daughton, over a formal dinner for him to familiarise himself with the EFN and its exco.
- The EFN was invited by the Ministry of International Relations and Cooperation to an editors' breakfast meeting held in Windhoek. At this event, the chairperson spoke on behalf of the EFN and stressed the issue of self-regulation and access to information.
- The EFN met with the New Era Publications Corporation at a meeting initiated by Tangeni Amupadhi, editor of The Namibian and Dr Audrin Mathe, CEO of New Era Publications This meeting, which was attended by some members of the EFN exco, culminated in New Era Publications rejoining the EFN.
- The EFN rejoined the revived Action Coalition lobby group on

access to information and played a big role in the access to information drafting conference.

- The EFN formed part of the organising committee of World Radio Day which was held in Gobabis last year and was a resounding success.
- The EFN facilitated a media workshop with UNESCO on Sustainable Development Goals (SDGs).

June 2016 – July 2017

- The EFN formed part of the committee who organised the first-ever celebration of the International Day of Access to Information. These successful celebrations were held in Windhoek. The celebrations incorporated the Windhoek Declaration's 25th anniversary celebration and during this period, the EFN organised a gala dinner to celebrate Namibian media's contribution to the African media landscape. The gala dinner was also organised to honour and recognise Ms Gwen Lister who has played a pivotal role in world media freedom, as she chaired the Windhoek Declaration conference in May 1991. The Windhoek Declaration Scroll was conferred upon her, bringing to life this prestigious honour which will now be a yearly conferment upon veteran journalists who have contributed significantly to African media.
- The EFN issued a statement on the cabinet resolution prioritising information and advertising in state media. It further met with the Minister of Information and Communication Technology, Tjikero Tweya, to air its condemnation on this matter in person.
- The EFN facilitated a breakfast meeting between the Minister of Economic Planning in the Presidency and the Director General of the National planning Commission, Tom Alweendo.
- On 10 May 2017 the EFN together with its stakeholders held a successful World Press Freedom Day and launched its code of conduct which was officiated over by the president of the Republic of Namibia. On that day the president reiterated the guarantee of media freedom in Namibia and also conferred the Windhoek Declaration on Mr Bheki Makhubu from Swaziland and Mr Clement Daniels, the outgoing media ombudsman.
- The EFN secretary general outlined the changes to the code which now include online media and the increase of the penalty fine from N\$10 000 to N\$50 000.
- Namibia still tops the African continent in terms of media freedom ranking but has dropped drastically as far as its world ranking is concerned – from 16th to 24th place.
- International engagements
- The EFN is a founding member both of the Southern Africa Editors' Forum (SAEF), founded in 2004, and the Africa

Editors' Forum (TAEF), founded in 2005.

- TAEF held a conference in collaboration with the African Union Commission and the African Commission on Human and People's Rights (ACHPR) at the African Union Summit in Kigali.
- The EFN was invited back to Kigali for the African, Caribbean and Pacific (ACP) Press Club Federation and forms part of this international club.
- The EFN also represented Southern Africa in Brussels on the executive board meeting.
- The EFN joined African media in condemning the arrest of Ahmed Abba who has been convicted under the anti-terrorism act of Cameroon for simply doing his job. Abba has been sentenced to 10 years in a military court and the EFN will continue to demand his immediate release.
- The EFN also attended a consultative meeting in Durban which was to map out a way in forming media coalitions in Sub-Saharan Africa.

Part of the recommendations included that the EFN needs to show its muscle in combatting fake news – a feature of especially the social media world that we live in.

(Main source: EFN chairperson's report)



FAST FACTS:

The Namibia Press Agency (NAMPA) was established in 1991 as a national news agency responsible for the distribution of local, regional and international news

www.nampa.org

Namibia has a varied and lively press with 13 newspapers.

The country's oldest newspaper is the Allgemeine Zeitung, published in German

www.az.com.na

There are more than 20 private and community radio stations and five commercial television stations

The state-owned Namibian Broadcasting Corporation (NBC), with radio services in ten different languages plus three television station channels, is the dominant role player in the broadcasting sector. One Africa Television is a fully commercial, free-to-air station which receives no state subsidies.

www.nbc.na

Filmmaking – Namibia is a gem for those in search of the unexplored and the wilderness. The bizarre desert scenery and svannah are spectacular backdrops for filmmaking. The Namibia Film Commission (NFC) is a statutory body that was established by Parliament (Act 6 in 2000) to support, encourage and promote film productions as well as the development of film production in Namibia

www.nfc.na

VENTURE MEDIA

NAMIBIA'S PREMIER TOURISM MARKETING AND CONTENT CREATION COMPANY

Venture Media specialises in production and publication of multi-media, multi-platform content. For more than 23 years Venture has been at the forefront of generating and distributing current, accurate and credible content, and is now taking it a step further.

Discover Namibia with the range of tourism, travel and conservation focused magazines, videos and online campaigns, as well as the famed Namibia Trade Directory: showcasing the corporate sector's success stories. Fall in love with this enigmatic land by following Venture Media online and on social media, or let Venture recreate your brand and make it hard to ignore by pushing your social media presence to the next level!

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ONE AFRICA TELEVISION

PROUDLY LOCAL AND PAN AFRICAN

The best way to describe One Africa Television is: Namibia's most popular privately owned commercial TV station. From small beginnings in 2002 with a broadcast footprint covering Windhoek, Rehoboth and Okahandja, One Africa Television has grown to become Namibia's most popular commercial free-to-view TV station. This rapid growth has been realised through the high level of support from local, regional and international brands, which continue to benefit from the innovative and dynamic marketing platform offered by One Africa Television.

One Africa Television also provides in-house production support to clients wishing to advertise but don't have advertising material. Products range from cost-effective graphic and classic 30 second TV Adverts, as well as testimonials and business profiles etc.

Exciting new locally produced TV shows include the exciting daily actuality and current affairs programs, Today on One, the satirical "Its A Wrap", a VIP platform for movers and shakers, "One Exclusive" and the inspiring 99FM "Master Your Destiny" show, hosted by Presenter Kirsty Watermeyer.

The station now provides a fully digital broadcast, offering viewers improved audio-visual experiences.

One Africa Television offers multimedia campaigns that extend the reach, brand awareness and client consumer engagement on a national level. The channel is available on DStv Channel 284, GOtv Channel 90 as well as the NBC's Decoder Channel 301.

ONE AFRICA

Sales and Marketing

Barbara Taljaard

barbara@oneafrica.tv

+261 61 289 1500

www.oneafrica.tv

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one
Africa Television

99FM BUT DO YOU SPEAK AFROPOLITAN?

Who do you think you're selling to, sir?
Who do you believe you should be speaking to, madam?

There is a difference between creativity and innovation. Creativity can exist separately from innovation. But innovation is not possible without creativity.

The very notion of innovation implies venturing out of the box – in the case of 99FM, out of the radio box and into the virtual playing field of the internet.

The 30-second ad is very quickly giving way to content and experiential marketing, as consumers become curators of the information that they value and want.

The advertiser can no longer speak at audiences. Unless they engage with consumers, unless they generate brand loyalty and top of mind awareness in a way that consumers choose to receive it, they will simply be muted, fast-forwarded, skipped and ignored.

From ambitious students to established executives, there is a booming market of Namibians with affluent lifestyles pumping money into the economy.

We know them. They're our tribe.

We know what they think, what they like, what they don't tolerate. We make it our mission to understand the modus operandi of the audience that every business most definitely should be talking to.

There is no one size fits all solution – every brand and business must meet their consumer where he or she is and strike up a conversation in a language that they understand.

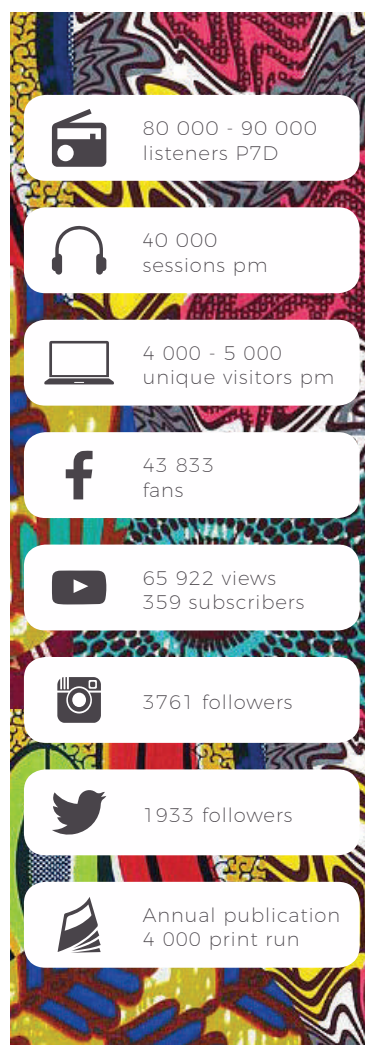
99FM speaks Afropolitan Namibian.
99FM speaks relevant and dynamic.
We speak progressive and ambitious.
We speak Namibia to Africa to the world.
99FM speaks inspiration and empowerment.

99FM speaks to the people who are the Masters of their own Destiny.
We speak Future. Growth. Aspiration and Innovation.
We do so through 360-degree, custom designed engagement solutions that include:

ENGAGEMENT SOLUTIONS

- **On air:** talk shows, music, lifestyle features, advertisements, endorsements, infomercials.
- **Online:** Website, digitorials, streaming, podcast feeds to Tunein, Itunes, Stitcher
- **Social media:** Facebook, Instagram, LinkedIn,
- **Print:** 99FM Master Your Destiny Journal
- **Brand consulting**
- **Internal Team Inspiration Facilitation**
- **Events & Experiences:** 99FM Conversation Cafés with Standard Bank Namibia, Pasta Monologues with Namib Mills, 99FM WHAT-MADE-ME wall experience, 99FM Tools for Life collection, Art in the Act exhibition with Absolut Vodka, Outdoor Cinema with Jameson Select, Wildlife Film premiers with B2Gold, Wilderness Safaris and Amarula, 99FM "The Struggle is Real – Opportunities for Business in Hard Times?" panel discussion, Lira *Masterclass* local artist workshop and motivational event with My Republik, Multichoice Namibia and Flying Fish, Trend Forecasting Presentation by Dion Chang of Fluxtrends with Old Mutual, Local Designers Fashion show Absolut Vodka.

The 99FM MYD Show was nominated as a finalist in the New York Radio Festivals Awards 2017.



99FM

Fortune Kanguuehi

Managing Partner

Fortune@99fm.com.na

+264811415390

www.99FM.com.na



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AGRICULTURE

COMMERCIAL FARMING ON THE MOVE

For commercial farming in Namibia, the year 2017 was characterised by a number of highs and lows.

As the president of the Namibia Agricultural Union (NFU), Ryno van der Merwe, took stock of these late last year, he shared that in spite of these realities, there is hope for 2018 and beyond.

He said in his overview of last year: "It is a privilege for me to give my impression of the most important happenings and challenges during the past year. Even though the biggest parts of Namibia have experienced good rainfall, there are parts in the west, south-west, far south and south-east, which have had little to almost no rain yet. The grazing conditions in these areas have been poor since 2013, which contributed to increased input costs."

According to Van der Merwe, grazing conditions in Namibia have in general deteriorated over the past years due to the prolonged drought as well as other reasons such as over-grazing.

This state of affairs exerted pressure on the production potential and, as a direct result of this, also on the profitability of the producers.

The way forward entails, among others, that rangeland management and the repair of our natural grazing will have to be dealt with very sensibly. "During my visits to the drought-stricken parts of our country during the past three years, I was delighted with the positive attitude of the producers in spite of the dire circumstances. It was an inspiration to me."

Another challenge for many producers, alluded to by Van der Merwe, is to get into full production again and to survive financially during the interim period until such time as the situation improves. "I believe that everyone in this situation will make plans in time to overcome this challenge. Namibia, like other Southern African Development Community (SADC) countries, is experiencing difficult economic conditions with negative growth."

Central government's drastic budget cuts impacted all industries, including commercial farming, negatively. This can be felt particularly in areas pertaining to job creation.

Van der Merwe projected that this situation will most probably continue for between two to three years before a turning point is reached. "I am optimistic,

however, that agriculture will make a positive contribution this year. The marketing environment of cattle has numerous challenges and also holds certain risks. The cash flow crisis of Government has caused, among other things, that the electricity at the Directorate of Veterinary Services (DVS) offices was cut and that the important maintenance of DVS fences was not done. Thus, permits could not be issued by regional offices and there is great concern about maintaining our animal health status."

Another serious challenge is the extent to which Meatco's operations have been impacted. There is pressure on the cash flow of Meatco and small-stock abattoirs have scaled down on slaughtering and payments to producers are delayed. This situation gives rise to uncertainty among producers. The Namibia Agricultural Union/ Livestock Producers Organisation (NAU/ LPO), during last year, was in constant contact with and also made numerous proposals to the relevant organisations as well as to government. "On a positive note, I can report that prices of livestock have increased. Regarding cattle, weaners increased by 7,9% and slaughtering cattle by 4,5%. Sheep prices increased by 4,5%."

Stakeholder engagement has become a serious priority for the NAU as of last year. The Executive Council decided to host NAU open days during 2017. The aim was to give feedback to members as well as to non-members about the most important activities of the NAU as well as to provide an opportunity for questions to be asked, concerns brought to the fore and proposals made. In line with this objective, a total of nine meetings were held and the attendance was reasonable to good.

The Minister of Agriculture last year informed the NAU that the N\$5,7 million levy financing from the Meat Board was to be phased out with immediate effect. Congress decided to increase membership fees by 43% (the normal 5% plus 38%) and suggested savings of 8%. Other mechanisms to finance the NAU in future were also discussed and considered. The idea of corporate membership was also favourably received and some organisations have already indicated that they will take up membership. A voluntary marketing contribution was discussed in detail during the NAU open days and Congress will pass a resolution to this effect this year.



Image by Meatco



Other actions discussed were to put an administrative fee in place for the implementation of projects, income-generating projects and the recruitment of new members.

Furthermore, valuation court sessions were held during 2016. "Even though we thought that the verdict would be that the process of the regulations whereby land valuations are determined would be referred back for negotiations, discount was given to land owners who had legal representation and also some farmers who represented themselves, but not all of them. This caused even bigger inequalities in the valuations. The viewpoint of the NAU is that we are willing to pay land tax as long as it is reasonable, fair and affordable."

When the 2012 valuation roll was released, the NAU informed the minister that the increases are unaffordable and that land owners will not be able to pay them. Since 2012 the NAU has made various proposals to the ministry to

adjust the regulations whereby land values are determined. With the verdict from the valuation court, it was clear that the attempts of the union were unsuccessful. For this reason the NAU decided to get involved in a supporting and administrative capacity in the review application against the procedure, which was followed to compile the valuation rolls as well as to set the appeal against the verdict of the valuation court.

The Second National Land Conference which was planned for September 2017 did not take place. "We are aware of emotions, which are bound to flare up, especially concerning certain aspects such as ancestral rights. The NAU has already made a submission to the advisors to the president and will be prepared with its arguments when attending the regional conferences as well as the National Land Conference." Another key activity which the NAU was engaged in was to make various proposals in the provisional Land Bill, which was in

the meantime deferred by Cabinet until the conclusion of the Land Conference.

Another challenge, which causes a lot of uncertainty and potential damage to investor confidence, is the New Equitable Economic Empowerment Framework (NEEEF) document, which proposes that all private businesses must sell 25% of their business to previously disadvantaged people. The NAU participated in various discussions and debates at various forums and made formal proposals to the prime minister. "As already mentioned, I am aware that for numerous producers, it will take some time to reach full production capacity again due to the long-lasting drought, the related input costs as well as emergency sales to survive. With the fixed costs and expenditure in farming where one cannot save, there is great pressure to survive financially."

In the past, Van der Merwe says producers had similar challenges and survived financially. "With the

positive attitude, which I have experienced, especially from those where the challenges are the biggest, I am convinced that we shall continue and be successful in this regard. It is also true that we have to learn our lessons from our experiences from the past. Farming is a business, which we have to approach more scientifically. Accurate record-keeping is critical to measure our performances and to identify and improve in those areas where we underachieve and where the costs are too high. We will have to farm smarter.

"The NAU continuously gave input and contributions, especially on a national level to ensure optimum, sustainable production. The NAU is acknowledged by Government as the voice of commercial agriculture. This trust has given us the opportunity to consult with Government on various aspects and make proposals."

(Main source: Presidential overview)



PROVIDING NAMIBIA WITH QUALITY ANIMAL FEED SOLUTIONS

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With over five years experience, our distribution channels ensure that our products are readily accessible to our consumers. Delivery every 48 hours guarantees that only the freshest Namibian

chicken reaches you through our numerous registered outlets.

We believe that you deserve the best, and therefore we always endeavour to deliver the freshest Namibian chicken through an efficient and rigorous production process.

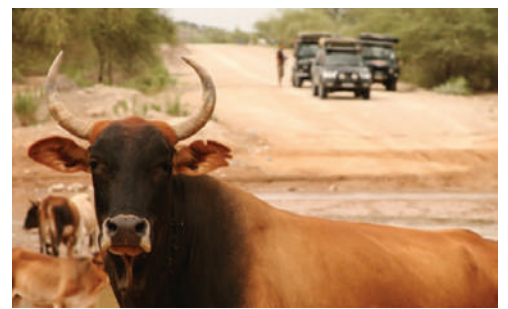
With five distribution routes nationwide we keep our depots in Keetmanshoop, Otavi, Ondangwa, Katima Mulilo and Walvis Bay stocked with only the freshest Namibian chicken.

Visit www.npi.com.na for more information.



NAMIB POULTRY

BECAUSE YOU DESERVE BETTER



It all begins with a visit to a place where people still count.

Kaap Agri has been servicing the Namibian market for more than a decade, since the opening of the first Agrimark store in 2004. Today, our footprint stretches all the way from The Orange River to Grootfontein, with each store delivering the level of personal service and quality our clients have come to expect over the years.

Our extensive service and product offering fulfils a wide range of agricultural needs, including finance and packaging. Through our Agrimark stores, we also supply building materials, DIY products, outdoor- and safari essentials, gardening products and much more.



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Where people still count.



Where people still count.

Kaap Agri is more than just one of South Africa and Namibia's largest agricultural services groups. We are also people who care about people. After more than 100 years in business, we still pride ourselves on the excellent level of service and support we offer our clients.

We constantly strive to impact our clients' lives in a positive way through matching our genuine understanding of your needs with exceptional service from managers and staff members who really care!

What do we do?

Agrimark stores: Our popular chain of retail stores which sell tools, building material, outdoor products, horticultural supplies, DIY and much more to agricultural producers and the general public.

“We constantly strive to impact our clients’ lives in a positive way through matching our genuine understanding of your needs.”



Expressmark stores: Since our opening in 2013, we've been extremely pleased to offer low diesel prices, exceptional service and real convenience to locals and travellers alike.

Agrilog: Concentrates on acquisition and logistics of products; purchasing and distribution of products of divisions via product specialists; imports; and the central co-ordination of fuel purchases, storage, and distribution and delivery.

Support Services: The industries mentioned are supported by Finance, Administration, IT, Secretariat, Internal Auditing, Human Resources and Communication

Who are we?

Kaap Agri provides highly valued agricultural services and products to the agricultural sector and the general public in both South Africa and Namibia. These include:

- Direct agricultural production inputs like fertiliser, seeds and pesticides
- Animal feed, animal health and pet-related products
- Fuels, oils, industrial and domestic gas products
- Gardening and agricultural irrigation equipment
- Horticultural supplies like tools, fertiliser and chemicals
- Fencing material like wire and poles
- Building material such as cement, timber, paint, corrugated iron and plastic
- DIY items like tools, ladders, screws and accessories
- Camping equipment and related accessories for the outdoor enthusiast
- Food, cleaning agents and protective clothing
- Financing of these services and products
- Kaap Agri Namibia is part of the Kaap Agri Group, which is a public company listed on the JSE.



5 Dorper Street, Northern Industrial Area | Ausspanplatz | Windhoek | T: +264 (0) 61 226 266

MEAT BOARD OF NAMIBIA

NAMIBIA'S RED MEAT - AFRICA'S CHOICE MEAT

NATURALLY PRODUCED, TASTY AND TENDER

Namibia's natural environment tells the story of its red meat. About 70,000 square kilometres of the country's total surface area of 824 300 square kilometres are suited for agriculture; 52 per cent of that is utilised by cattle farmers and 33 per cent by small-stock farmers. Namibia's red meat (beef, mutton, goat and game) is from animals that feed on natural vegetation, without any addition of growth stimulants, antibiotics or animal by-products.

Safety, health and high quality are verified by tracing the product all the way from the farm of origin to the consumer. This is achieved through the implementation of Africa's first comprehensive farm assurance scheme, the Farm Assured Namibian Meat Scheme (FANMeat), which is managed by the Meat Board. The use of the FANMeat logo confirms that Namibian export meat is produced according to standards laid down by our trading partners in a single scheme.

Namibia's excellent beef originates from top quality animals. The most popular breeds are the Brahman, Simmentaler and Bonsmara varieties as well as the indigenous Sanga. Crosses of these breeds are well adapted to Namibia's environmental conditions. They are bred according to market requirements, i.e. taste and tenderness. The main breeds of sheep are Dorper and the indigenous Damara, which are also well adapted to Namibia's sensitive grazing conditions.

Namibia has several abattoirs which are certified to export to South Africa. Three abattoirs are also certified to export to the European Union. Meatco is the largest meat processor in Namibia with abattoirs and meat processing facilities as its core business. Other world-class facilities are situated at Witvlei

near Gobabis, at the Farmers' Meat Market near Mariental and at Brukkaros near Keetmanshoop. These facilities are certified to export beef and sheep meat to the European Union and Norway, respectively.

Ultimately, Namibia is proud to serve retailers and consumers natural meat of the highest quality, which is traceable, safe, tasty and tender.

The Meat Board of Namibia is a statutory body which came into existence in 1935 and facilitates the export of livestock, meat and processed meat products to importing countries. The Meat Board regulates the meat industry through managing annual production of livestock and meat, as well as import and export control. It further implements projects on behalf of the industry, Meat Board and Government, with or without external financiers to develop the industry.

STRATEGIC CHARTER

The Strategic Charter of the Meat Board is based on the following building blocks:

- A healthy, disease-free meat industry
- Quality Namibian meat
- Export growth and market diversification
- A respected, world-class regulatory organisation
- A profitable, advanced and cohesive meat industry
- Active stakeholder engagement
- An effective, autonomous and self-sustainable organisation.

VISION

The vision of the Meat Board of Namibia is to be an internationally recognised organisation that promotes a profitable, vibrant, quality-driven Namibian meat industry in local and international markets.

MISSION

The mission of the Meat Board of Namibia is to promote an environment conducive to sustainable livestock production, market growth and diversification of livestock, meat and meat products; and to maintain standards and quality assurance through appropriate regulatory intervention.

CORE VALUES

At the Meat Board we strive to uphold the core values of Integrity, Teamwork, Fairness, Independent Thinking, Pro-activity and Accountability.

KEY STRATEGIC ISSUES

- The need to have sound regulatory systems in place to control mandated standards and quality assurance around production, processing and marketing
- The need to promote export diversification by increasing market access to competitive markets
- The need to strengthen relations with government and key stakeholders to achieve improved collaboration and partnerships
- The need to ensure that the Meat Board remains a self-sustainable organisation
- The need to advocate animal health and welfare as a first step in being globally competitive

ENSURE A SUSTAINABLE ORGANISATION

EXPECTED OUTCOMES

- Sustainable financial position
- Sound reputation nationally and internationally

STRENGTHEN STAKEHOLDER RELATIONS

EXPECTED OUTCOMES

- Regular consultations between

Meat Board and stakeholders and vice versa on industry matters

- Meat Board respected as the authority on meat matters in the industry

MEAT MARKET ACCESS MAINTENANCE & DIVERSIFICATION

EXPECTED OUTCOMES

- Existing markets maintained
- New markets developed

REGULATORY CONTROL OF STANDARDS, QUALITY ASSURANCE AND IMPORT/EXPORT CONTROL

EXPECTED OUTCOMES

- Improved compliance with regulations
- More detailed management information on the Namibian meat industry

PRODUCTION, PROCESSING AND MARKETING

EXPECTED OUTCOMES

- Increased financial viability of livestock production
- More informed and educated producers, processors and consumers
- Better collaboration with the Directorate of Veterinary Services
- Improved animal health status in NCA to attain international recognition

Maintain animal health status south of the Veterinary Cordon Fence

MEAT BOARD OF NAMIBIA

+264 61 275 830

info@nammic.com.na

www.namic.com.na



WE LOVE OUR MEAT

Premium quality Namibian meat controlled and guaranteed by the Meat Board across the value chain according to highest quality and safety standards.



Tel. 061 275 830 • info@nammic.com.na • www.nammic.com.na



THE MEAT PLANET

THE MEAT CORPORATION OF NAMIBIA (Meatco) serves a premium market segment as its products are of international standards. The business environment – locally, regionally and internationally that the Corporation operates in, remains a highly competitive one, especially in view of the fact that Meatco's products compete in strategic niche markets against those from the big-beef-producing countries such as Australia and Brazil.



WORKING ON DIVERSIFICATION, MEATCO HAS BEEN ABLE TO SET ITSELF APART FROM ITS COMPETITORS.



Since it kicked off operations in 1986, Meatco's business focus is maximising producer prices and stabilise livestock prices especially beef.

According to the 2015/2016 Financial report 62,35% of Meatco's revenue went to the producer and that explains why in a good year we declare a bonus payment to the producers/farmers. Putting Namibia on the map, giving it international recognition – Meatco is proud of its long standing adherence to the highest international quality and compliance standards, which is viewed as a priority in giving the company a competitive edge.

Although Meatco exports only 44.48% of their products abroad: to the European Union (23.59%), Great Britain (14.29%), Norway (5.28%) and Reunion (1.32%), the value from these markets make up 74.04% of the returns. In addition, Meatco markets 32.91% of their products to South Africa which contributes only 16,01% to Meatco's returns and Namibia receives 22,60% of Meatco's products and contributes only 9,91% to the returns of the company.

Meatco is currently finalizing the United States and the Asian (Chinese) markets.

CONTACT DETAILS:

Gobabis: Office	(062 - 562 091)
Okahandja: Office	(062 - 505 700)
Grootfontein: Office	(067 - 242 968)
Windhoek: Office	(061 321 6000)
Otjiwarongo: Office	(067 - 302 172)
Okakarara: Office	(067 - 317 689)

CAffairs@meatco.com.na

www.meatco.com.na



 LIKE US ON FACEBOOK: MEATCO

BUSINESS & PUBLIC SERVICES

HIGH ON AGENDA

AT THE CENTRE OF THE EFFICIENCY OF A COUNTRY IS THE SERVICES IT PROVIDES. MOREOVER, WHAT IS MORE CRUCIAL THAN THE PROVISION OF SERVICES IS THE QUALITY OF SUCH SERVICES.

This involves services rendered by private companies and individuals, but public services provided by government and the civil service are of equal importance.

Namibia's economy, albeit small, comprises a variety of services. These services range from banking, retail, investment, insurance, hospitality and various consultancy services. Many of these services are rendered within a formal setting while others are offered informally.

As far as government is concerned, there are a number of ministries and state departments whose purpose it is not only to ensure the smooth running of the country but, particularly, to cooperate with the private sector so that efforts are optimised.

This year, it will be 28 years since Namibia attained its independence and, although there is room for growth, a number of strides have been made to effect real change in the lives of all Namibians. Namibia has been enjoying relative peace and stability over the past close to three decades.

Among others, government offices and departments are made up of: The office of the president, under which the offices of the vice president and the ministry of presidential affairs resort, encapsulates the departments of veterans as well as disability affairs.

Next in line is the office of the prime minister of which the office of the deputy prime minister, which also deals with international relations and cooperation, forms part.

Other government ministries include two ministries of education, a ministry of health and social services, one of finance as well as ones for justice, fisheries and labour, industrial relations and employment creation as well as ministries of gender equality and child welfare and others.

The country takes development very serious and it is a priority item that is high up on the national agenda. In line with this objective, President Hage Geingob, during 2017, said the following during his

keynote address at the occasion of the launch of the Fifth National Development Plan (NDP5):

Development is often defined as the process by which a country improves the economic, political, and social well-being of its citizens. Measures of such development are aggregates or averages, such as GDP per capita. Our objective is to go beyond just the aggregates and subjective well-being.

Obviously, such calculations are flawed as they do not take into account the benefits accruing or not accruing at individual level.

"The same story applies to income distribution. The average Namibian is seen to be rich, but in reality the top 1% have the same income as the bottom 50%!

International bodies, in particular the Bretton Woods Institutions, however, continue to classify countries by per capita income regardless of the type of income distribution. Based on averages, Namibia is currently rated as an upper-middle-income country, and will be on track to eventually become a high-income country, perhaps even before the year 2030.

I hope that from my earlier example it will be evident why this does not speak to our developmental ambitions which are grounded in the principle of inclusivity. It will not be an achievement if by 2030 we reached high-income status while the majority of our people continued to be structurally excluded from meaningful participation in the economy and wealth creation.

"That is why we speak about inclusive development where individuals' needs have meaning. That is why we say that inclusivity builds capability and harmony, while exclusivity spells conflict.

"Development based on exclusivity will, therefore, always be short-lived. That is why we keep on referencing to Professor Joseph Stiglitz, who postulates that sustained prosperity is shared prosperity."

INVESTMENT CONSIDERATIONS:

Foreign investors generally conduct business through a Namibian company or as a branch of their home corporation. Company formation is simple and inexpensive. Shell companies are available from accounting and legal firms. Close corporations are simpler to administer and are not subject to statutory audit obligations.

Legal, tax and accounting advisers should be hired in the early planning stages of establishing a business entity.

The choice of entity is of extreme importance when setting up a business. In Namibia an entrepreneur can choose from a variety of business forms.

Business registration

- Business may be conducted in a variety of forms:
- Public company or private company
- Branch of a foreign company
- Close corporation
- Partnership, including joint venture

- Sole proprietor
- Business trust

Prior to commencing business it is necessary to obtain the appropriate registration certificate from the local municipal health department. Certain businesses, such as banks, insurers and pharmaceutical companies, may require additional special licences.

It is also necessary to register with:

- The Workmen's Compensation Commissioner with regard to the government-operated workmen's compensation insurance scheme
- The appropriate industrial council governing the trade or industry in which the business proposes to operate
- The Department of Inland Revenue with regard to value added tax and employment matters
- The Receiver of Revenue
- The Department of Social Security

For more information visit www.pwc.com and download the **Business and Investment Guide for Namibia 2016**, published by PWC Namibia.



Images by Lewcor, Nampower and NSI

ENVIRONMENTAL COMPLIANCE CONSULTANCY

OUR CLIENTS KNOW & UNDERSTAND THEIR COMPLIANCE STATUS, DO YOU?

WHO WE ARE

Environmental Compliance Consultancy (ECC) is a proudly owned and operated Namibian company. We are a multidisciplinary environmental consulting firm specialising in environmental services for a variety of sectors. We work with our clients to develop sustainable, practical and ethical solutions to the environmental challenges they face and add value to our clients' businesses by delivering excellence and innovation. Our team aims to assist our clients to ensure that the environment and communities in which they operate are mutually beneficial. We focus on the following: environmental impact assessments, environmental management performance; risk and liability management, competitiveness while helping to deliver savings and efficiencies in time, cost and resources. What our clients really value is how we work – we deliver timely results.

STANDARDS, AFFILIATIONS & ASSOCIATIONS

ECC and its consultants are affiliated and/or members of the following:

- Namibian Chamber of Environment (NCE)
- Namibian Chamber of Mines (CoM)
- Forestry Stewardship Council (FSC)
- Southern African Institute of Ecologists & Environmental Scientists (SAIE&ES)
- Environment Assessment Practitioners of Namibia (EAPAN)
- International Organisation for Standardisation (ISO)
- International Finance Corporation (IFC)
- Equator Principles (EPs)
- International Council on Mining and Metals (ICMM)

OUR FOUR PILLARS

We provide services in various fields with the goal of creating a better future, and a vision to conserve and create sustainable environments.

- MINING & MINERALS
- INFRASTRUCTURE & CONSTRUCTION
- AGRICULTURE
- ENERGY

INDEPENDENT ENVIRONMENTAL REGULATORY COMPLIANCE SERVICES

ECC offers Independent Environmental Regulatory Compliance services. This includes environmental audits which is a methodical examination of environmental procedures and practices with the view of verifying whether they comply with internal policies, accepted practices and legal requirements.

TO ACHIEVE A HIGH STANDARD OF COMPLIANCE...

ECC has designed and implemented independent environmental monitoring programmes for a range of clients and projects – from large complex mining projects, remote infrastructure, construction and solar projects. As part of our vision to improve the country's environmental performance and to help protect clients from non-compliance penalties and potential litigation, we have a team of well-trained Environmental Officers ready to form part of your on-site team to conduct independent Environmental Regulatory Compliance Services.

SERVICES

ECC professional services include:

- Regulatory Compliance Services
- Environmental and Social Impact Assessment
- Environmental Planning, Management & Assessment
- Environmental Baseline Studies
- Due Diligence
- Environmental Monitoring and Information Management
- GIS and Remote Sensing
- Ecology / Biodiversity Assessment
- Biomass Management Plan
- Wetlands Management
- Cumulative Impact Assessment
- Catchment Management Planning
- Rehabilitation and Closure
- Tailings and Waste Rock Management, Remediation and Rehabilitation
- Water Treatment Services
- Waste Management
- Water Quality Management
- Acid and Metalliferous Mine Drainage Assessment, Management and Control



MINING & MINERALS



AGRICULTURE



ENERGY



INFRASTRUCTURE & CONSTRUCTION

ENVIRONMENTAL COMPLIANCE CONSULTANCY

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NAMIBRE

CHAMPIONS REINSURANCE INDUSTRY



MD NamibRe - Mrs Patty Karuaihe-Martin

EVER since NamibRe came into force by way of an Act of Parliament 16 years ago, it has been solidifying its role as a champion of the re-insurance industry.

Before it was established, there was a serious and significant gap in the business of reinsurance in the country in general. As a direct result, Namibian insurance companies purchased reinsurance from outside the country. It can only be imagined what substantial amounts of capital left the country during that period.

The visionaries of the Land of the Brave, demonstrating innovative thinking, approached and engaged the law makers to address the lacuna. Subsequently through extensive consultation with all the relevant stakeholders, the country witnessed a proud milestone moment when the

Namibia National Reinsurance Corporation was established by an Act of Parliament (Act No.22 of 1998). This event set the table for NamibRe to become a truly Namibian enterprise tasked with carrying out reinsurance business in Namibia.

In line with its statutory mandate, its vision revolves around becoming the preferred reinsurance company on the African continent. The company remains geared towards accomplishing this very attainable objective.

Moreover, NamibRe’s mission is to provide professional and quality reinsurance services to their clients and to maximise the return on the shareholder investment. Its track record has proven that it has been leaving no stone unturned to comply with this mission and beyond.

Mrs Patty Karuaihe-Martin as the captain of the NamibRe ship has been committed to enhance the well-being of her team by embracing competency development initiatives and ensuring equitable conditions of employment.

True to its form, NamibRe has also been consistently providing quality service to all their clients whilst maintaining high standards and embodying the values of honesty and transparency in every single one of their ventures.

At this juncture, it might be imperative to revisit exactly what constitutes reinsurance. This would shed more light on the activities of NamibRe which are in line with its statutory purpose.

Essentially, reinsurance in the most basic sense is insurance for insurance companies, that is purchased by an insurance company (the “ceding company” or “cedent” or “cedant” under the arrangement) from one or more insurance companies (the “reinsurer”) directly or through a broker.

The primary purpose of such a transaction between the ceding company and the reinsurer is risk management. Therefore, any

insurance company cannot and may not accept a level of risk that does not correspond to the level of resources on its balance sheet, against which that risk can be leveraged.

What this means in practice is that there is a direct relationship between the risk and the resources required to shield it. Where a large project or assets need to be insured, the risk of which is bigger than the insurer can take on, the excess risk will be passed on to a reinsurer via a risk sharing arrangement. The reinsurer then carries this risk against its balance sheet. Where the risk is very large, more than one reinsurance company might be needed to carry the full extent of the risk.

As per its mandate, NamibRe transact Facultative and Treaty business in the following classes:

- Vehicles and Associated Liabilities
- Guarantee Business
- Personal Lines
- Marine Hull, Cargo and Liabilities
- Engineering Risks
- Aviation
- Fire
- Medical Insurance
- Special Riot Risk
- Life



NAMIBRE

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info@namibre.com

www.namibre.com

e.power CONSULTING AND CONSTRUCTION

YOUR OFF-GRID POWER SPECIALIST

The company e.power Consulting and Construction (Pty) Ltd (e.power) provides professional engineering, construction and consultancy services to the industry, including the building and installation of generator plants, building and rental to lodges of power packs in containers, and provision of solar systems.

Its capabilities are enhanced through its affiliate, e.control and Panels CC, which specialises in the design and manufacture of low-voltage switching panels, generator and other control boards, motor drives, power-factor correction panels, and distribution boards. From its head office in Windhoek, Namibia, e.power services the whole SADC Region.

THE ADVANTAGES ARE THAT E.POWER GUARANTEES:

- 24-hour power
- Annual electricity budgets that can be determined in advance
- Installations that are maintained by external technical experts

E.POWER PROVIDES DIESEL GENERATORS FROM 20 KVA-700 KVA

- Design
- Manufacture
- Installation
- Full turnkey projects



E.POWER ALSO PROVIDES DIESEL GENERATOR POWER PLANTS

- Large single-unit generating sets up to 1 500 kVA
- Multi-unit synchronised generator-set installations with up to 30 units in parallel

E.POWER FURTHERMORE PROVIDES PACKS FOR OFF-GRID POWER SOLUTIONS (LODGES AND CLINICS).

THE CONTAINERISED POWER PACKS CONSIST OF:

- Diesel generator
- Battery storage
- PV Solar
- Wind turbine

E.POWER LEASES GENERATORS/ POWER PACKS

- Rental fleet consists of 25 kVA-600 kVA generators

E.POWER PROVIDES MAINTENANCE

- Annual contracts based on monthly visits
- Around-the-clock monitoring via GSM communication
- Stocks spare parts



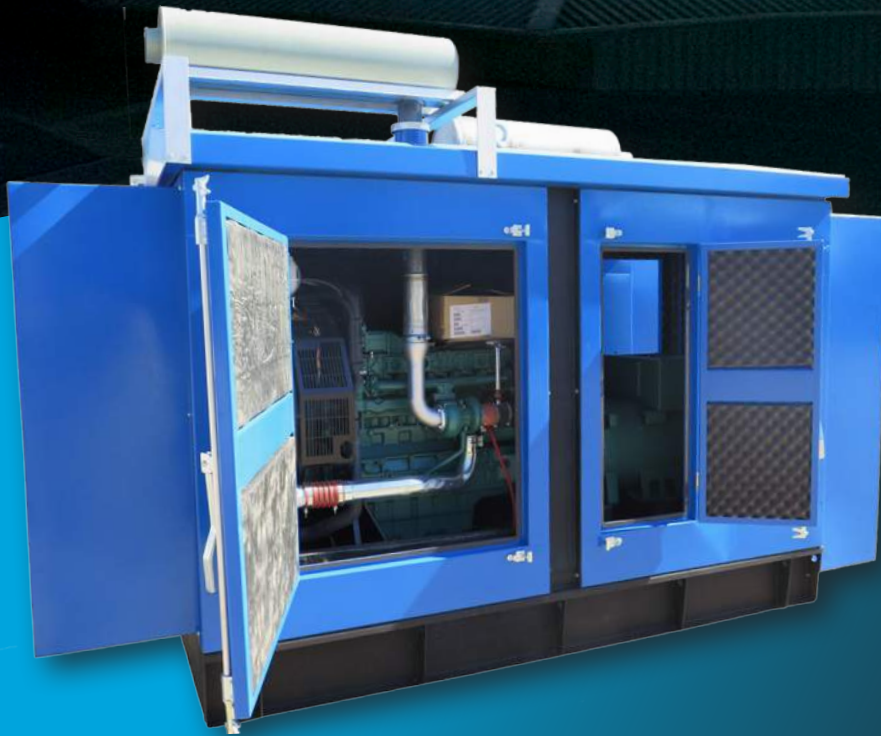
e.power CONSULTING AND CONSTRUCTION

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YOUR SPECIALIST OFFGRID POWER PROVIDER



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FRANCOIS ERASMUS AND PARTNERS

LEGAL PRACTITIONERS, NOTARIES & CONVEYANCERS

"Practical advice and a sensitive personal approach. We pride ourselves on our unrivaled committment to our clients' needs."

ABOUT US

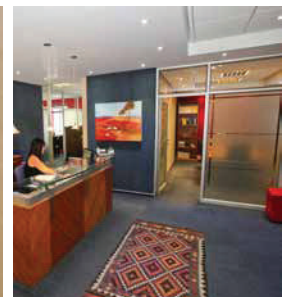
Francois Erasmus and Partners is a boutique legal practice centrally situated in the capital within 5 minutes walk from the High Court and Advocates' chambers.

We cater for a wide range of clients. We pride ourselves to deliver an efficient, cost-effective array of focused legal services matched by a personal touch and excellent service history. Use of the latest technology ensures a smooth and user-friendly accounting and communications experience.

For the last decade we have specialised in civil litigation in the Supreme and High Courts of Namibia and attending to the corporate and conveyancing needs of our diverse clientele. Our specific areas of expertise and success relate to constitutional, construction, banking and insurance law, company and labour matters.

We embrace the modern concepts of mediation and arbitration as alternative dispute resolution methods, saving clients money and time. Our primary focus is on service levels, achieving early results for our clients.

At Francois Erasmus and Partners our staff represents the demographics of the Namibian society. Clients experience a warm, friendly, but professional environment when interacting with our skilled staff. We invest in the community and believe that we have a responsibility to uplift and empower disadvantaged fellow citizens. Our track record speaks for itself.



FRANCOIS ERASMUS AND PARTNERS

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BUSINESS AND PUBLIC SERVICES

PRACTICAL WISDOM, TRUSTED ADVICE.



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We are
known by the
footprints we
leave behind.

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www.wkh-law.com

DR. WEDER, KAUTA & HOVEKA INC.

THE EXPERIENCE YOU NEED
THE RESULTS YOU WANT

Dr. Weder, Kauta & Hoveka's strength and commitment lies in the diversity and experience of our professional staff. We pride ourselves in the appreciation of our clients' requirements for quality legal services. Dr. Weder, Kauta & Hoveka's unique professional ethos is derived from a combined period of over 70 years of legal experience within Namibia. This wealth of experience is further supported by a modern approach and appreciation of the contemporary legal setting.

Dr. Weder, Kauta & Hoveka Incorporated specialises in:

- litigation
- labour law
- commercial law
- corporate law
- tax law
- conveyancing.

The Firm currently operates from offices in Windhoek, Ongwediva, Swakopmund and Grootfontein respectively. The Firm is widely respected and recognised for its professionalism and excellence in service provision.

The partners of Dr. Weder, Kruger & Hartmann and the directors of Kauta, Basson & Kamuhanga Incorporated merged with effect from the 1st of September 2006, both firms commenced to practice as legal practitioners under the name and style of Dr. Weder, Kauta & Hoveka Incorporated.

The merger of these two prominent legal firms was a first for independent Namibia, which now constitutes a truly empowered provider of professional legal services. It represents our aspiration to create and maintain a Namibian entity, which meets

the transformation brief, set out nationally in order to make a meaningful contribution to the development of the country.

SYNERGY THROUGH DIVERSITY

Dr. Weder, Kauta & Hoveka Inc. brings together a unique synergy of professional expertise, experience and skills, offering clients a comprehensive range of legal services focusing on the clients' needs and expectations. By combining the unique strengths and rich heritages of these two legacy firms, Dr. Weder, Kauta & Hoveka Inc. has been able to increase its capacity, not only in terms of its workforce, but also its various fields of expertise, experience and infrastructure. The result is a large practice with a singular focus, which enables and delivers service excellence to its ever increasing and diverse client base.

SERVICE EXCELLENCE THROUGH INNOVATION

At Dr. Weder, Kauta & Hoveka Inc., enabling a diversity of talents, expertise, genders, languages and cultures at all levels and areas of the firm is only the first step to ensuring effective service delivery. Guided by the philosophy "to be dynamic, you must change", every aspect of the firm is geared towards creating a premium environment for clientele. To this end, the headquarters located in Windhoek, combine innovative thinking with state-of-the-art technology. A modern, three-story office, the bottom two floors are aptly referred to as the factory, which creates a space for all processing of documentation to take place uninterrupted. The

top floor has been designed with the clients' needs and comfort in mind, with private consultation

rooms, a fully equipped boardroom, and a full-service cafeteria. Technology forms the backbone of all business conducted at Dr. Weder, Kauta & Hoveka Inc. Ensuring all clients and staff have access to the internet through a wireless network that reaches every corner of the building is paramount. This ensures all directors are in constant and direct access with clients and colleagues alike, ensuring a streamlined communication process that eliminates unnecessary delays.

HUMAN CAPITAL

Dr. Weder, Kauta & Hoveka Inc. believes that employees are a company's most valuable assets. As such, the firm continues to invest in the wellbeing of its people, from supporting the communities in which they live, creating a working environment that is of the highest standard, to investing in their further education and enrichment. In terms of its employment practices, Dr. Weder, Kauta & Hoveka Inc. strives to create opportunities for previously disadvantaged individuals, through its commitment of enforcing the principles and practices surrounding Affirmative Action, the firm continues to add to the development objectives of the nation.

CORPORATE SOCIAL INVESTMENT

In a country where the majority of Namibian citizens face major economic and social challenges, Dr. Weder, Kauta & Hoveka Inc. believes that legal firms and

corporations have a fundamental responsibility to assist individuals and communities to make a meaningful contribution to the overall progression of the Namibian society. Rather than simply donate money, the Firm's Corporate Social Investment Programme aims to make effective use of both its financial and human capital resources, drawing on the wealth of skills, passion and expertise inherent in its rich staff compliment. Dr. Weder, Kauta & Hoveka Inc. believes that education serves as the foundation on which to build an inclusive and sustainable economy. With tertiary education forming the basis of the legal profession Dr. Weder, Kauta & Hoveka Inc. provides scholarships and financial assistance, through the JP Karuaihe Trust, law students from previously disadvantaged backgrounds or with financial difficulties benefit from this trust.

In addition to funding students at tertiary level, Dr. Weder, Kauta & Hoveka Inc. annually funds various organised institutions through Imago Dei. To avoid prolixity the details are reflected elsewhere.



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GEOCARTA - CARTOGRAPHY FOR NAMIBIA

GIS AND DATABASE CONSULTANCY SERVICES TO THE INDUSTRY

OUR PROFILE

Geocarta Namibia is a Black Empowerment Enterprise (BEE), founded in June 2004 to provide expert GIS and database consultancy services to the spatial industry. Geocarta Namibia is a certified Business Partner of ESRI, ESRI Southern Africa and ESRI South Africa. This certification entitles Geocarta to full support from both of these organisations and to resell the product range of ESRI.

OUR MANAGEMENT TEAM

Allan le Hané is the Managing Director of Geocarta and has held this position since its inception. Allan has worked as GIS project manager on various projects for sixteen years. He is also managing other businesses outside this industry for a number of years.

Matthias Metz is a GIS specialist and the Technical Director of Geocarta. He holds a master's degree in Geography. He has worked as an Advisor in the GIS field on various GIS projects in Southern Africa. His main area of interest and Expertise is GIS in spatial planning, infrastructure management, embedding GIS in organisations and spatial data management. In early 2006, Matthias joined the ESRI international teaching programme and obtained his authorization to teach ESRI-developed courses.

Olaf von Plato is the ArcGIS Technical Product Manager. Olaf has worked on various topographic mapping and GIS projects for the past sixteen

years. Olaf also has experience in remote sensing applications and geophysical exploration. The Management Team is supported by five qualified staff members.

OUR SERVICES AT A GLANCE

Sales

We specialize in the sale and supply of both hardware and software full product range of ESRI and ITT/ENVI.

We specialize in the sale and supply of Mobile GIS Solutions on Trimble and Leica GPS Platforms.

Consulting and Project Management

- GIS Project Management
- Total GIS Outsourced Solutions
- Spatial Data Integration
- Database Design, Development and Implementation
- Geospatial Analysis
- Metadata Implementation
- Aerial Surveys, Ortho photo Production, Intimate Sensing (Arpad Mobile GIS)

Application Development

- Customization of GIS applications for client requirements
- Standalone and embedded GIS application development
- Web-based mapping and web
- Page development
- Geodatabase design and development

Data Services

- Data Capture
- Data Conversion
- Data Compilation
- Co-ordinate Transformation

Training & Support
Accredited ArcGIS (ESRI-developed courses and user-customized courses)
ArcView GIS (ESRI)
ArcPad, ArcPad Application Builder (ArcPad Studio)

PROJECTS

Education

Namibia University of Science and Tech. (NUST)
12/2008-09/2010

ESRI Spain, Central Bureau of Statistics & NUST: Technical Support - implementation of a Bachelor's Degree in Geo-information Technology (BGIT). Including the review of educational material compiled by ESRI Spain; training of lecturers (NUST), delivering of courses developed by ESRI Spain to BGIT students, and general technical support with regard to running the established ESRI laboratory. This included technical support for the Central Bureau of Statistics with regard to Census Mapping Exercise in the preparation of the 2011 National Housing and Population Census, and coaching CBS GIS staff in the utilization of GIS and Mobile GIS Technology.

Roads Authority – Ongoing

- Technical support and road
- Proclamations
- GIS Maintenance on the Road Referencing System (RRS)

Local Authorities (Otjiwarongo, Tsumeb and Okahandja) – Ongoing Cadastral Management Systems

Ministry of Mines & Energy – 2006 Off-Grid Electrification Plan, with Consulting Services Africa as the main contractor.

Ministry of Lands and Resettlement, Namibia & Botswana -Ongoing

- ArcCadastré, ArcGIS and map production training to all sectors and divisions.
- Land use planning (Karas, Hardap and Kavango regions).
- Implementation of LUCIS mapping in the Kavango Integrated Regional Land Use Plan
- Land use planning for Omaheke Region
- .Monitoring and evaluation system to manage Land Reform Activities in Namibia (RDBMS Development).
- Topographic Map Revision for the Omaheke Region.

Notable projects with:

- Swede survey
- Namibia Tourism Board (NTB)
- Corridor Development Consultants
- Rössing Uranium Mine
- National Planning Commission,
- Urban Dynamics/SDE
- Namibia Statistics Agency

GEOCARTA

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ArcGIS®



GEOCARTA
NAMIBIA



Technical Support
Software & Hardware Sales
Professional
&
Educational Services



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IPBF INVESTMENT HOLDINGS T/A TUTUNGE GROUP OF COMPANIES

CREATING SHARED WEALTH



IPBF Group CEO and Chairman

Established in June 2008 with registration number 2008/1003 as a fully integrated investment holding company in property development and management, construction, to manufacture, distribute, produce, trade, import and export, market all commodities, render consulting services, invest in shares, securities and/or equities of any kind.

Our Investment companies are highly specialized in: Properties, Fishing, Capital and Asset management, Convention centers, Hotels, Shopping malls, Aviation, Media houses, Chemicals and mining, just to mention but a few.

Our Holdings are: Kunene power Plant, Tikkurila Paint, Media group Namibia, Namib Air Express and Auas Blick Property Development.

VISION

To be Namibia's brand of choice in property management and development, commodity marketing, financial marketing and securities,

MISSION

Creating intergrated solutions within our holding and investment services with business competitive, superiority and proven investment holding technologies , to support sustainable industrial Namibia in complimenting vision 2030, NDPs, and HPP.

VALUES

Committed towards operational intelligence, excellence and customer satisfaction.

OUR INVESTMENT PHYLOSOPHY

- Diversification
- Long term investments
- Inspire on property management and development
- Expand our BEE/NEEF participation to in cooperate strategy in SME development



IPBF Investment Holding Pty Ltd
t/a Tutunge Group of Companies

IPBF INVESTMENT HOLDINGS

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INTERNATIONAL CONVENTION CENTRE FOR THE CAPITAL CITY

A PROJECT BY IPBF INVESTMENT HOLDING (PTY) LTD

Convention centers are among the key players in the convention industry, make a critical economic contribution to the destination. The Meetings, Incentives, Conferences and Exhibitions (MICE) industry is booming in Africa. This is largely influenced by the recognition of the continent as a preferred tourist destination, not only for leisure but also for business.

The idea of an international convention centre for Windhoek has been under consideration for more than 7 years.

International experience shows that convention centres deliver significant economic benefits. Recently there has been a strong growth in the international conferencing market, which is projected to continue, however Namibia has underperformed in comparison.

The Windhoek International Convention Centre (WICC) development will be led by IPBF Investment Holding (Pty) Ltd CEO and Chairman Mr. Chrisch Siririka and Mr. Albin Ilovu and a London based Private Equity Investor and Property Developer, Haw & Inglis International, to set up a five star hotel and convention centre between Avis and Klein Windhoek, close to the Windhoek CBD.

The hotel and convention centre will be operated under a management agreement by an reputable international hotel operator. Funding has been

secured to develop the new convention centre with a value of N\$4,269,000,105.

The capital city has numerous advantages as it is the centre of Namibia's Government and it is well connected to all parts of Namibia and the rest of the world by international flights

The convention centre with host conference venues, enabling the city to host a range of business events such as meetings, conventions and exhibitions. These events support and contribute to the economic development agenda to Windhoek's economic growth.

In addition to the convention centre, it can also be expected that secondary investment in nearby restaurants, retail and supporting businesses will benefit the city. Namibia will be marketed as a destination for international conferences. With its innovative design, meticulous attention to detail, impressive service, five star accommodation facilities and dedicated staff this will enable the WICC to deliver unforgettable experiences. The convention centre will create job opportunities of approximately 2,500 people.

The proposed Convention Centre will cover an area of 5 hectares and will be able to host full format multi-day conferences for up to 4800 delegates. The planned hotel and convention centre measures approximately 90,000m²,

including a 250 bed hotel.

The centre will be able to host large banquets of over 3,500 delegates and seat over 4,800 people in a theatre style seating arrangement.

The WICC will offer 41 venues of different sizes which can be flexibly configured for any conference of banqueting requirements ranging from 20 – 4,800 delegates. The venue will include various meeting suites, adjacent to exhibition halls.

Other amenities includes ATMs, concierge services, public telephones, bureau de change offices.

INTEREST

Three primary parties are involved with the proposed development:

- Government of the Republic of Namibia (GRN)
- The Consortium of Developers and Investors
- Hilton

The Ministry of Finance, The Ministry of Industrialisation, Trade & SME Development, The Namibia Tourism Board and the Ministry of International Relations and Cooperations will be the main stakeholders within the development. Other stakeholders include SADC, COMESA, SACU, the AU, EAC, the United Nations and her Agencies.

VALUES

- Friendly
- Fair

- Dedicated
- Professional

THIRD PARTY RELATIONSHIPS AND INITIATIVES

Strategic relationships with several organisations and local Ministries will help secure and provide a diverse range of services. Service Provider relationships will include electrical, prouduction, decorating, audio visual & translation, digital and security services.

CORPORATE GOALS AND STRATEGIES

WICC will focus on the four strategic corporate goals

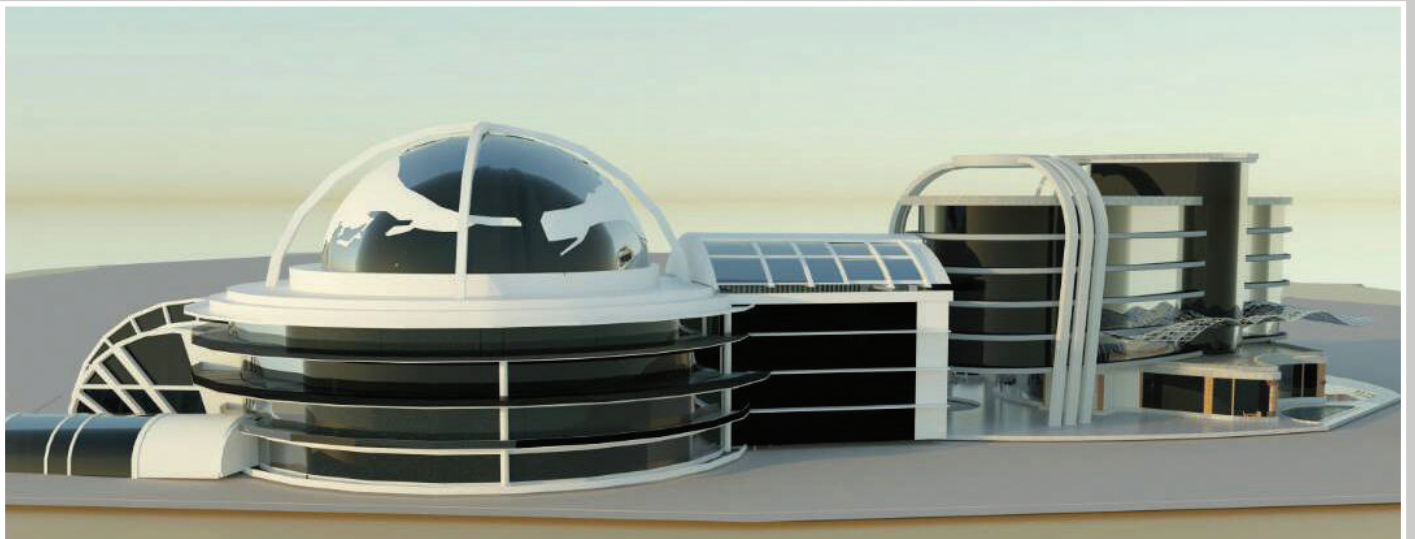
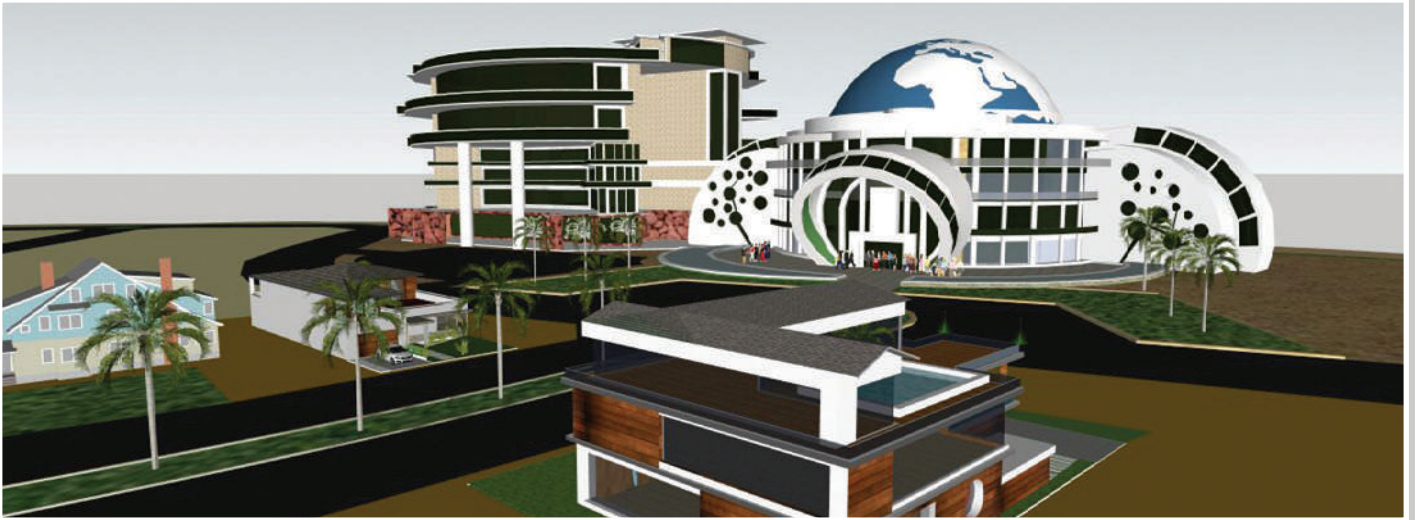
1. Customer Service
2. Occupancy – min of 60 - 70%
3. Financial – manage the operations efficiently while sustaining long term growth
4. Industry leadership and innovation – WICC will maintain industry leadership through innovative use of information
5. Technology

Conferences and events bring new expertise and ideas to our doorstep, providing an important platform for the exchange of knowledge and information across industry sectors. Our aim is to position Windhoek as a leading destination, allowing for important engagement and relationship-building that contribute to the growth and vibrancy of the Namibian Capital.





COMING SOON



NAMIBIANS ARE KNOWN FOR THEIR VERSATILITY LEWCOR IS NO DIFFERENT

The **LEWCOR Group** has positioned itself as one of Namibia's industry leaders and the most reliable operator and partner in the development of Namibia and its people. The LEWCOR Group is a 100% Namibian company, which employs close to 1200 Namibians countrywide. Specialising in all the service and plant hire equipment required in Namibia.

LEWCOR MINING Division has a vast array of services available for any mining project no matter the scale. The division has dedicated teams for pit dewatering and water control in order to prevent work area flooding. Other activities include selective mining, bulk stripping and rehabilitation.

The **LEWCOR TRANSPORT** Division has allocated units for abnormal loads and normal loads capable of transporting machinery and equipment anywhere in Namibia.

The **LEWCOR CIVILS** Division includes a wide array of services: from concrete works to gravel and surfaced roads, to bulk earthworks for a large-scale removal. The LEWCOR team also develops complexes, flat units and a number of residential developments. Services to all projects such as electricity, water, sewerage and storm water are also catered for.

LEWCOR CRUSHERS and SCREENING Division owns and operates a crusher plant, which supplies materials for the building of railroads/roads.

The **LEWCOR DRILLING and BLASTING** fleet consists of various types of drilling machines, equipped with modern technology, which are operated by competent staff and operators. LEWCOR has sufficient capacity to cover a wide range of open pit drilling activities. From open walk-along rigs to fully

air-conditioned cab drills: LEWCOR caters for any and all your drilling needs.

The **LEWCOR PLANT HIRE** fleet offers a wide variety of all types and sizes of machinery. With over 540 units to choose from, you are sure to find what you need, no matter how large or small.

For any queries or to request a quote please don't hesitate to contact us on:

Tel: +264 (0)62 500 991,

or

Fax: +264 (0)62 500 992.

or

Cell: 081 124 6005 (Helmuth Lewis)

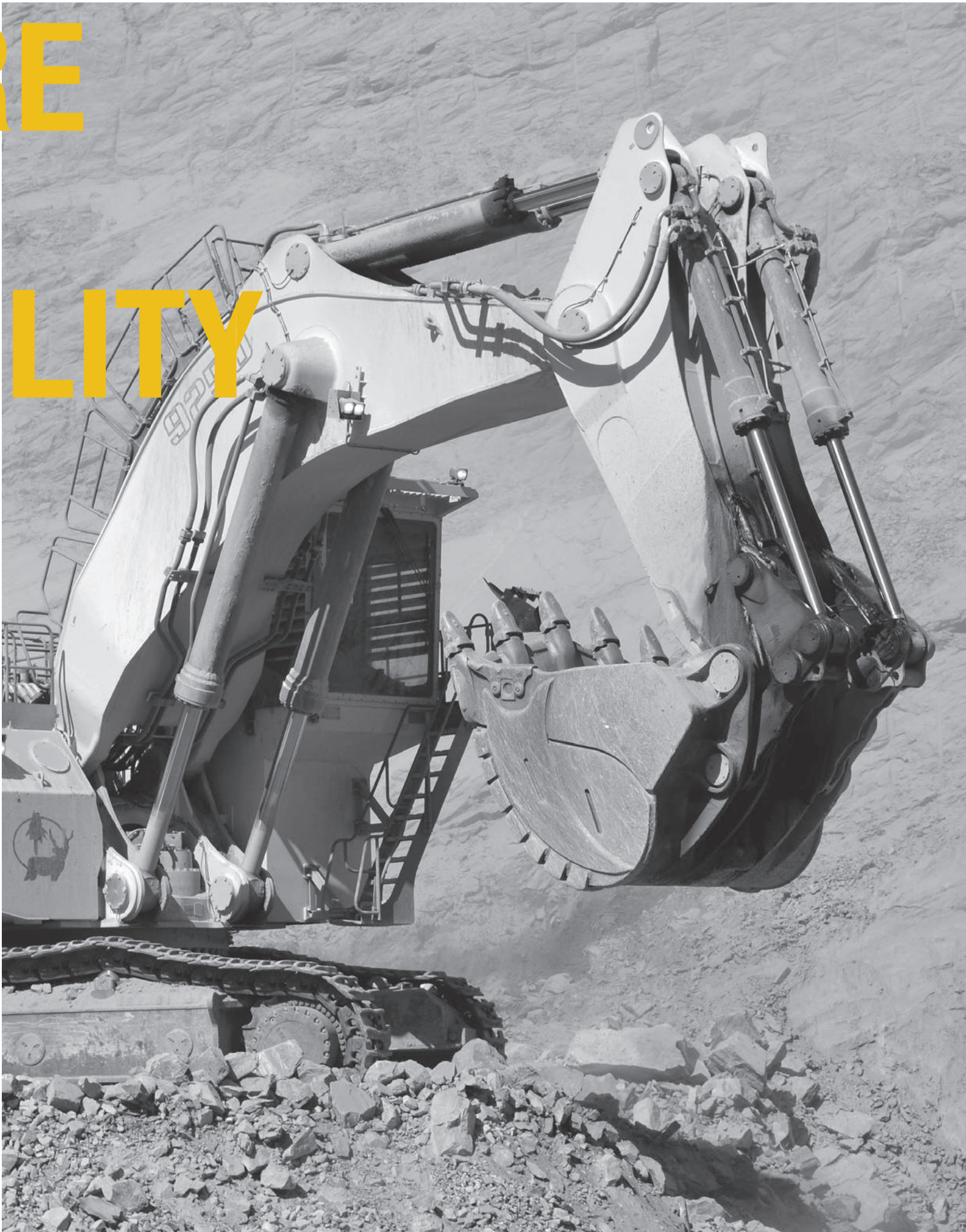
Website: www.lewcor.com

Facebook Url: www.facebook.com/LewcorGroup

LewcorGroup



RE
LITY



NAMIBIA QUALIFICATIONS AUTHORITY

KEY TO QUALITY EDUCATION IN NAMIBIA



Executive Management Team: Left to Right: Dennis Van Rooyen – Head: Administration; Sara Alweendo – Head: Qualifications; Franz Gertze: Chief Executive Officer; Asnath Kaperu: Deputy Chief Executive Officer; Polli Andima – Head: Accreditation, Audit and Assessment

The Namibia Qualifications Authority (NQA) is a public enterprise established through the Namibia Qualifications Authority Act no. 29 of 1996. The NQA is mandated to perform ten statutory functions as stipulated in the Act, including but not limited to:

- To set up and administer the National Qualifications Framework (NQF);
- Accrediting training providers to ensure that they have the capacity to deliver courses at the appropriate standard;
- Evaluate qualifications to determine the value of a qualification and give it a corresponding level on the National Qualifications Framework. Evaluation is also done to verify authenticity, legality and validity of the awarding body and qualification;
- Set up the occupational standards for any occupation, job, post or position in any career structure;
- Set the curriculum standards required for achieving the occupational standards for a given occupation, job, post, position in a career structure;
- Evaluate and recognize competencies learnt outside formal education.

VISION:

Globally Reputable Qualifications Authority Empowering People in Namibia.

MISSION:

To Sustain a National Framework that Assures Quality Qualifications.

VALUES:

Transparency
Innovation
Integrity
Accountability
Excellence

ADDING VALUE TO THE TRAINING AND EDUCATION SECTOR

The NQA in its capacity as a forum for matters pertaining to qualifications has a strong commitment to quality education and to ensuring the development of a world-class, unified education system in Namibia.

As the national regulator in the training and education sector, the NQA ensures that qualifications are quality assured and they are in line with the aspirations of the Namibian nation. The NQA also monitors and advises on the standards and quality of training and education in Namibia. This not only ensures consumer protection for those investing in education, but also safeguards the country's reputation.

In addition to its statutory functions, the NQA serves as a gateway for everyone who aspires to study in Namibia, equally for Namibians who wish to study in foreign countries.

ACCREDITATION OF TRAINING PROVIDERS

Accreditation is confirmation by the NQA that an institution has the capacity to provide specified courses and assess the performance of

persons enrolled in such courses. Accreditation applies to any person, institution or organisation offering training or educational services.

Accreditation adds value to the education sector in a various ways. For training providers, they gain assurance that their courses are regarded as of high quality and will therefore be widely accepted. For learners, studying at an accredited institution means that their qualifications will be recognized for employment and study purposes. With a quality assured qualification, learners are also able to move more freely between accredited institutions and have their previous learning recognised or cross-credited.

The NQA also assists prospective learners to verify the accreditation status of institutions in Namibia and anywhere else in the world, thereby ensuring that they do not fall victim to bogus institutions.

EVALUATION OF QUALIFICATIONS

The NQA is entrusted with ensuring that the nation's skills and knowledge meet the national objectives. It is equally important to verify the credibility of qualifications entering the country. This is done through the process of evaluation.

Evaluation of qualifications by the NQA is the process of giving value to a qualification by comparing it to qualification types on the National Qualifications Framework (NQF) for Namibia. Evaluation is also done to verify the legitimacy, credibility and validity of the awarding body and its qualifications.

The NQA only evaluates qualifications and Unit Standards based awards which are quality assured in the country of origin. It is therefore imperative for prospective learners to verify the status of both the institution and the programme before enrolling for studies.

THE NATIONAL QUALIFICATIONS FRAMEWORK (NQF)

The NQA is committed to promoting quality education and training through the development and management of a comprehensive and flexible National Qualifications Framework (NQF) in Namibia. The NQF is a powerful tool for promoting lifelong learning in Namibia and to ensure that qualifications are closely aligned with the economic, social and cultural needs of the country. In this regard, fitness of purpose and fitness for purpose of programmes is a critical responsibility of the NQA as it ensures that all qualifications awarded by education and training providers in Namibia are at a level that will help the nation advance towards the attainment of national developmental objectives.

The NQF is also used to organise qualifications in a way that makes them easy to understand and compare, and provides up-to-date information about all the relevant and legal qualifications in Namibia. The NQF has 10 levels, each with increasing complexity of



Middle Management Team: Left to Right: Nailoke Mhanda – Company Secretary/Legal Advisor; Mardi Engelbrecht – Manager: Evaluation; Catherine Shipushu – Manager: Marketing and Communication; Harmoni Beukes – Manager: National Qualifications Framework

learning and defined by a unique descriptor. It is made up of Unit Standards, Certificates, Diplomas and Degrees.

Through quality assurance in the training and education sector, the NQA plays a vital role in enhancing confidence in the quality of education and training courses offered in Namibia.



Namibia • Qualifications • Authority

NAMIBIA QUALIFICATIONS AUTHORITY

Catherine Shipushu

+264 61 384107

marketing@namqa.org

www.namqa.org

NAMIBIAN STANDARDS INSTITUTION (NSI)

CREATING PEACE OF MIND THROUGH FACILITATING QUALITY PRODUCTS AND SERVICES

The Namibian Standards Institution is Namibia's only National Standards Body (NSB) and National Metrology Institute responsible for coordinating all standardisation and conformity assessment activities in the country. The institution represents Namibia at regional and international standardisation activities to advance national interest in the development of standards. It is a young and dynamic institution, which was established in 2007 under the terms of the Standards Act (Act No. 18 of 2005) and started operations in January 2008.

The NSI's primary aim is to facilitate the development of national standards for application in business, government and consumer protection to enable industry market access, the NSI applies conformity assessment services which are testing, inspection, certification and metrology.

WHAT WE DO

- Provides information on trade related standards and technical regulations
- Provides Standards development and training on specific standard requirements
- Certification of products and organisations management systems based on standard requirements
- Microbiology and Chemistry analysis on foods, fishery products and water
- Inspection of fishery products, fishing factories and vessels
- Calibration and verification of measuring instruments used for trade, health and safety
- Enforcement of the Metrology Act

BRAND PROMISE

Creating peace of mind

MEET THE SENIOR MANAGEMENT TEAM



Ms Chie Wasserfall
Chief Executive Officer



Mr Michael Mbamba
Chief Financial Officer



Ms Cynthia Anyanwu
Legal Advisor and Company
Secretary



Ms Millicent Kapitako
Internal Auditor



Mr Jekonia Haufiku
GM: Standards Development
and Coordination



Ms Cecilia Hinda
GM: Regulatory & Consumer
Protection



Ms Lorna Shikongo-Kuvare
GM: Certification



Ms Rosy Jacobs
GM: Corporate Services

VISION

To be recognised as the centre of excellence for standardisation in Namibia

MISSION

Promoting standardisation of products for the safety of consumers, protection of the environment and improved access to global markets

CORE VALUES

- Stakeholder and customer centricity
- Responsiveness
- Integrity and ethics
- Respect for people
- Excellence & quality
- Accountability

ENSURING CUSTOMER SERVICE EXCELLENCE

The NSI has recently revised its Customer Service Charter to keep abreast with customers’ needs and expectations. The Charter aims to demonstrate the NSI’s commitment towards internal and external customers with regard to service delivery. It further provides a framework on how NSI deals with customer relations.

The NSI is committed to:

- Respond to all stakeholder and customer requests within the specified timeframe.
- Provide fast and efficient service within an agreed timeframe of the original request, i.e. the selling of standards or provision of certification, inspection, testing or metrology services
- Satisfy current and potential stakeholders with quality service and product delivery;
- Provide all stakeholders, whether individual or organization with information within an agreed upon time frame of the original request;
- Conduct all its certification, inspection, testing and metrology services in line with its documented procedures to ensure quality and reliability of results;
- Ensure creditors are paid within 30 days from invoice.
- Ensure that all stakeholders/customers that need assistance or information receives the attention they deserve.



NAMIBIAN STANDARDS INSTITUTION

For sales of standards or information on trade-related standards and regulations:

Mr John Scheffers

Marketing, Sales & Information Manager

061386449

scheffersj@nsi.com.na/enquiry@nsi.com.na

Facebook: NSI_Namibia

General enquiries and customer feedback:

Ms Joannette Eises

Corporate Communications Officer

+264 61 386 417

eisesj@nsi.com.na/query@nsi.com.na

www.nsi.com.na

dB AUDIO NAMIBIA

COMMUNICATION THROUGH INNOVATION & TECHNOLOGY



The dB Audio Namibia Team

dB AUDIO Namibia provides technical event support – sound, lighting, staging and audio visual services – to the corporate and entertainment events industries. The company is based in Windhoek, Republic of Namibia.

The Close Corporation was founded in 2004 by David Benade and Manuel Jacobs, with Ernst Steynberg joining as partner the following year.

With our combined skills set, covering television, radio, theatre and advertising, dB AUDIO Namibia was born.

We rapidly established ourselves as a one-stop shop for the technical management of live event productions. With our approach of using technology to help clients communicate, dB AUDIO Namibia has become a sought-after communications partner for some of the country's biggest corporate and public institutions as well as entertainment organisers. From large stadium concerts to intimate boardroom meetings, dB AUDIO Namibia's client centred approach extends beyond borders with several South African and European clients regularly making use of our services when working in Namibia.

To date we employ 43 full-time staff and frequently contracts a number of freelancers when required. From the onset, we realised that one of our biggest challenges was finding qualified and experienced technicians/engineers/designers for our field. There are no training institutions in Namibia for such practitioners, so dB AUDIO Namibia had no choice but to provide on-the-job training and promote peer education. Hence, capacity building is at the forefront of our operations. We believe that shows are made by people – not only equipment – and therefore we aggressively seek out young Namibians to train and incorporate into our operations. We provide internships for talented individuals and regularly present formal training courses, at times facilitated by International industry professionals. We often send staff on training courses to South Africa. Not only is the actual training invaluable, but the delegates benefit tremendously from the opportunity to travel as it is the first time for many to cross Namibia's border.

dB AUDIO Namibia believes that our company can only be as strong as the industry in which we operate. We actively engage all stakeholders in the live events industry in our regular training and information sessions. When we first started in 2004, there was only one other

service provider in the field of live technical event production. Today, 14 years later, there are at least 15 other rental companies in Namibia and a number of freelance technicians and engineers. dB AUDIO Namibia prides ourselves on having been instrumental in stimulating the industry – many of the personnel in the industry today have either worked at dB Audio Namibia, attended training provided by dB Audio Namibia or spent time in our organization as interns. Our hard- and soft support to these industry role players has resulted in a healthy, competitive relationship which is beneficial to the progress of the overall industry in Namibia.

At dB AUDIO Namibia, we believe we've been blessed and therefore we gladly bless in return. We have very active Corporate Social Investment programmes in place, most of which are driven by the Team Members themselves who identify causes in their communities to address and support.

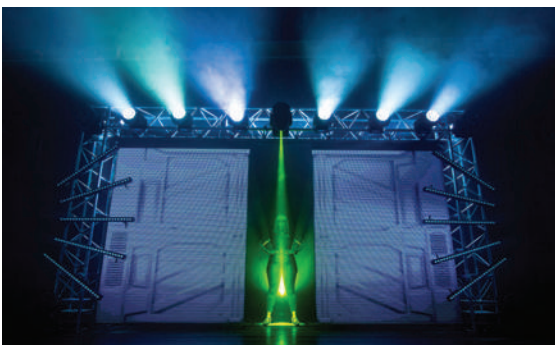
The effort and expense put into our personnel is only matched by our efforts since day one to be very strategic with our equipment acquisitions. Being geographically isolated from rental suppliers in South Africa, meant huge transport costs and cumbersome temporary

cross-border import logistics. We simply had to own our own key gear in order to operate efficiently. It was strategically imperative to have as much of the right equipment in the country as possible.

For the past fourteen years of dB AUDIO Namibia's existence we have reinvested every cent back into our people and equipment. We forged strategic relationships with suppliers in South Africa to provide the best possible prices and after sales support. Fourteen years down the line we have some of the best equipment from reputable manufacturers that are accepted by international clients.

We are extremely proud of our development over the past decade. dB AUDIO Namibia's first productions were operated by David and Manu with a basic PA system on loan and with no lighting or visuals. Compare this to the 2017 Hallelujah Namibia show on 4 November 2017, arguably one of the largest outdoor events ever staged in Namibia – on top of several other productions running the same week in the middle of our peak season.

We have made our mark on the Namibian landscape and we excitedly look forward to continuing this legacy.



dB AUDIO NAMIBIA

+264 (0)61 244944

info@dbaudio.com.na

www.dbaudio.com.na

Images by Willem Vrey

KALAHARI HOLDINGS

PROMOTING SOCIO-ECONOMIC DEVELOPMENT



Kalahari Holdings (Pty) Limited is a diverse and dynamic investment holding company playing an active role in the development of Namibia. We have been making significant contribution to the Namibian economy in the form of employment creation, creation of wealth, poverty alleviation, and making significant monetary contribution to the shareholders. Kalahari Holdings has earned a reputation of excellence in business practices and quality of our products. Located in the metropolis of Windhoek, the Group's activities encompass Transportation, Farming, Property Development, Security, Hospitality, and Entertainment.

SOCIAL RESPONSIBILITY

As a corporate citizen, Kalahari Holdings continues to plough back into the communities where we operate. We made significant contributions in education aimed at complementing teaching needs, and thereby aid to the learners need for academic materials.

Kalahari Holdings, together with its subsidiaries and joint ventures employ close to 3 300 permanent employees and also make use of seasonal and casual workers.

SUBSIDIARIES

- Farm de Rust
- Namib Contract Haulage (NCH)
- Namprint (pty) Ltd.
- Kudu Investment
- Ndilimani Cultural Troupe
- New Dawn Production
- NPS

JOINT VENTURE

Kalahari Holdings holds interest in various companies in Namibia. Some of the Joint Ventures are:

- Radio Energy
- Primehealth
- Sun Karros
- Africaonline
- Multi-Choice Namibia



KALAHARI HOLDINGS
(PTY) LIMITED

KALAHARI HOLDINGS

+264 61 225 333

khholdings@mweb.com.na

www.kalahariholdings.com

WEATHERMEN & CO



WE DREAM, THEREFORE **WE DO**

WHETHER IT IS OUR DREAMS FOR GROWTH@HOME, ENHANCING THE COMMUNITIES WITHIN WHICH WE OPERATE, OR GROWING OUR PEOPLE, ACTIONS LEAD TO REALISING OUR DREAMS.



INTRODUCING THE O&L PORTFOLIO



SEE THESE DREAMS BECOMING REALITY ON [FACEBOOK.COM/OHLTHAVERLIST](https://www.facebook.com/ohlthaverlist)



BIDVEST NAMIBIA LTD

Bidvest Namibia is a diversified group of companies listed on the Namibian Stock Exchange. Bidvest Namibia hosts five divisions, namely **Bidvest Namibia Automotive**, **Bidvest Namibia Commercial and Industrial Services and Products**, **Bidvest Namibia Fishing Industries**, **Bidvest Namibia Food and Distribution** and **Bidvest Namibia Freight & Logistics**.

Corporate Services is an umbrella under which Bidvest Namibia Management Services, Bidvest Namibia Information Technology and Bidvest Namibia Properties are held. Bidvest Namibia holds a minority interest in Namibia Bureau de Change.

Bidvest Namibia Management Services provides corporate services through which it assists operational subsidiaries by providing strategic direction, compliance, risk, sustainability reporting, investor relations support, corporate communications, Bidvest Namibia brand support, group-wide finance and executive training and oversight.



Bidvest Namibia Information Technology (BIT) provides complete information technology services including data management, networking, servers, software, hardware and all IT-related services to the entire group as well as external companies.

Namibia Bureau De Change is a well-known market leader in the foreign exchange arena. Their products and services range includes travel-related foreign exchange, money transfer services through Moneygram, and a prepaid travel card called the World Currency Card, which is available in three currencies (EUR, US\$, GBP).

Bidvest Namibia Automotive

NOVEL MOTOR COMPANY Novel Motor Company operates four dealerships in Namibia, three in Windhoek and the other in Walvis Bay. In the New Vehicle stable, Novel Motor Company is the main representative for Ford and the sole representative for the Mazda, Jaguar and Land Rover vehicle brands in Namibia.

Bidvest Namibia Commercial and Industrial Services and Products

This division offers a diverse portfolio of products ranging from electrical equipment, industrial electric supplies and consumables, stationery, office equipment, furniture as well as hygiene products, travel management services and office automation.

These companies are:



Bidvest Namibia Steiner provides a comprehensive range of hygiene services and products, pest control services and consumables for the Namibian market.



Bidvest Namibia Prestige Cleaning is a leading specialist in outsourced solutions in Namibia. With professionally trained staff, Bidvest Prestige Cleaning delivers tailor-made cleaning services.

Cecil Nurse.

Cecil Nurse Namibia has been in business for 70 years and helps create intelligent, energising work spaces where people can assimilate, innovate and communicate. Their products include office chairs, tables, workstations, seating, partitioning, office equipment, filing, boardroom fittings and hospitality furniture, custom-made counters and shop fittings.



HRG Rennie's Travel Namibia HRG (Hogg Robinson Group) RTN is Namibia's largest travel group with a history spanning more than 65 years. It provides global and local travel management services and travel products to both corporate and leisure travellers.



Kolok Namibia is the main distributor in Namibia of leading and well-known computer consumables and supplies, commodities, data media, computer hardware and other peripherals.



Minolco Namibia (Trading as Konica Minolta) is a licensed distributor of Konica Minolta branded copiers, printers multi-functional machines (printing, copying, scanning and faxing combined).



Plumblink Namibia is a specialist plumbing, bathroom and kitchenware merchant currently operating from branches in Windhoek and Swakopmund.



Voltex Namibia is the leading supplier and distributor of electrical goods, equipment and energy-saving products in Namibia. Voltex sells to contractors, distributors and end users, as well as to suppliers of the retail market.



Waltons

Waltons Namibia is a well-known commercial business and retail stationery brand that has been operating in Namibia since 1979. Waltons supplies office-supply solutions to businesses, schools, government institutions and individual customers by providing them with stationery, IT products, copy-centre services and office furniture.

Bidvest Namibia Food and Distribution



Taeuber & Corssen SWA (Pty) Ltd (T&C) T&C provide 360 degree service to the FMCG retail, wholesale and out of home industries throughout

Namibia. These services include field sales, merchandising, telesales, key account management, demand & supply planning, warehousing and logistics. Our national footprint consists of branches and depots in seven strategic locations throughout the country and caters for the sales and distribution of both ambient and perishable goods. Its three operating subsidiaries are Matador Enterprises, T&C Trading, and Caterplus Namibia.



Caterplus provides out-of-home food solutions to the catering and hospitality industries. In addition to the current frozen and chilled products, Caterplus continues to increase its ambient product offering to establish convenient all-inclusive shopping.

Bidvest Namibia Freight & Logistics



Manica Group Namibia provides freight and integrated supply-chain solutions to Namibia and international companies and has been at the forefront of developments in the Namibian marine service and logistics industry for over 90 years.

Marine Services

- **Ocean Liner Services:** Husbandry services for liner and non-liner principals
- **Lüderitz Bay Shipping and Forwarding:** Based in Lüderitz it provides clearing and forwarding services, ships agency, bunkering and warehousing
- **Representatives** of the following liners: MACS, MOL
- **Orca Marine Services:** Launch service to ferry goods and crew to vessels at anchorage and port

Cargo Management

- **Walvis Bay Stevedoring:** Cargo handling services in the ports
- **Walvis Bay Airport Services:** Ground handling support at the airport

- **Rennies Consolidated:** Warehousing facilities including bondage area, container yard, weighbridge and under roof storage
- **Rennies Transport :** Transporting cargo

Marine Services

- **Monjasa:** JV for bunkering services
- **Lubrication Specialists:** Premier supplier of lubricants across industries

Freight & Logistics

Woker Freight Services: Specialist in clearing and forwarding services.



Bidvest Namibia Fishing Industries

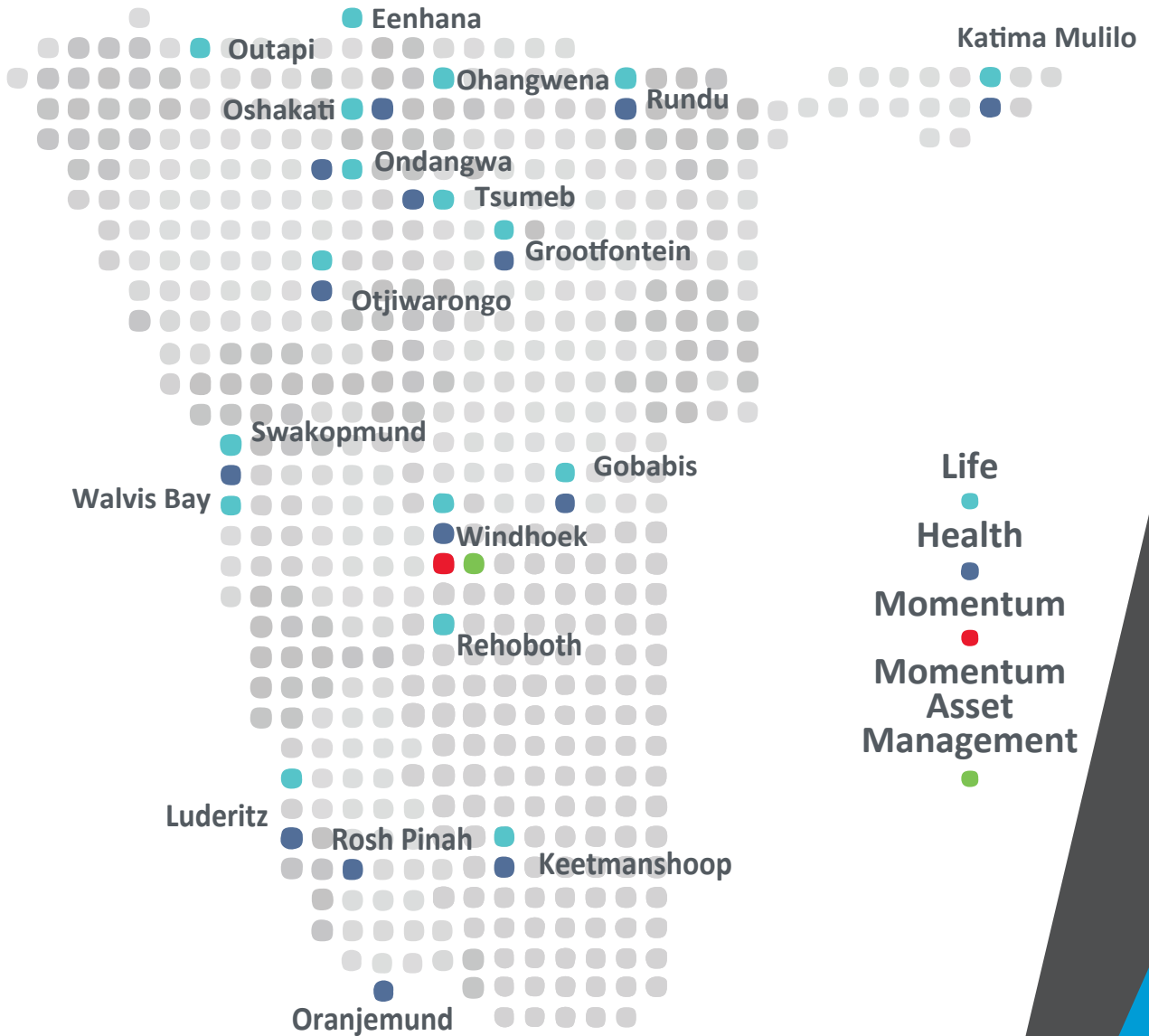
Bidvest Namibia Fisheries Holdings (Pty) Ltd is the holding company of the various investments in the fishing industries of Bidvest Namibia. Bidvest Namibia Fisheries (Bidfish) comprises a number of dynamic subsidiaries that are engaged in various sectors of the fishing industry in Namibia and Angola, offering a wide range of products which include frozen horse mackerel, monkfish, sardinella, canned pilchards, other canned products, fishmeal, fish oil and oysters.



BIDVEST NAMIBIA LIMITED

Bidvest Namibia Management Services
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 PO Box 6964, Ausspannplatz, Windhoek
 Fax: +264 (61) 229 290
 Tel : +264 (61) 417 450
 www.bidvestnamibia.com.na
 info@bidvest.com.na
 Chief executive: Seby Kankondi
 Financial director: Theresa Weitz
 Company secretary: Veryan Hocutt

MMI Holdings Namibia



Your lifetime Financial Wellness partner



nt

Financial Wellness: The DNA that is MMI Holdings Namibia

Vision

To be the preferred lifetime Financial Wellness partner with a reputation for innovation and trustworthiness.

Shareholders

Pinnacle/Metropolitan Empowerment Trust (0.7%), Metropolitan Staff Share Incentive Scheme (2.7%), MMI Holdings International (Pty) Ltd (87%), Grendada Investment (Pty) Ltd (9.6%).

New MMI Directors

RM Mbetjiha [Chairman], J Nandago [Group Chief Executive Officer], Adv. RV Rukoro, I Murangi, SH Nghikembua, RN Jacobs, JI Kasheeta, GD Marais, AG Nyandoro, RS Ketola* [*South Africa], M Gebhardt (Company Secretary).

Contact

MMI House, Cnr Dr. Frans Indongo & Werner List Streets, 061-297 3000, clientservice@mminamibia.com.

Company Background

MMI Holdings Namibia was formed on the 1st July 2013. MMI Holdings Namibia consists of Metropolitan Swabou, Momentum, Momentum Asset Management and Methealth Namibia Administrators.

Metropolitan Swabou provides life assurance, investment and savings solutions, to the lower to middle income market, while Momentum's product range consists of employee benefits, retirement benefit solutions, life assurance, savings and investment products for the middle to higher income market. Methealth Namibia Administrators provides healthcare fund administration, while Momentum Asset Management Namibia caters for the asset management needs of our clients.

MMI Holdings Namibia under its life assurance client facing brands and medical aid administrator has a country wide footprint of 18 – Metropolitan Swabou and 12 – Methealth branches respectively.



**PUPKEWITZ
FOUNDATION**

Touching more than
1 MILLION
Namibian lives
annually



2016-2017

We are involved in initiatives providing **access to health** and also in remote regions, as well as sound mental development through improved nutrition in **Early Childhood Development**, addressing sanitation concerns.

- UNICEF/Ministry of Health and Social Services
- Namibian Childrens' Heart Foundation
- Building Otjimuru Primary Healthcare Clinic

Total Budget 2016 – 2018: N\$2 500 000.00

SPORT PLAYS A PIVOTAL ROLE IN THE MAKEUP OF A SOUND MIND



2016-2017

The Pupkewitz Foundation remains committed to the **development of Sport** in Namibia through sponsorships of the annual **Pupkewitz Jetty Mile**, now in its eleventh year, the **Pupkewitz Cross Country Marathon** in its 4th year and the **Pupkewitz Interscholar Gala** now into its 49th year of sponsorship.

Total Budget 2016 -2018: N\$800 000.00

BIG FIVE KEY FOUNDATION DEVELOPMENT AREAS

Key to PUPKEWITZ Foundation's strategy are deliberate partnerships with government and reputable non-profit organisations whose development goals are aimed at viable, innovative and sustainable solutions in response to national and global priorities. The Foundation's projects are therefore aimed at addressing social and economic disparities and responding to government's developmental priorities. Programmes are implemented within the following focus areas – Education, Health, Community Care, Environment, Culture and Sport.



PUPKEWITZ FOUNDATION

COMMUNITY CARE LOCALS SUPPORTING LOCALS

2016-2017

The Pupkewitz Foundation partnered with two other private sector entities FNB Foundation and Ohorongo Cement, each donating **N\$ 1 million over three years (2016 – 2018)** to the **Shack Dwellers Federation** for the building of 273 houses countrywide.

The **Ethel Pupkewitz Feeding Scheme** is a Pupkewitz Foundation initiative promoting Early Childhood Development through nutritious feeding. Once a week, **staff volunteers deliver milk, eggs and fruit to 3000 children** in and around all towns where we have branches across the country. The Ethel Pupkewitz Feeding Scheme is celebrating its 3rd birthday and has allocated N\$3 million to be spent on food by July 2018.

Supporting marginalised communities through SME initiatives – sustainable social and economic development. Cultural support: art, music and drama.

Total Budget: 2016 -2018: N\$6 000 000.00

PROTECT THE EARTH TODAY FOR OUR CHILDREN TOMORROW



In wildlife conservation we have made an impact in donations relating to our core business through **all-terrain vehicles donated**. Our **sustainable environmental programmes** involve not only 8 conservancies but also learners, especially in our conservancies. Our **environmental education programme** reaches **30 000 children** and young adults every year.

Assisted Community Gardens.

Total Budget: 2016 -2018: N\$1 114 000.00



EDUCATION IS OUR PASSPORT TO THE FUTURE



2016 -2017

Annual funding is targeted at **improving teaching standards nationally** in Science and Mathematics. We provide after-school care and support for the Grade 10 – Grade 12 children from vulnerable communities through our **Classroom Building Programme**. We have built **16 classrooms and 4 storerooms**, eliminating the double session system at 3 schools.

Maintain education facilities through our **school renovation programme** and we support opportunities for vocational education and training (VET).

Total Budget: 2016 – 2018: N\$3 490 000.00

VISIT US ON



UNIFYING PRINCIPLES

- COMMITMENT TO PEOPLE DEVELOPMENT
- HAVE A THINKING CULTURE
- CREATE AND INSPIRE A PERFORMANCE CULTURE
- BE A SOCIALLY RESPONSIBLE ORGANISATION
- COMMUNICATE EFFECTIVELY
- HAVE A CULTURE OF SERVICE EXCELLENCE
- HAVE GROUP BUSINESS LOYALTY
- BE FINANCIALLY RESPONSIBLE AND APPLY CAPITAL EFFICIENTLY
- HAVE TOLERANCE AND ENCOURAGEMENT FOR ENTREPRENEURIAL INITIATIVES
- PROVIDE EXCEPTIONAL SUPPORT AND COMMITMENT TO PUPKEWITZ AS A BRAND



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OUR FUTURE



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VISIT US ON



The PUPKEWITZ Group of Companies' roots run deep in our beautiful country Namibia, with over a century of experience and a culture of service excellence.



The Group is uniquely positioned by its diverse and decentralised business outlets, covering various retail segments nationwide through its five well established divisions PUPKEWITZ Megabuild, PUPKEWITZ Motors, PUPKEWITZ Megatech, Kaap Agri Namibia and PUPKEWITZ Catering Supplies. All these Divisions operate under the wing of PUPKEWITZ Holdings, founded on the ethos of **Customer Satisfaction Through Service Excellence**. The PUPKEWITZ Foundation, focusing on Corporate Social Investment has touched the lives of over a million Namibians in need through close alignment with the Harambee Prosperity Plan and the National Development Plans. Mrs Meryl Barry as the CEO and driver behind the PUPKEWITZ Foundation works tirelessly with her team in pursuit of poverty eradication, supporting education and various initiatives in early childhood development, culture, sports and health to name a few.

The Group cultivates a strong culture of business and family, and strategically plans to double the business over the next 5-7 years in order to assist unemployment and to create career opportunities for the more than 1800 employees. As a market leader, the Group continues to promote innovation, inspiring new entrepreneurial concepts and ideas, in order to be responsive to an ever-changing market, changing customers' needs and create a better future for all Namibians. The number one Unifying Principle of the Group is commitment to people development. However, the Group acknowledges the role of all stakeholders and assumes the responsibility to be accountable to all.

Here are a few of the Group's highlights for 2017, amongst many others;

In August 2017, PUPKEWITZ Holdings acquired 50% shareholding in Kaap Agri Namibia, and in November 2017 PUPKEWITZ Holdings acquired 100% shares of the BMW franchise in Namibia. These agreements have presented exciting opportunities for future value added developments and are well aligned with the Group's number one Unifying Principle, which as mentioned earlier, is commitment to people development. In addition to this Unifying Principle, the Group is playing its role as a key contributor to our economy in supporting the Government to tackle skills shortage. This is being done through leadership and talent pool management programmes to grow Namibian talent within the Group, and abstain from sourcing skills from outside the country.

The PUPKEWITZ Group through its divisions is not only providing the right products at the right price in the right place and at the right time, but also going the extra mile towards excellent service, by hiring experts to provide quality advice to customers and to assist in all projects, regardless of size. The Group reaches the rural areas through the PUPKEWITZ SME Empowerment Programme Initiatives under PUPKEWITZ Megabuild, which currently has four partners in Okakarara, Uis, Okondjatu and Outjo. This initiative is aimed at assisting, equipping and empowering SMEs in the construction industry, setting up retail stores to make building materials accessible to many more people. PUPKEWITZ Megatech offers a mobile service, known as Okuya mobile branch in Oshakati, focused on providing electrical solutions on building sites and smaller retail outlets in rural areas, taking service to the customers, providing convenience.

Last year, PUPKEWITZ Motors launched Namauto, an online advertising platform for buying and selling vehicles, motorbikes, caravans, trailers, boats and accessories. This is a very exciting alternative automotive platform, which enables the Group to operate in a different market space. Addressing customers' needs at the click of a button, wherever they find themselves.

As a proudly Namibian business, the PUPKEWITZ Group of Companies are aligned to Government goals in achieving the successes as outlined in the NDP 5 and the Harambee Prosperity Plan. Our comprehensive footprint and collaborative thinking sets us apart in contributing towards achieving the 17 goals set out in The United Nation's Sustainable Development Goals Framework.

We are tirelessly working towards making the PUPKEWITZ Group of Companies truly exceptional for the benefit of all.



EDUCATION

NAMIBIA will only become a prosperous nation and own its rightful space in the global arena in terms of competitiveness if we continue to enhance the quality of the country's education.

The private sector needs to strengthen government's initiatives so that no stone is left unturned in keeping education on top of the country's list of priorities.

The mandate of the Ministry of Higher Education, Training and Innovation centres on regulating higher education and promoting training and innovation in order to drive Namibia towards a knowledge-based economy.

Among others, the Ministry of Higher Education, Training and Innovation is responsible for delivering quality higher education to the Namibian nation through the advancement of quality programmes and credible projects in the higher education, training and innovation sector.

The Ministry is fully committed to the realisation of Namibia's national development goals as outlined in Vision 2030, the Harambee Prosperity Plan and National Development Plan 4. As such, the Ministry plays a vital role in accelerating the development agenda of the country through its overall governance of the higher education, training and innovation sector.

Vision 2030 states that Namibia is to be transformed into an industrialised nation with equal opportunities and an improved quality of life for all, a globally competitive nation developed by its own human resources, and a nation which realises its maximum growth potential in a sustainable manner. In order to achieve this vision, Namibia must have strong higher education and vocational education and training systems, as well as a functional national innovation system. These systems must produce competitive human resources capable of driving the economy. This is what the Ministry aims to achieve.

Its vision is a highly skilled, innovative and competitive workforce while its mission speaks to accelerating the development of high-level skills and competencies through equitable funding and access to quality higher education training and innovation.

The Ministry of Higher Education, Training and Innovation seeks to embody the values of ethics and integrity so as to demonstrate adherence to ethical principles in the way they carry out their professional duties.

Furthermore, public accountability is another important value of the Ministry. "We will acknowledge and take responsibility for our actions, decisions, and policies including the administration, governance and implementation within the scope of our role and encompassing the obligation to report, explaining and being answerable for resulting consequences."

As far as effective governance is concerned, the Ministry undertakes to promote good practices and principles by managing public resources in

an effective and efficient manner in order to comply with the education requirements of all Namibians.

Its other values include team work, empathy and mutual respect as well as professionalism and innovation.

As far as the Ministry of Education, Arts and Culture is concerned: The mandate and actions of the Ministry of Education, Arts and Culture is inspired and guided by the National Constitution – Article 20 and National Vision Statement – Vision 2030. The Education and Training Sector Improvement Programme (ETSIP) represents the education and training sector's response to the call of Vision 2030.

Pursuant of the National Objectives as highlighted in our national vision and NDP4, the Ministry continues to strive for continuous improvement in quality inclusive education, teaching and learning, improved learning outcomes, and the production of an education and skilled workforce needed for a productive and competitive nation.

The Ministry continues to provide equitable inclusive education to more than 690 618 learners of whom 32 793 are in pre-primary, 454 027 are in primary, and 203 798 are in the secondary phase of education.

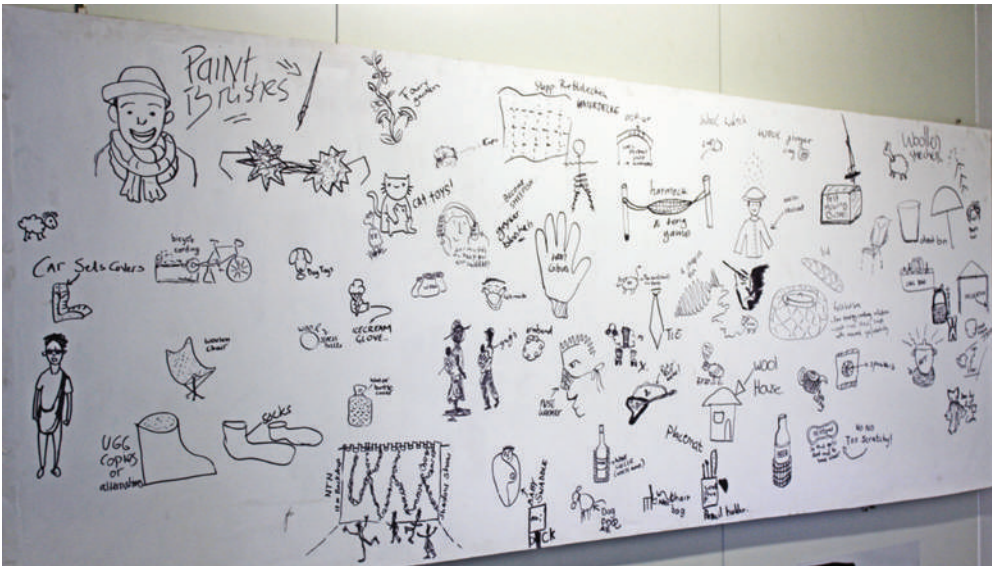
The Ministry employs 27 042 teachers who are teaching at 1 779 government and government-aided schools. Overall, the Ministry of Education, Arts and Culture currently employs 37 627 teaching and non-teaching staff out of the staff establishment of 39 000, thus making it one of the biggest if not the biggest employer ministries of our government.

THE NAMIBIA TRAINING AUTHORITY (NTA)

The NTA was established in 2008 upon the promulgation of the Vocational Education and Training (VET) Act of 2008. It is an enterprise of government under the Ministry of Higher Education, Training and Innovation (MHETI), to regulate and fund the provision of VET in Namibia.

In line with the provisions of the VET Act of 2008 and through promoting access, quality and equity in VET, the NTA's endeavours are aimed towards, inter alia, sufficient, sustainable funding and disbursement to ensure quality VET, an effective regulatory framework, quality training and related services aligned with the needs of our stakeholders, effective administration of the VET levy, and effective stakeholder engagement and communication.

The NTA, through its rolling five-year Strategic Plan, supports the national development objectives set forth in the government's macroeconomic development plans and strategies, which highlights that VET needs strengthening and expansion to better serve the current and emerging needs of skilled human resources in the country and, as such, requires increasing the immediate and long-term supply of skilled labour to alleviate the country's skills needs.



Images by Fablab



Images by NTA

TRAINING INSTITUTIONS	ENROLLMENT 2017	LEVEL 1 TRAINEE ENROLLMENT
Community Skills Development Centres (COSDECs) (5 Centres Countrywide)	1,128	395
Eenhana VTC - Ohangwena	682	239
Gobabis VTC - Omaheke	115	40
Katutura Youth Enterprise Centre (KAYEC) (2 Campuses Countrywide)	1,104	386
Nakayale VTC - Omusati	258	90
Okakarara VTC - Otjozondjupa	488	171
Rundu VTC – Kavango-East	1,205	422
Valombola VTC - Oshana	1,205	560
Zambezi VTC - Zambezi	624	218
Windhoek VTC	1,771	620
Namibian Institute of Mining & Technology (3 Campuses Countrywide)	3,286	1,150
Privately-owned Training Institutions (66 NTA-Registered Institutions Countrywide)	16,705	5,847
TOTAL:	28,571	10,000

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- Accommodation and meals at the Rock Lodge
- Training notes
- Six prescribed books

TRAINING FOR 2018 STARTS ON THE FOLLOWING DATES:

J034: WEEK 1: 05 – 09 MARCH 2018

J035: WEEK 1: 14 – 18 MAY 2018

J036: WEEK 1: 06 – 10 AUGUST 2018

J037: WEEK 1: 12 – 16 NOVEMBER 2018



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“Namibian Solar Electric Utility Vehicle – NSEUV”



Revolutionising the Namibian public transport sector

The Namibia University of Science and Technology (NUST) is set on finding new solutions to problems that have a large impact on the country and one such area is the public transport sector. Therefore a cross-disciplinary research project to develop a “Namibian Solar Electric Utility Vehicle – NSEUV,” was created by the NUST’s Innovation Design Lab (IDL). Built on proven technologies, this pollution-mitigation project will increase resilience of African metropolitan areas to climate change by connecting renewable energy to urban transport. Through research and prototyping, new generations of Namibian researchers, technologists and entrepreneurs, that strengthen nation’s human capital and harvest state-of-the-art intellectual property, are being fostered. A solar electric taxi, based on African user-centric needs is designed, rapidly prototyped and will be industrialised in Namibia and South Africa, with support of European expertise.

This is a light-weight vehicle operating with a zero-carbon footprint, where solar energy is captured by photo-voltaic cells and stored in

batteries swapped at nodes of a smart grid of rechargeable stations. The Southern African region has one of the highest solar radiance in the world and is the ideal location for this e-mobility project, a move away from gasoline.

Features of the Solar Electric Taxi include:

- a light weight chassis
- a payload of four adults or 320kg
- solar powered photovoltaic cells
- energy storage via Lithium-ion swap batteries
- car intelligence integrated with sensors systems
- regenerative braking
- driving range of 100km
- top speed of 55km/h

This venture is advancing innovation and will spur manufacturing in Namibia. However, funding remains a challenge, therefore the University is appealing for sponsors to come on board and become part of revolutionising the Namibian public transport sector.

Interested sponsors kindly contact:

Mr Kaitira E Kandjii
 Director: Communications and Marketing
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Information Communication Technology
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General Manager:
National Training Fund
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ABOUT US

The Namibia Training Authority is entrusted with the effective regulation and funding of the provision of Vocational Education and Training in our country. The NTA contributes to an effective and sustainable system of skills formation, aligned with the needs of the labour market and which provides the skills required for accelerated development. In this system, competencies are developed that are needed for productive work and increased standards of living.

A STRATEGIC ORGANISATION

Literally, a 'port of call' is a port where ships can take on or discharge cargo. However, if one considers the more figurative meaning, this phrase also implies fitness for purpose, which equates quality with the fulfilment of specific outcomes. These outcomes are defined under the VET Act of 2008 as the development and implementation of a Strategic Plan for Vocational Education and Training and to increase access, equity and quality.

This is the NTA's vision: To be the national port of call for Vocational Education and Training skills in Namibia. It is a vision under which our organisation appreciates that quality defines the purpose in our mission to regulate and facilitate the sustainable delivery of quality Vocational Education and Training to the benefit of our stakeholders. Under this mission, quality is demonstrated by achieving the following objectives:

<p>1. Organisational effectiveness An organisational structure aligned with the strategy and populated with competent staff and systems.</p> 	<p>2. Funding Sufficient and sustainable funding to ensure quality Vocational Education and Training.</p> 
<p>3. Regulation An effective regulatory framework in line with the VET Act and a continuously improved regulatory framework.</p> 	<p>4. Training and related services provision Quality training and services in line with all identified needs of stakeholders and the industry at large through VET providers.</p> 
<p>5. Administration of the VET levy Effective collection and disbursement of VET levy in accordance with the VET Act.</p> 	<p>6. Stakeholder engagement and communication Effective stakeholder identification and engagement based on identified needs.</p> 

DRIVEN BY VALUES



To guide the organisational behaviour of the NTA in the execution of its Strategic Plan, our staff strive to uphold key core values in giving effect to our work. In the below sequence, the first letters in each of these values spell the acronym RAISE, which in turn translates into an organisation-wide objective to raise the bar as far as the delivery of Vocational Education and Training in Namibia is concerned.

<p>Responsiveness</p> <p>We will provide frank, impartial and timely feedback to the government, stakeholders and partners.</p>	<p>Accountability</p> <p>We will work towards clear objectives in a transparent manner and accept responsibility for decisions and actions.</p>	<p>Integrity</p> <p>We will be honest, open and transparent in our dealings, using power responsibly while striving to earn and sustain a high level of public trust.</p>	<p>Service delivery</p> <p>We will be focused and geared towards high levels of service delivery.</p>	<p>Excellence</p> <p>We will meet our mandate and deliver services in a manner that reflects a high level of excellence.</p>
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The National Port of Call for Vocational Skills

25 *things that we are*

- First two **Presidents** of Namibia, Chancellors of UNAM
- Council Chairperson is an alumnus
- **First Lady**, Madam Monica Geingos is an alumna
- Vice Chancellor recipient of the Africa Education Leadership Award
- **7 Malaria patents** registered with the World Intellectual Property Organisation (WIPO)
- One University, diverse cultures
- Leading research in **renewable energy**
- 12 Campuses nationwide
- Leading research in **saline tilapia** breed
- Championed national rice project at Kalimbeza, Zambezi Region
- Championing **mushroom farming**
- Honorary MediWales member
- Hosted first ever **Commonwealth Education Conference** outside the UK
- Over 37 000 alumni globally
- Alumni are **captains of business & industry**, national leaders, members of parliament
- Over 190 engineering graduates in 5 years
- **Only Namibian institution** training medical doctors
- Other professional qualifications: Animal Health Technicians, Chartered Accountants, Lawyers, Nurses, Pharmacists, Psychologists, Radiographers, Social Workers, Teachers and Veterinarians
- **24 759** enrolled **students**
- 65% of students are female
- Students represent **43 nationalities**, 5 continents
- Home to students living with disabilities
- Major tertiary education hub in **Southern Namibia**
- 3rd time winner of the national rugby league
- 210 active **international linkages**

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FINANCE

HOPE AMIDST THE CHALLENGES

In his mid-year budget review tabled at the end of last year, the Minister of Finance, Calle Schlettwein, said that the FY2017/18 Budget Review has to address the settlement of accumulated spending arrears which have not been reported for budgeting purposes. The review also has to meet urgent resource shortfalls to prevent adverse reversals in the provision of public services and basic needs in the social sectors. The total funding needs to meet these identified critical needs during the financial year amounts to N\$4.52 billion [of which] a total amount of N\$486.8 million is realised from internal savings by various offices/ministries and agencies. This comprises N\$121.4 million from the operational budget and N\$365.4 million from the development budget. These amounts are to be suspended for reallocation across offices/ministries and agencies.

The proposed budgetary allocation of N\$4.5 billion and reallocation of internal savings of N\$486 million are targeted to address shortfalls experienced in various areas. In terms of sectoral allocation, the social sector is by far the main beneficiary, taking up half of the total re-allocation, followed by the economic sector with 14%, while infrastructure and administration sectors gained 8% each. Specifically, the additional budget allocation is distributed as follows:

- N\$2.2 billion is to cater for FY2016/17 expenditure arrears whose payments were

- frontloaded in August 2017
- N\$807.7 million is allocated to Vote Higher Education, specifically for the University of Namibia (UNAM), NUST, NSFAF and NTA
- N\$899 million is allocated to Vote Basic Education to cater for, among others, procurement of text books, hostel catering, school feeding programmes and remuneration
- N\$100 million is allocated to Vote Health and Social Services to cater for pharmaceuticals and personnel expenditure
- N\$41 million is allocated to Vote Poverty Eradication and Social Welfare for social grants
- N\$42.8 million is allocated to Vote Home Affairs and Immigration for remuneration
- N\$16 million is allocated to Vote Mines and Energy for operational expenses
- N\$17 million is allocated to Vote Labour and Social Welfare for utilities and court disputes
- N\$150 million is allocated to Vote Safety and Security for operational expenses
- N\$100 million is allocated to Vote Defence to meet long-term contractual obligations
- N\$ 80 million is allocated to Vote Information and Communication Technology for NBC operational expenses
- N\$130 million is allocated to Vote Works to cater for rental fees (office accommodation)
- N\$11 million is allocated to Vote Industrialisation, Trade and SME Development

for operational expenses (Namibia Standards Institute).

The current global economic climate not only places significant strain on the international role players, but calls on Namibia to take ownership of its space and make its innovation mark in order to survive the turbulence.

Late in 2017, Rowland Brown of Cirrus Capital announced that the South African medium-term budget tabled in October 2017 revealed that there would be a downward revision in the Southern African Customs Union (SACU) revenue pool.

Brown, a seasoned economist, warned that this is likely to see Namibia's receipts decline by N\$5,7 billion over the next three years. It is clear that business as usual will not help the country navigate its way through the current trying times. Brown said the custom's pool would experience a decline in revenue of 8% in the 2017/18, 10% in the 2018/19 and 11,5% in the 2019/20 financial years.

Namibia's proportional share reduction would thus be around N\$5,7 billion split over three years. This, however, may be revised, and Namibia may receive more than its proportional share based on the SACU revenue-sharing formula.

Omu Kakujaha-Matundu, senior economics lecturer at UNAM, last year also emphasised that any downward revision in SACU receipts for Namibia would

negatively impact the country, which was already struggling to raise funds, adding that Namibia's annual budget was significantly funded by SACU revenues.

This will in turn lead to deeper cuts in the Namibian budget or it might lead to government taking out more debt to fund its activities. Borrowing might not be beneficial for the country, as the current rating of Namibia to junk status will not improve and will remain that way for at most seven years.

Schlettwein also during 2017 said prerequisites for successful regional integration on the African continent include peace and stability, a rules-based approach, macroeconomic stability, maintaining meaningful growth as well as prospects of a fair and equitable economy.

Before tackling regional integration in detail at an economic conference in the capital, Schlettwein said it was necessary to provide a snapshot of how the Namibian economy was doing, saying that there is reasonable optimism that economic activity [in Namibia] will pick up pace although a gradual recovery is expected.

It is imperative for the private sector to park its wait-and-see approach and get more actively involved as it is the engine of growth, the minister has urged at several occasions.

As it is, Namibia's best hopes lie in regional integration. However, this objective is only sustainably

attainable if countries can trade in finished goods and high-quality services, he emphasised.

Schlettwein indicated that strides have been made in Namibia since independence pertaining to income inequality, but conceded that the picture still remains far from rosy.

During his budget statement for the 2017/18 financial year, Schlettwein had hinted that government was expecting higher SACU receipts, in addition to improvements in other domestic revenue streams. Schlettwein, however, noted that during the 2019/20 budget year, potential volatility in SACU receipts and a reduction in new mining operations could impact the national budget.

In 2016, SACU revenues to Namibia declined by N\$3 million due to global economic weakening, which affected revenue sharing.

In October last year, the monetary policy committee of the Bank of Namibia (BoN) left the repo rate unchanged at 6.75%. This announcement was made by the central bank governor, Ipumbu Shiimi.

This came after, in August last year, BoN had reduced the repo rate by 25 basis points from 7% to 6.75%. This was the first cut in seven years of the rate at which the central bank lends money to commercial banks. This level [6.75%] is deemed appropriate to continue supporting domestic economic

growth, while maintaining the one-to-one link between the Namibian dollar and the South African rand.

Upon enquiry, FNB senior research manager Namene Kalili stated that the latest decision had come as no surprise as inflation had shown substantial signs of easing. He added, moreover, that private-sector credit extension had also narrowed aggressively over the past 12 months. According to him, the decline in credit appetite by businesses had been a result of the poor economic environment. Household appetite had also declined as future prospects of higher wages dissipated and current real wages came under pressure.

Although overall growth remains weak, some key economic indicators in the domestic economy improved during the first eight months of 2017 compared to 2016.

Annual inflation averaged at 6.5% during the first nine months of 2017, which is in line with the corresponding period during the previous year.

This comes after inflation reached an all-time high of 8.2 per cent in January 2017. By September last year, it had stabilised to 5.6% – mainly driven by lower inflation for food and non-alcoholic beverages. This rate of inflation is, however, slightly higher than its level of 5.4% recorded in August 2017.

Annual growth in private-sector

credit extension (PSCE) slowed during the first eight months of 2017. The annual growth in PSCE stood at 7.4% on average during the review period, which was lower than the 12.1% recorded over the same period in 2016. This subdued growth in PSCE is in line with the generally weak growth within the domestic economy. The slower growth in PSCE was evident in reduced growth in credit advanced to both the household and corporate sectors, especially in the form of mortgage and instalment credit.

Meanwhile, the unchanged monetary policy announcement comes in the wake of a number of these domestic as well as regional and international developments. The global economy is projected to grow by 3.6% in 2017, from 3.2% in 2016 supported by firm growth in both the advanced economies and emerging market and developing economies.

Growth will be reinforced by improvements in investment, trade and industrial production, coupled with strengthening business and consumer confidence.

The economic activity in most of the monitored advanced economies improved during the second quarter of 2017 compared to the first quarter of 2017.

It is believed that it remains highly unlikely that there will be a change in interest rates during the December Monetary Policy Committee (MPC). Traditionally,

the committee has steered clear of changing their stance during the December meeting allowing the market to ease into the festive season.

The Minister of Economic Planning in the Presidency and the Director General of the National Planning Commission (NPC), Tom Alweendo, is on the record for saying: "Manufacturing is also an integral component in wealth creation. No economy can prosper without the ability to make something. We need good innovations. The difficult part [then] is to find a market for what you manufacture".

Alweendo, shortly after taking office, said he is excited about the path the country is on. "Not many people thought Namibia would be what it is today. We should be excited about our achievement and that achievement should give the conviction that all is possible. In life, if you decide to do ten difficult things and you manage four, you should be happy. You learn from that which did not work."

Positivity plays a crucial role. "The main challenge is to make people think positively about our own abilities. The challenge is to convince people that it can work. It's a mindset thing. We're always undermining our abilities to do things."

About the Sam Nujoma blueprint, Vision 2030, Alweendo says: "Vision 2030 won't work if we don't change the way we do things".

ALLAN GRAY NAMIBIA

MANAGING CLIENTS' ASSETS SINCE 1984



James Mnyupe - Managing Director

ABOUT US

Allan Gray Namibia is part of the broader Allan Gray Group. Established in South Africa and investing on behalf of clients since 1974, the Allan Gray Group has grown to become Africa's largest privately owned investment management company. While its headquarters are in Cape Town, it has a presence in several African countries, including an office in Windhoek. Allan Gray caters for individuals and institutions, retirement funds, insurers, trusts, companies and foundations.

Allan Gray has been managing assets for Namibian clients since it won its first client mandate in 1984, a client who is still with the Group. Allan Gray Namibia was founded in 1996 as an independent investment management company to service Namibian clients and to harness domestic investment opportunities.

In addition to sharing the broader Group's purpose of helping its clients build wealth over the long term, Allan Gray Namibia also aims to:

- Encourage the development of investment management skills within Namibia
- Play a role in the development of the Namibian investment management industry

OUR APPROACH

Allan Gray Namibia shares the investment philosophy of the Group. We take a long-term view to managing investments and have consistently applied the same tried and tested investment philosophy, guiding principles and values since 1974.

We pride ourselves on having achieved superior investment performance for our clients over the long term at lower-than-average risk of loss. Our future success depends on our continuing ability to help clients to achieve their investment objectives.

While we are not licenced to provide financial advice, we believe in the merits of good, independent investment advice for those who lack the knowledge and skill to make investment decisions unaided.

ORBIS - OUR OFFSHORE INVESTMENT PARTNER

Dr Allan WB Gray founded both Allan Gray and Orbis, a global asset manager based in Bermuda. The relationship we have with Orbis extends to a sharing of global investment ideas and the management of certain portfolios. Together with Orbis, we offer African investors a coherent global investment product range.

THE ALLAN GRAY ORBIS FOUNDATION

The Allan Gray Orbis Foundation was founded in 2005 by Dr Gray and Allan Gray Proprietary Limited to make a sustainable long-term contribution to nation-building and economic transformation in Africa. The Foundation in Namibia is funded by a 15% equity interest in Allan Gray Namibia. It also receives 5% of Allan Gray Namibia's pre-tax profits in perpetuity.

Through its Fellowship opportunity, the Foundation identifies, selects and invests in Namibian individuals who it believes have the potential for greatness over the long term. The Foundation offers Allan Gray Fellowships to promising students who are about to attend university (known as Allan Gray Candidate Fellows).

Students are given access to comprehensive financial support alongside exposure to thought leaders, mentorship and entrepreneurial mind-set development. There is further access to postgraduate funding, available to those who have excelled in the Fellowship. Additionally, the Foundation provides funding to start a business to any Namibian Allan Gray Fellow who presents an attractive, high-impact proposition.

STAFF PROFILES

We have a team of professionals performing investment management and research, trading, compliance, portfolio accounting, client service and investor administration within the same group. We take great pride in providing an efficient, personalised service, which we continually strive to improve. We have a team of people on the ground in Namibia, available to service local clients.

James Mnyupe, our Managing Director, joined the firm in March 2010, having previously worked for PwC Windhoek since 2007. He is a graduate of Rhodes University, a qualified chartered accountant and a CFA charter holder. James is responsible for running the business and servicing institutional clients, local brokers and financial advisers.

ALLAN GRAY NAMIBIA

James Mnyupe - Managing Director

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www.allangray.com.na



BEETHOVEN'S FIFTH SYMPHONY

DIDN'T TAKE 32 MINUTES

IT TOOK 4 YEARS

Ludwig van Beethoven's genius wasn't effortless. His Fifth Symphony started out as rather elementary musical sketches. Honing and polishing his work, Beethoven spent countless hours developing the sketches, scratching up and altering a single page as many as twenty times. Four years later, he had produced one of the greatest symphonies ever written. At Allan Gray, we value this kind of commitment. It's the same philosophy we apply to investing and it has worked well for our clients for 43 years.

Call Allan Gray on (061) 22 11 03 or your financial adviser, or visit www.allangray.com.na

ALLAN GRAY

LONG-TERM INVESTING

BANK BIC NAMIBIA

GROWING TOGETHER



Fernando Mendes Teles

Banco BIC began its activity in Angola in May 2005 with a strategy based on retail banking, corporate banking and private banking.

In 2017 we celebrated our twelfth anniversary. These first twelve years represent years of growth and extraordinary results which have allowed us to secure a top position in the banking sector, not only in Africa but also in other continents. Our Bank has 220 branches across Angola, 2100 staff members and over one million customers.

Throughout our history, internationalisation has constituted an important feature of our growth over these last twelve years. Expansion began in 2008, with the opening of Banco BIC Portugal, for which our main goal was to foster economic relations between Angola and Portugal, with a commitment to supporting Small and Medium Companies. Additionally, within the scope of its export activity, EuroBIC Portugal (former Banco BIC Portugal) has already established itself as a key correspondent Bank of other Angolan banks.

Our priority has been to cement relationships with communities through the creation of a favourable environment for investment and growth. We are committed to actively providing quality support not only to small and medium companies, but also to large corporate groups. To this end, we rely on a specialized team of professionals who are driven to employing their dedication and knowledge in both the domestic and international markets.

Today, we are already established in five countries, namely Angola, Portugal, Cape Verde (IFI), South Africa (Rep. Office) and the Republic of Namibia.

The strategic action and business plan of Bank BIC Namibia is geared towards generating value and providing a quality to BIC clients, in close connection with the other banks belonging to the "BIC Universe". Our common goal is to offer a constant daily service of excellence to our clients, in all areas of the Bank, and to make them our esteemed partners with whom we can share our success.

Bank BIC Namibia has representation in Windhoek and recently also in Walvis Bay. 18 new branches will be established countrywide in the next four years.

Growing Together is our motto!

We wish to grow in a sustainable and innovative manner, offering the best solutions to our clients.

Indeed, these are the founding principles of BIC's history of success in addition to the unequivocal dedication and support of our staff and clients, and the trust of our shareholders and other partners.

This is what has boosted the growth of our Baobab root, our symbol and inspiration, making it stronger with the passing of each day.

VISION

Being the best and largest private bank operating in Namibia, growing in a sustainable way, innovative and offering the best solutions to its customers, with a permanent capacity of renewal, actively contributing to the development and growth of Namibia.

MISSION

Our vision extols the dedication of all in our mission, through the work carried out based on our corporate values which are embodied in our slogan: Growing Together.

VALUES

Being a solid, profitable, socially responsible, efficient, flexible bank, with national and international presence, driven by creation of value, a partner of companies and families, which is distinguished by the appreciation of its assets, by the satisfaction of its customers and by the accomplishment of its employees, always guided by behaviour of high ethical and social responsibility.

Our sincere gratitude to all those who have chosen to join us. We will grow together!



BANK BIC NAMIBIA

Contact Details:

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www.bankbic.na

Bank BIC Namibia's First Anniversary

THE FIRST OF MANY MORE TO COME!



Bank BIC Namibia celebrates its first year anniversary walking with firm steps. Our performance demonstrates growth, expansion and a prosperous future with many more exciting celebrations to follow.

www.bankbic.na



BankBIC



Members of the Board



Mr Lipumbu W Shiimi

Governor of the Bank of Namibia, Chairperson and Executive Member of the Board



Mr Ebson Uanguta

Deputy Governor of the Bank of Namibia and Executive Member of the Board



Mr Veston Malango

Non-Executive Member of the Board and Chairperson of the Remuneration Committee



Ms Ericah Shafudah

Ex officio Member of the Board and Permanent Secretary of the Ministry of Finance



Adv. Charmaine van der Westhuizen

Non-Executive Member of the Board, Member of the Audit Committee and Member of the Remuneration Committee



Dr Omu Kakujaha-Matundu

Non-Executive Member of the Board and Member of the Audit Committee



Ms Ally Angula

Non-Executive Member of the Board and Chairperson of the Audit Committee



Ms E Shangeelao Tuyakula Haipinge

Non-Executive Member of the Board and Member of the Remuneration Committee

Corporate Charter



Our Vision

Our vision is to be a centre of excellence;
a professional and credible institution;
working in the public interest and supporting the
achievement of the national economic development
goals.

Our Mission

To support economic growth and development in
Namibia, we act as fiscal advisor and banker to
Government;
Promote price stability;
Manage reserves and currency;
Ensure sound financial systems and conduct economic
research.

Our Values

We value high performance impact and excellence.
We uphold open communication, diversity, integrity and
teamwork.
We care for each other's well-being.

Department of Strategic Communication and Financial Sector Development
Tel: +264-61-283 5114, Email: info@bon.com.na, www.bon.com.na



ASHBURTON INVESTMENTS

THE NEXT GENERATION IN INVESTMENT MANAGEMENT IN NAMIBIA

First National Bank Namibia Holdings officially launched Ashburton Investments Namibia in July this year (2017) under the leadership of CEO, Josephat Mwatotele, who stated: "The introduction of Ashburton Investments in the Namibian market allows us to offer Namibian investors access to broader investment options, with nationwide distribution through FNB and existing Pointbreak channels. Ashburton Investments is a new generation investment manager."

Through the acquisition of Pointbreak, FNB Holdings has added new asset management capabilities to the group with an experienced Namibian team possessing specialist technical skills in the investment management business. The FNB Holdings group complements the new acquisition with a strong resource base on which Ashburton Investments in Namibia can draw on in terms of additional expertise, global research, product development, technology and capital to drive new product innovation, through the well-established Ashburton Global brand.

At Ashburton Investments, our approach is to understand our clients' individual needs and to gain insight into the strategic investment challenges they face, in order to provide appropriate solutions to their investment challenges. We harness more sources of return to create appropriate solutions for our clients. Our holistic investment approach spans traditional and non-traditional asset classes as well as conventional and unconstrained investment styles to provide our clients with sustainable returns.

Our unique ability to source investment opportunities from within the wider group is offered to clients, either through an appropriate investment vehicle or as a co-investment opportunity. We have a risk-management mindset and an unwavering determination to do the right thing for investors. In our role as investment manager and originator of investment opportunities, we construct solutions within a strategic risk framework to better meet the needs of our clients.

We believe in the importance of deeper investment insights. We focus on our clients' needs to understand the broader context of their requirements, and draw on our breadth of capabilities and depth of knowledge of our teams to offer more access to investment propositions.

Our combined assets under management and third-party assets under advice from Pointbreak Wealth Management Services exceeded N\$12.6 billion at end of October 2017. Key to our success in the Namibian market is our client-focused approach, product innovation, highly skilled technical teams, and our thorough understanding and deep insights of the local environment in which we operate to cater to our clients' unique requirements. Ashburton thus remains locally relevant with an international outlook to offer only the best products, services, and solutions to our clients.



Josephat Mwatotele - CEO



ASHBURTON INVESTMENTS

+264 (0)61 378 800

info@Ashburton.com.na

www.ashburtoninvestments.com.na

A member of  Capricorn Group

Banking on the Namibian Dream

From humble beginnings back in 1982, when we first opened our doors.

As the first Namibian bank for Namibians, we had one vision in Mind – To grow this unique country of ours.

Together for 35 years, we stand tall with pride as we continue our journey as partners and an enabler of positive change.

Enhancing the lives of our customers and stakeholders is what we do best.

When they walk through our doors they enter a world of positive transformation, because we know, that when they arrive, they arrive with a desire to get to a destination of abundance.

We walk hand in hand with them toward meaningful progress, and we do this through every smile, every application and every query answered.

Together, we do better for people, businesses, the community and our country.

**If you'd like to partner with us on your journey,
visit any Bank Windhoek Branch or
call us at +264 (0) 61 299 1200.**

www.bankwindhoek.com.na



CIRRUS CAPITAL

CIRRUS, FOR SOLUTIONS



Cirrus Capital is a Namibian owned and run financial services company that focuses on corporate finance, economic research, financial sector deepening and real sector development. The company is driven by a group of young Namibians who are dedicated to the pragmatic development of the country. With a combined 15 years of experience in the financial sector, the team is a regular feature in the media and in boardrooms across the country, from corporates to parastatals to regulators to government offices. The team is regularly called upon to provide insight and advice as to current and expected developments in the economy, and strategic input as to how to position for best outcomes.

The team has a modern, innovative approach to work, with a strong focus on work-life balance, driven by an output-orientated focus that allows for flexibility in time to optimize for efficiency. Commencing operations in February 2017, Cirrus has provided regular presentations and observations on the current state and outlook of the Namibian economy, completed in-depth research in a variety of fields, as well as completed successful capital raisings and listings on the local stock exchange.

Cirrus offers customized financial and economic products with focuses on macroeconomic research and presentations, business climate research, sector-specific research, modelling, forecasting and stress testing, as well as company valuations, capital raising, business plan development, and corporate structuring and advisory. The team has extensive experience across a range of sectors, including public policy review and analysis, bank analysis, stress testing and financial stability, real sector reporting, data analysis, model building and capital raising.



C I R R U S

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PRUDENTIAL

PORTFOLIO MANAGERS

HOW CONSISTENCY CAN REAP GREAT REWARDS OVER TIME

"The Forest Man of India" is the remarkable and inspirational true story of what one man can do by harnessing the power of consistency – a story that Prudential wanted to share with Namibians in our latest TV advertising campaign. Working alone, with very few resources and in difficult conditions, Jadav Payeng has planted trees every single day since 1979 in an effort to save his island home in northern India from being washed away by monsoon flooding. Amazingly, over 38 years of consistent work and dedication he has created a thriving forest that covers some 1,400 acres. And he continues to plant every day.

We chose to feature Jadav's story because a long-term, consistent commitment like his also lies behind Prudential's success in building wealth for our clients. We believe

that by consistently applying the same tried-and-tested investment approach, no matter what the market conditions, day after day, month in and month out, we will be able to protect and grow our clients' wealth sustainably over the long term. It's about the small daily gains, built up over time – not spectacular short-term returns. To read more about Jadav and his extraordinary achievement, visit: consistency.co.za

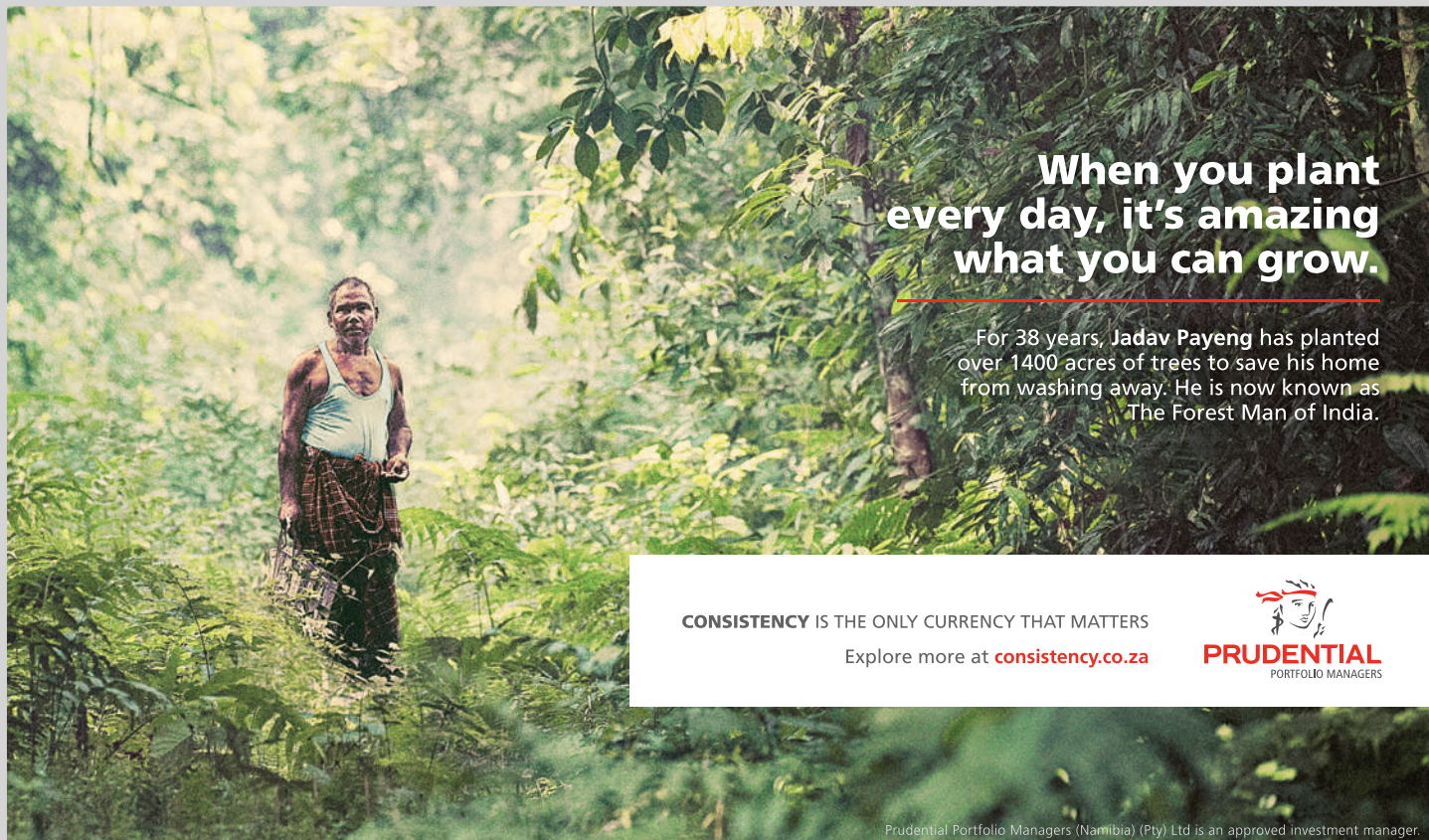
ABOUT PRUDENTIAL NAMIBIA

Prudential was the very first international asset management company to establish an office in Windhoek, back in 1996. The company has close local ties: it is 15% owned by Horizon Investment, an indigenous Namibian empowerment company, 10% by the Prudential Portfolio Managers Staff Trust and 75% by Prudential Portfolio Managers South Africa (Pty) Limited.

In Namibia and South Africa we're immensely proud that our clients have entrusted us to manage over R236 billion of their assets, making us one of South Africa's 10 largest investment managers. Our investment team has built up an enviable track record for consistently strong investment performance: in both 2016 and 2017 we won the Morningstar Award for South Africa's Best Fund House: Larger Fund Range in recognition of top performance across our range of unit trusts.

We offer four Namibian unit trust funds with a variety of risk profiles: the Prudential Namibian Balanced Fund, the Prudential Namibian Inflation Plus Fund, the Prudential Namibian Enhanced Income Fund and the Prudential Namibian Money Market Fund.

For more information on our funds, please contact +264 61 256 166 or visit: prudential.co.za



When you plant every day, it's amazing what you can grow.

For 38 years, Jadav Payeng has planted over 1400 acres of trees to save his home from washing away. He is now known as The Forest Man of India.

CONSISTENCY IS THE ONLY CURRENCY THAT MATTERS
Explore more at consistency.co.za

PRUDENTIAL
PORTFOLIO MANAGERS

Prudential Portfolio Managers (Namibia) (Pty) Ltd is an approved investment manager.

DEVELOPMENT BANK OF NAMIBIA

EXPECT MORE

The Development Bank of Namibia (DBN) provides finance for locally registered entities that contribute materially to Namibia's development through enterprises and infrastructure. Locally registered entities that qualify for finance may include offshoots of international organisations that satisfy local shareholding requirements.

The Bank is widely regarded as a leading Namibian financial institution, by virtue of its association with complex projects and excellent enterprises, its financial capacity, its track record of excellent governance and risk management, and robust due diligence.

SCOPE OF ACTIVITIES

The Bank's Board of Directors is composed of independent business leaders, private sector financiers and institutional experts who provide a balanced, collective view that fosters commercial motives and development requirements. This approach ensures that customers, stakeholders and beneficiaries of development, prosper through DBN finance.

In addition to employment creation, the Bank seeks to nurture economic activity in Namibia's regions, provide the stimulus for sectoral activity, promote inclusive ownership, add value to Namibian resources, and provide financial backing for large infrastructural projects in public-private partnerships, privately owned utilities, as well as on regional and local levels.

The Bank has been instrumental in financing deals for mining, the fishing industry, manufacturing, tourism, transport and logistics, and social enterprises such as private schools and medical facilities. DBN does not provide direct finance for agriculture, but does provide finance for industries that transform agriculture, particularly food manufacturing and processing.

FINANCIAL CAPACITY

Since its inception in 2004, DBN has grown its financial capacity through a policy of reinvesting profits in sustainable lending. The Bank was initially capitalized by its shareholder, the Ministry of Finance, representing the Government of Namibia, but due to its sound governance, and financial expertise, it has successfully issued a medium-term debut bond on the Namibian Stock Exchange (NSX), and will continue to raise capital from private sector sources.

Subject to the approval of its Board, and its rules, the Bank may also make finance available through credit lines and credit availability from local commercial banks, and the African Development Bank (AfDB). For projects of national importance, the Bank may engage in syndicate finance.

GOVERNANCE AND RISK MANAGEMENT

The Bank is a highly governed entity that adheres to IFRS and the Namibian equivalent, Namcode. The Board is governed by a set of Board rules.

Through an enterprise-wide risk management system, the Bank ensures that various internal and external risks are managed. The Bank's fundamental philosophy in regard to risk management is that sound management of risk enables it to absorb more risk.

In addition to enhancing its enterprise-wide risk management framework, the Bank has implemented an environmental and social risk management system to ensure that its investments preserve the environment and social health of Namibian society.

ROBUST DUE DILIGENCE

To preserve its capital, as well as to ensure that borrowers are not exposed to undue risk and / or that risk can be mitigated, the Bank engages in a robust process of due diligence on all applications. In addition to examination of the merits of the business plan, cash flow projections, and skills and qualifications of managers, the Bank considers credit and risk aspects as well.

Applications are scrutinized by three committees – Lending, Credit and Risk – before submission to the Board for final approval.



**DEVELOPMENT
BANK OF NAMIBIA**

Jerome Mutumba

Senior Manager: Corporate Communication

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Expect more.
**Finance for enterprise
 and infrastructure.**

Enterprises and infrastructure are drivers of economic activity and development. By nurturing the ambitions of locally registered enterprises, with flexible finance and support - in the fields of manufacturing, transport and logistics, tourism and infrastructure development - the Development Bank of Namibia creates an economic future for Namibia, and prosperity for its borrowers.

If you have a plan for an enterprise or infrastructure, call 061 - 290 8000, and expect more.


**Development
 Bank of Namibia**
 Expect more.
www.dbn.com.na



Will Robotics change the world for good, or just change it?

@EY_Africa

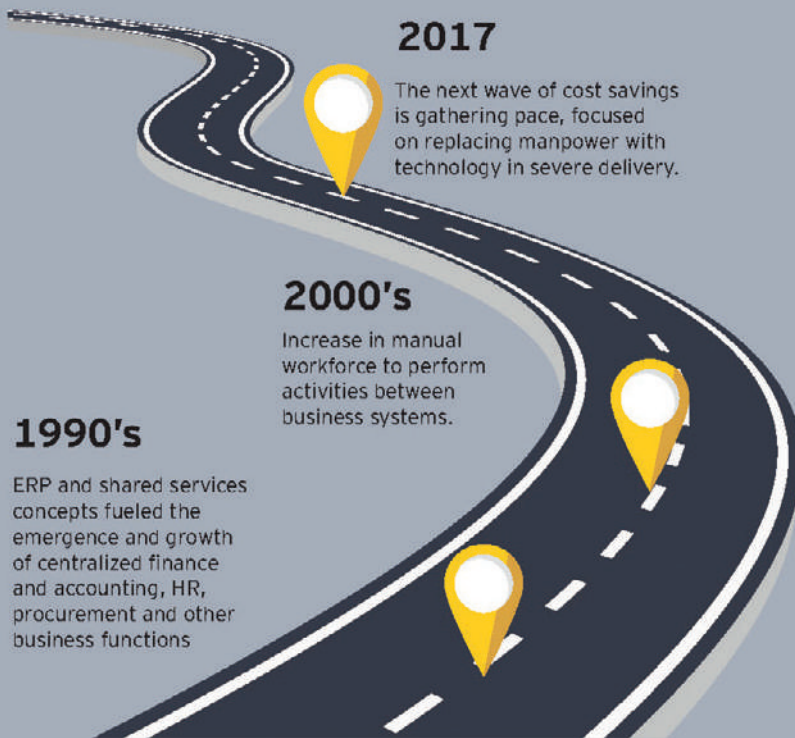
<http://www.ey.com/na/en/home>



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The better the question. The better the answer.
The better the world works.



Robotics process automation is progressing towards new heights

“Robots” are software tools that have emerged to simplify business process delivery. The technology behind this development is called robotic process automation (RPA).

These software robots offer improved business efficiency, data security and effectiveness by mimicking human actions and automating repetitive tasks across multiple business applications without altering existing infrastructure and systems. Enhanced productivity, reduced cycle time, and improved accuracy and compliance are some of the benefits of this technology.

Robotics process automation (RPA) is another step in the evolution of business process bundling and outsourcing. Over the last few decades, various waves of technology progression that dramatically impact business have been seen. We believe RPA is the next step, with the potential to significantly reduce the requirement for employees to perform rule-based high-volume activities.

How can we help you bring RPA into your business?

- 1 — RPA Strategy
- 2 — RPA Proof of Value for selected opportunities
- 3 — RPA Business Case Development
- 4 — RPA Production Rollout (People, Process, Technology)
- 5 — RPA Centre of excellence
- 6 — RPA Managed Services

Benefits of RPA



- Reduced delivery risk
- Application integration via user interface
- Efficiency or cost base reduction
- Quality, accuracy and risk mitigation
- Auditing and security
- Flexibility and multitasking

Meet our Robotics Team



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EOS CAPITAL

YOUR PARTNER IN A NEW DAWN OF GROWTH

Being 100% Namibian owned, Eos Capital is a private equity fund manager that is managing the N\$460 million Allegrow Fund. "Eos" comes from Greek mythology, meaning "new dawn". The company aims to bring new life to portfolio investments through capital and management support which allows them to grow to their full potential.

ALLEGROW FUND is a SME and mid-market growth and operational development private equity fund focused solely on Namibia. Investments will be made in Namibian companies that show the potential for rapid growth, and where Eos can provide them with capital as well as the management support needed to unlock their full potential. "Allegrow" is derived from the word "Allegro" which is a musical term that means "a brisk or rapid tempo", and conveys the purpose of the fund to rapidly grow businesses by growing and expanding operations, entering new markets or financing a significant acquisition. The Fund raised N\$460 million from 19 local investors and had its first close on 30 September 2016.

WHAT WE DO

We grow companies to their full potential. With a highly skilled team and years of experience behind us, we find those rare gems that we believe have attractive prospects. This doesn't mean we take chances. We apply stringent screening criteria

to the companies we invest in, and only a selected few are analysed further. We do a lot of financial modelling, which basically means that we create a simplified mathematical model designed to represent the financial performance of a company. After we have examined every detail we present our findings to the Investment Committee, an independent panel of experts, who give the final go-ahead on a deal.

We put a lot of focus on people, as they play an integral part in the success of any task. At Eos we have a saying that "50% of any deal is about people", and this includes assessing whether we can see ourselves building a relationship with our partner companies, who we will be dealing with extensively over the next five years.

We add value to our partner companies through assisting with developing strategies right through to implementing governance structures and optimising production processes.

TARGET SECTORS

- Consumer
- Services (financial and education)
- Information and Communication Technology
- General Industries
- Infrastructure



Welwitschia Private School was founded in 2001 to enable children with learning barriers to complete mainstream schooling by offering them special education assistance in smaller classes, as well as children who want more focused education with smaller classes.



Elso is a Namibian manufacturer of bio-degradable soaps, sanitary paper and cleaning equipment and was founded in 1956. It is focused on the Retail and Hospitality segments of the fast moving consumer goods (FMCG) and cleaning equipment markets.



Panel to Panel was founded in 2005 and supplies contractors and end customers across the country with insulated panels in their various applications such as cooling rooms, sterile environments and prefabricated houses.



Fabupharm is a Namibian manufacturer of pharmaceutical and personal care products and was founded in 1989 by FH Badenhorst.



EOS Capital

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www.eoscapital.com.na



Johannes !Gawaxab
Executive Chairman



Nicole Maske
Chief Executive Officer



Ekkehard Friedrich, CFA
Chief Investment Officer



Shetugwana Tulonga Shipena
Analyst



Jerome Thobias
Portfolio Manager



Rosemary Naobes
Portfolio Administrator



Emmarentia Irion
Office Manager



FNB NAMIBIA

INNOVATIVE FINANCIAL SERVICES FOR CONSUMERS & BUSINESSES

Since the inception of the group in 1907, we have been a part of a success story which continues to evolve. Every day brings new challenges and new ideas that lead to more success stories for the group.

As we continue to operate in this challenging economic environment we need to differentiate our business from those of our competitors and also ensure that our stakeholders understand what we stand for as a business, namely to optimise capital to ensure a sustainable business. While the main reason for our existence is to meet the shareholder value proposition of generating good returns, we should be mindful that this is not the only reason. We are also committed to a social-value proposition, which includes four elements: inclusive growth that brings all Namibians into the financial arena responsibly; a sense of belonging for all of our people in each of our brands in the group; a commitment to ethically do the right thing only; and fair treatment of our customers – all the while ensuring meaningful corporate social investment through the FNB Namibia Holdings Foundation Trust.

At FNB, “How can we help you?” is not just a slogan: it is who we are and how we work. When the public and our 52 000 social media followers see our brand they should understand that our contribution is far more than being an innovative financial partner – it is part of who we are.

Providing accessible and affordable transactional banking and lending as well as expert support regarding investment and insurance, and taking time to understand what customers wants and needs, are core to FNB’s customer-centric approach. E-solutions, process solutions and mobile solutions do not only drive internal efficiencies but, more importantly, also enable FNB to grow our clients’ wealth by assisting them to in turn support their own clients and improve their own lives.

We have noted that our customers are embracing the move from branch to digital transactions and therefore more affordable channels, leading to exceptionally strong transactional growth in all self-service channels. We are proud to have launched Automatic Deposit taking terminals to the market. We are also very pleased with the take-up by our depositing customers, who are now able to make real-time cash deposits 24 hours a day, 7 days a week.

A culture of excellence in service delivery remains core to our strategy. During the year we introduced a new customer-complaints management system which will help us to improve the tracking and addressing of service failures.

On the back of the successful acquisition of Pointbreak, we believe the launch of Ashburton Investments in Namibia will significantly benefit Namibian investors and the Namibian economy at large, as more investors will now receive access to the wider range of investment products and financial services offered by our group both in Namibia, South Africa and off-shore. We are confident that

this exciting development will deliver the scale, breadth and capabilities for us and our clients to compete more effectively and profitably in the global marketplace and provide highly competitive and sustainable returns to our clients.

The vehicle finance market has seen some of the biggest challenges in the recent past with new vehicle sales down by 24% year on year. Competitive interest rates and increased costs of funding have had a further negative impact on the business. Despite these challenges WesBank remains the market leader embodied by superior customer service.

The FNB Happiness Store is the first online e-commerce store where one can buy Happiness for fellow Namibians. Anyone can purchase Happiness in the form of a gift via www.fnbhappinessstore.com.na for fellow Namibians that have been identified. This corporate social responsibility (CSR) project continues to spread the helpful message across the country with donations valued at almost N\$40 000 made to individuals and charities.

We recently launched FNB Rewards which enables customers to earn cash back for doing everyday things like spending with their debit or credit card or using the FNB Namibia App. Rewards is just another way for us to recognise our customers in an innovative, meaningful and convenient way.

To find out more about how we can help you to profit from our partnership, planet and people approach, contact:



FNB Namibia

Tracy Eagles

Chief Marketing Officer

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FNB Namibia Holdings Ltd

@Parkside, 130 Independence Ave

Windhoek, Namibia

and the award goes to... you



FNB Namibia has been awarded 'Banker of the Year' for 10 years of which 9 have been consecutive. Our journey towards being the most innovative bank in Namibia comes down to a decade of value addition and creating long-term relationships with our customers.

Thank you, Namibia for sharing this award with us.



FNB

First National Bank

how can we help you?



GIPF

Government Institutions
Pension Fund

To guard, and to grow.

Circle of growth



Visit www.gipf.com.na



The GIPF endures by building upon testaments to success. Our financial approach is one which thrives off sound investments, solid decisions and the need to flourish in any financial weather.

We are the GIPF and we're here for you.
Live in the circle of growth.

The GIPF Circle of Investment

How do member funds contribute to the growth of their pension fund?
Here's how GIPF makes your retirement money work for you.



Contributions

GIPF collects money from members and their respective employers in the form of monthly contributions.



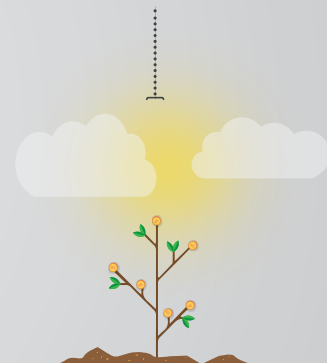
Investing

The Board of Trustees invests the contributions in unlisted and listed investments based on recommendations from the Investment Committee and an independent investment consultant.



Reinvestment

Any residual funds are then reinvested back into the investment fund, ready for another round of growth.



Growth

Once funds have been invested, they are allowed the opportunity to grow within the market and generate returns.

Claims Paid

The funds generated by GIPF are then used to process and pay the claims made by our members.



Guaranteed Benefits

The money generated adds to the fund base that secures the guaranteed benefits of all GIPF members.



GIPF is a fund that provides pension benefits for civil servants and employees of member institutions. Please feel free to contact any of our offices.

Windhoek	061 – 2051000	Ondangwa	065 – 241381/2	Swakopmund	064 – 461735/42	Gobabis	062 – 564098
Katima Mulilo	066 – 254589/254223	Otjiwarongo	067 – 307078/9	Keetmanshoop	063 – 226021	Rundu	066 – 256820/1
Oshakati	065 – 220587/42						



Email: info@gipf.com.na

HOLLARD NAMIBIA

BUSINESS INSURANCE – KNOWING YOUR OWN WORTH, AND A TAD MORE...

An integral part of growing a successful business is foresight, the ability to plan ahead. In the volatile markets we find ourselves in lately, critical planning and knowledge play a pivotal role in successfully navigating the road ahead and ensuring that any venture embarked on will yield positive results in the future.

Just as demographics and market stability plays a role in regards to business, Insurance plays a role in giving peace of mind: knowing that no matter what happens, the doors will still open tomorrow. But there are other facets that are often overlooked, especially when it comes to growth, and the re-evaluation of what exactly you are covered for.

As most stable businesses expand, acquisition of new equity is a normal process, whether it be fleet, property or the hiring of additional staff to cope with the growing workload. Sometimes changes are so sudden that key elements in regard to updating a specific policy are overlooked, leading to a business paying either too much for what they don't have, or having valuables not covered at all.

YOUR BUSINESS IS UNIQUE

Business diversity is definitely a fundamental point to consider when assessing what exactly you and your company should be covering. Various businesses will have different elements to consider in the insurance process, such as operations unique to a specific business. This for example will include employees working with dangerous equipment such as in the mining industry. Are you covered in the event of an accident happening in circumstances related to your specific industry?

This would require you to determine whether or not you have adequate cover in such a case. It might also require you to add on to your existing policy, making 100% sure that you have all bases covered in the event of you needing to take advantage of that specific policy.

DOES YOUR INSURANCE GROW WITH YOU?

As your business grows from strength to strength it can lead to a substantial growth on your current insurance premium as well. Make no mistake, rapidly expanding enterprise is a wonderful thing, but business owners should always ensure that their coverage encompasses all aspects of the business as it expands.

Owners should conduct an annual reevaluation of the exact coverage they currently have, and even more often if the projection for growth might happen faster than they anticipate. It is vital for any business to be able to conduct business, without concerns of this nature.

THE SAME APPLIES FOR OVER PAYING.

If a business has scaled down, or more specifically having been forced to cut back on employment or property (smaller office), or if the function/job that the business conducts has changed, you might actually be over paying for cover that you do not necessarily need. It is important that you always remain aware of what is and will be the status of your business regarding what needs to be protected.

SAY HELLO HOLLARD BUSINESS INSURANCE

Hollard has had year of insurance experience and people who care. We therefore offer products

developed specifically created to cater for the particular needs of a business, whether it be large-scale operations such as mining, or personal business ventures. Our doors are always open to discuss and give advice to anyone interested in knowing exactly what makes Business insurance such a vital element of any successful enterprise, what they pay for, and what they should pay for - because integrity is a Hollard way of life.

With products ranging from Business Insurance cover (BI Cover), farmers insurance, marine insurance, engineering insurance and a wide range of available guarantees and liability policies, we at Hollard understand the finer details of the trade, and will stand by and support our clients just as have through the years, diligently and respectfully!

SAY HELLO TO BIZLIFE

As part of our commitment to deliver innovative and cost-effective insurance solutions that are tailor-made to suit the needs of our clients on different levels, the BizLife product was specially designed to cater for the lower-end of the market (especially SMEs and farmers). BizLife is a simple yet affordable group life product that offers multiple plans with different covers/benefit amounts. The client has an option to select one plan that best suits their insurance needs. Benefits are offered as flat benefits and include all of the following:

DEATH BENEFIT

This benefit provides a lump sum benefit as per the selected plan, on the death of the Business Partner, Owner or Employee. If selected at quotation stage, there is also a lump -sum benefit payable on the death of the spouse or children of the Business Partner or Owner and the employee.

CRITICAL ILLNESS

This benefit provides a lump-sum monetary benefit as per selected plan to an individual on diagnosis of a covered disease that can assist with medical and other illness-related costs. This benefit is linked to the death benefit and therefore, accelerates the death benefit. However, an option to restore the death benefit after a survival period of 30 days is available. This benefit is only applicable to Business Owners or Partners.

LET'S NOT FORGET ABOUT SHORT TERM INSURANCE!

Car Insurance, - we all know the value of comprehensive car insurance and the peace of mind it brings every single time you place your hands on the steering wheel. **Home Insurance**, ensures the structure as well as the contents of your family home. **Funeral Insurance** protects your loved ones in the untimely event of a death in the family. **Travel Insurance** is crucial for those pesky cancelled flights or if you happened to fall down an escalator, or if your bags are lost. **Legal insurance** is an excellent way of ensuring that you get the financial support you need to cover the costs associated with a personal legal dispute - just in case you felt you were wrongly dismissed from you job.

HOLLARD, WHERE YOU WILL ALWAYS KNOW YOUR OWN WORTH!

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KÖNIGSTEIN CAPITAL

INDEPENDENT UNLISTED INVESTMENT SOLUTIONS

The Königstein Capital Group was established in 2009 as an independent unlisted investment manager that focuses on private equity and venture capital fund management in the Namibian market. The management team has extensive experience in various sectors of the economy gained over the last 35 years.

Königstein offers the following features that will unlock value for investors, entrepreneurs and developers:

- extensive experience in and knowledge of the Namibian business environment
- a successful track record
- superior proven financial deal-making abilities
- a network of key players in various industries to ensure deal flow
- good corporate governance structures
- strict risk management
- the ability to take part in the management of portfolio investment company if required.

Through its current funds under management, Königstein Capital has already invested more than N\$350 million in projects and investments with an economical value in excess of N\$900 million. Königstein has the necessary fund structures in place to offer investment alternatives to pension funds, institutional and other investors.

UNLISTED INVESTMENT FUNDS PROPERTY AND INFRASTRUCTURE

KÖNIGSTEIN CAPITAL PROPERTY INVESTMENT FUND

The Königstein Capital Property Investment Fund (KCPIF), with the Government Institutions Pension Fund as principal investor, was established to invest in the development of immovable property and infrastructure projects. This fund has a mandate to invest in the development of the following projects:

- retail property
- commercial property
- industrial property
- residential property
- infrastructure development.

The fund has invested in a number of very successful property-development projects which resulted in nearly 700 individual property units developed. There are various new property development transactions in the pipeline.

GENERAL PRIVATE EQUITY AND VENTURE CAPITAL

SPITZ INVESTMENTS

Spitz Investments (Pty) Ltd is a closed fund with existing investments in a diverse portfolio of businesses that include healthcare (i.e. the Namibian Oncology Centre), property and biomass investments.

SPITZ CAPITAL

Spitz Capital (Pty) Ltd is the latest established fund. It is a Regulation 29 compliant unlisted investment vehicle, with the Government Institutions

Pension Fund as principal investor.

Investment sector focus:

- agribusiness and agriculture
- health care
- manufacturing, industry and services
- general business
- media, and
- financial services.

GENERAL

Our investment objective is to provide sustainable investment returns for our investors from a diversified portfolio in profitable businesses. Investments are generally made in existing businesses with a good growth potential or start-up ventures with a unique value proposition. Normally, material equity positions in portfolio companies will be acquired and our approach is to partner with management, play an active role in the strategic decision-making processes and together grow the value of the business.

We follow a proper investment process that includes due diligence, negotiations, deal structuring and final recommendation by an investment committee that includes independent, non-executive trustees or directors.

Investments in the underlying portfolio companies are structured in such a way as to maximise return and to contain risk. We may use any of the following mechanisms to invest:

- subscription in ordinary shares, preference shares and/or debentures
- advancing of loans
- a combination of the above.

OUR PEOPLE

The individuals involved are Albie Basson, Jacques Maree, Arno Louw, Albert Basson, Etii Etopi and Vidette Rickerts who have extensive business, investment management, deal structuring and corporate finance experience.



KÖNIGSTEIN CAPITAL

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YOUR NAMIBIAN CAPITAL PARTNER

FOCUSED IN UNLISTED INVESTMENTS AND PRIVATE EQUITY

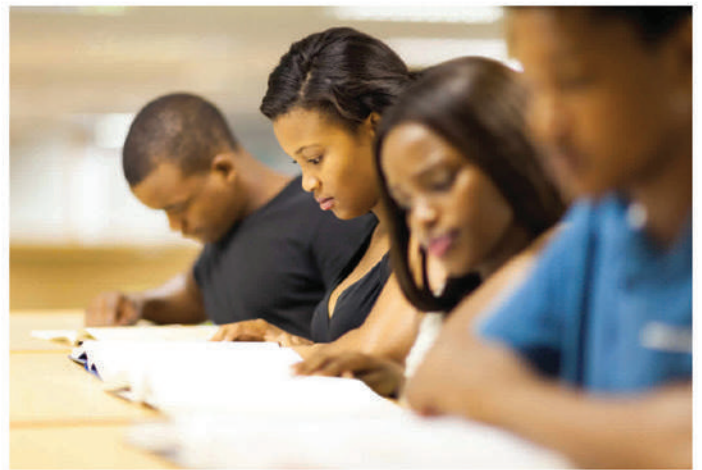
SPITZ
CAPITAL

Managed by Königstein Capital

PROPERTY & INFRASTRUCTURE DEVELOPMENT FUND

KCPIF KÖNIGSTEIN
CAPITAL
PROPERTY
INVESTMENT
FUND

UNLOCKING NAMIBIAN OPPORTUNITIES SINCE 2011



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LET EXPERIENCE BE YOUR GUIDE.

We've all heard the stories of pioneers navigating treacherous terrain using only the stars as a guide. Sometimes the terrain wasn't even treacherous, just completely unknown. But the stars were a constant in all the stories - ever-guiding, showing the way if you knew how to read them.

At Namibia Asset Management, we've been delivering consistent investment performance for over 20 years, building financial wealth and securing financial futures for our clients.

Our investment expertise is your long-term advantage.



NAMIBIA ASSET MANAGEMENT

— *Our expertise. Your advantage.* —

NAMIBIA ASSET MANAGEMENT

“We are one of the largest asset management companies in Namibia and the only pure asset manager listed on the Namibian Stock Exchange”

At Namibia Asset Management Limited we have been making sense of money matters since 1996 by looking after your investments as if it is our own. We take pride in the fact that we are one of the largest asset management companies in Namibia and the only pure asset manager listed on the Namibian Stock Exchange. So we can truly say that we understand the local market. Our investment philosophy is rooted in the two pillars of being valuation driven and having a long-term horizon to investments.

As a result, we are renowned for our strong and consistent investment performance over meaningful periods and exceptional client service.

We provide investment products to both institutional and personal investors, with exposure to domestic and global equity as well as fixed interest and listed property. We currently look after assets on behalf of multiple pension and provident funds, medical aid schemes, insurance companies and trusts. Many of these clients have

been part of the Namibia Asset Management Limited family for over 20 years.

We are pleased to announce that we reopened our top-performing SA Equity and Multi-Asset institutional portfolios in March 2017. In 2012, we closed these strategies to new institutional clients with the aim of protecting our ability to deliver on long-term performance objectives for our existing clients. Our complete and diversified range of portfolios is now open to all clients.

OUR CORE FUND RANGE CONSISTS OF THE FOLLOWING PRODUCT OFFERING:

FUND NAME	NAM CORONATION MONEY-MARKET FUND	NAM CORONATION STRATEGIC INCOME FUND	NAM CORONATION BALANCED DEFENSIVE FUND	NAM CORONATION CAPITAL PLUS FUND	NAM CORONATION BALANCED PLUS FUND
FUND DESCRIPTION	Our lowest risk fund that aims to provide a higher level of income than fixed deposits and call accounts.	Asset allocation across the yielding asset classes.	A lower risk alternative to Capital Plus for investors requiring a growing regular income.	Focused on providing a growing regular income.	Best investment views across all asset classes for retirement savers.
INVESTOR PROFILE	The fund is suitable for investors who are seeking an alternative to bank deposits and/or a short-term parking place for their capital.	The fund is suitable for investors who are looking for an intelligent alternative to cash or bank deposits over periods from 12 to 36 months.	The fund is suitable for investors seeking a defensive investment solution enabling a regular income drawdown.	Ideal for investors in retirement.	The fund is suitable for investors building up long-term retirement capital.
RISK RATING	1/10	2/10	3/10	4/10	6/10
TIME HORIZON	1 MONTH +	1 – 3 YEARS	2 YEARS +	3 YEARS +	5 YEARS +

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NAMIBIA MINeworkERS INVESTMENT HOLDINGS COMPANY (PTY) LTD

20 YEARS OF NAM-MIC AND WEALTH DISTRIBUTION



NAM-MIC CEO – Joshua Kaitungwa

VISION - To be the leading broad-based organization that strives to make a significant impact in the socio-economic development of Namibia

MISSION - To optimize shareholder's value through diligent investments

VALUES - Care, Equality, Excellence, Integrity, Innovation & Prosperity

To review 20 years of growth and success at the Namibian Mineworkers Investment Holding Company Pty Ltd (Nam-mic), means a walk down memory lane with committed board members, management, employees, and union officials. Other permanent structures on that lane are the contributions of various Government ministries and agencies that assisted in Nam-mic's rise over the years.

Nam-mic has parlayed an initial N\$600,000 worth of investments in 1997 to N\$149 million in 2013, N\$248 million in 2015 and N\$315 million in 2016. 2017 projections offer an even higher total asset base. By any measure, this epitomises a major measuring stick for corporate success. Nam-mic was incorporated on 15 July 1997. The company, which is involved in various businesses covering several sectors of the Namibian economy, is 100 percent owned by the Mineworkers Union of Namibia (MUN) through the Namibian Miners Investment Trust or NAMIT.

The Trust's subsidiaries are vast and viable. They include Namprop, which is a property investment company, Preferred Management, which is involved in infrastructure and property development as well as Tall Grass Ranches, an agriculture and tourism industry firm. Nam-mic also has stakes in B2Gold Namibia, through its company, the Walvis Bay Refinery company, and a stake in Enviroserv, a waste management company. Other stakes are in Primehealth Namibia, Trip Travel, Crossroads Distribution, SkyNet Worldwide Express and Avis Namibia. In the financial services sector, Nam-mic has interests in Bank Windhoek, Sanlam Namibia and the short-term insurance company,

Santam. The group also owns Nam-mic financial services, financial solutions and payment solutions.

Nam-mic's second Managing Director, Sackey Aiping, details the company's entry into various businesses, showing the viability of the business and the commitment to the needs of the workers whose funds they were charged with investing and growing. "Nam-mic's first investment was in property where we built houses for the mine workers in Oranjemund. The aim of this was to address the housing needs of the workers. "We later went into transport, Ituyeni Transport services. We brought seven buses for the transportation of our members. They were faced with challenges of travelling long distances and we wanted to give direct relief to our members while making an investment that could return revenues to the company."

According to Aiping, Nam-Mic was not profitable in the first five years of operations. "The first company profit of N\$3 million was earned in 2002. The value of Nam-mic investments in that year grew from N\$27 million to N\$36 million. We then saw the scope for growth and additional profits by going into the food industry, so we set up a Catering company, Nutrifood. "We began doing the catering services for the defence forces, schools, hostels and also hospitals. Through tenders we were able to give out the food supply to downstream companies owned by previously disadvantaged Namibians (PDNs). We owned 30 percent of this business. "Later, Nam-mic expanded more into transport and brought shares in Crossroads Namibia (a road transport, logistics and forwarding company). Nam-mic owns 25 percent in Avis Namibia (a car rental company) that brought its percentage of the company through Ekuya Investments; a subsidiary company owned 100 percent by Nam-mic.

As part of our mission statement, to improve the lives, not only of its mine worker constituency, but black Namibians in general, Nam-mic responded to a need to help improve the health sector.

The company went into medical aid health administration through a company called Prime Health, which was 45 percent owned by Nam-mic. In a bid to address the vision of Nam-mic, which is to be the leading Namibian broad-based economic empowerment company, creating opportunities for and building and distributing wealth to all its stakeholders, the board approved the company's entry into the mining sector through the acquisition of a 10 percent stake in B2Gold Namibia, 49 percent in Enviro, a waste management company and 10 percent in Salt Refinery. But, the skillful diversification of Nam-mic's wealth-generation portfolio did not stop there. "As a believer in offering top-class tourism and business travelers' hospitality, Nam-mic today also own shares in a number of accommodation facilities within the hospitality sector such as Tall Grass Ranch (Umti Lodge)," says Aiping.

Further investments in the booming tourism industry led Nam-mic to invest in the tailor-made tour operator, Namibia Exclusive Safari. Nam-mic has also undertaken various projects such as the

Outapi water reticulation facility, roads infrastructure services and the much-needed land servicing industry. Furthering its vision and mission and making soundly profitable investments in the growth and development of all parts of Namibia, Nam-mic acquired a part of the business side of the Karibib sewage pond relocation; Rundu, Oshakati, Ondangwa and Eenhana water upgrading and sewage ponds upgrading. All of these services were done under the Government’s fast track program working with the Ministry of local and regional government housing. Aiping noted that Nam-mic’s interest in financial services bloomed “with the establishment of Nam-mic financial services holdings by acquiring 34 percent of the company.” Nam-mic today owns 10.5 percent in Bank Windhoek, 16.4 percent in Sanlam Namibia and 12 percent in Santam Namibia.

Current Nam-mic Managing Director, Joshua Kaitungwa, says there is a strong interdependence amongst these sectors in which the company is invested in.

“Therefore, it is important to strengthen the value chain through backward and upward linkages that exists. In this way, we can increase the wealth of the union, our members and the country at large,” Kaitungwa says.

The company’s 2014/2015 Annual Report shows that there has been an upward trend in revenue and profit since its inception. Revenues increased from N\$5,8 million in 2011 to N\$16 million in 2015, while profit increased from N\$1,2 million in 2011 to N\$9,4 million in 2015. As at 31 December 2016, the value of Nam-mic investments stood at N\$305 million. Considering the initial investment of N\$600,000 in 1997, Nam-mic’s performance and growth in the last 20 years have been nothing short of phenomena.

Nam-mic Holdings CEO, Joshua Kaitungwa, has been at the helm of the company for 10 years during which time he has witnessed

tremendous growth from the asset value of N\$54.1 million in 2007 to a N\$314,557,431 at 31 December 2016 financial year end. By the end of 2016 financial year the gearing ratio (debt/equity) of the company was 10%. We have interests in the financial intermediation, real estate, mining and quarrying, hotels and restaurants, health and travelling, transportation and communication sectors.

Kaitungwa was shaped by his trade union experiences to focus on worker concerns and priorities while he was working for Namdeb, where he worked for 20 years.

“I was groomed into the trade union leadership,” he says as he recounts how he became associated with Nam-mic. “Some of my efforts helped to steer Nam-mic to what it is today. The level of growth and the investment performance of the company are self-explanatory. The seed capital injected was refunded to the shareholder.”

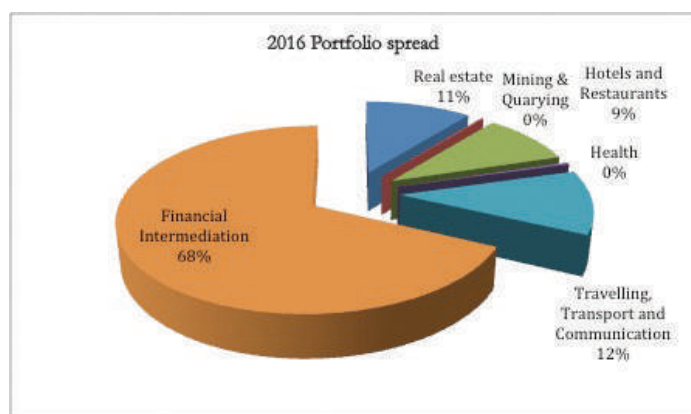
Kaitungwa says the company is now self-sustaining and is financially independent. “It has not been capitalized by the by its shareholder again. This is testimony that the company had been strategically and operationally well managed during the past 20 years.”

The CEO praises NAM-MIC’s pioneering leaders (the Board and Management for setting a strong foundation on which the current growth is based.

To date Nam-mic has paid 13,333,614 to its shareholder (Nam-mic) as dividends. Included in the amount above is dividend of N\$3,789,177 declared and paid in 2017, related to the profit of 2016.

Dividends of the 20th year of the existence of the company would be considered based on the 2017 financial year end.

“Creating value. Growing your future”



NAM-MIC HOLDINGS

Joseph Mundia

Manager: Investment & Finance

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www.nam-mic.com

MEET OUR CIB TEAM

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OLD MUTUAL - AFRICA'S FINANCIAL SERVICES CHAMPION

Driving socio-economic growth and transformation while enabling positive futures for our customers in Namibia and across the continent.



Old Mutual is a trusted household name in Namibia, and we have been inspiring confidence and providing financial wellbeing to Namibians for over 97 years.

We are committed to making it easy for our valued customers to access us, and we go out of our way to provide them with financial solutions that are most certain to deliver on our promise and by treating our customers fairly and engaging with them clearly and in their preferred language, we are able to give relevant advice and provide effective and easy-to-understand financial education and coaching on all facets of financial services.

Kosmas Egumbo
Group CEO

Old Mutual's managed separation

To continue to succeed in an environment with constantly shifting macro-economic and geopolitical challenges requires us to be agile and dynamic, and skilled at assessing, analysing and adapting to the ever changing operating environment. Building value over the long term in a world that is changing at an accelerating pace requires enormous flexibility.

The Old Mutual Group is changing the structure of its organisation through a strategic process called managed separation. From an African perspective, this strategy will create an independent and more focused business, headquartered in Johannesburg, strategically focused on Africa. Our primary listing will be on the JSE with secondary listings in Namibia, Zimbabwe, Malawi and London. The process is expected to be materially completed by the end of 2018.

Our focus continues to be on driving a customer-centric culture, making a positive socio-economic contribution in all the markets in which we operate, and delivering benefits to all our stakeholders.



The managed separation will unlock shareholder value, reduce central costs and advance the growth of the business and its socio-economic role in Africa.

Old Mutual is a Licensed Financial Services Provider

A proud track record

Deeply embedded in the Namibian communities we serve, we will continue to focus on partnering Namibians to achieve their financial goals and on making a sustained contribution to the economy and society.

AFRICA

- First opened our doors in **South Africa in 1845**
- Serves more than **10 million customers** on the African continent
- **Largest Fund Manager** in Africa
- **28 000 Employees** on the continent
- Certified as a Top Employer in all the countries in Africa that we operate in

NAMIBIA

- **Number 1** Brand in the financial services sector in Namibia for **2015, 2016 & 2017**
- Industry leader in the Top Employer financial services and insurance sector for the **seventh consecutive year**
- Operating in Namibia since **1920**, we have 97 years of financial wisdom to pass on
- **915 employees**
- **24 branches** covering all regions of Namibia

Achievement through great leadership

Our strong local credentials and respected brand emanates from great leadership over the years. Leading our Namibian business is Kosmas Egumbo, Old Mutual Namibia Group CEO and a dynamic and diverse team that will steer the company to even greater heights with focus on customer experience.



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CEO:
OMIGNAM



Nangula Kauluma
MD: Short-Term
Insurance



Vinay Padayachee
CEO Life Company



Kosmas Egumbo
Group CEO



Brigitte Weichert
Chief Financial Officer



Ben Jacobs
Operations Executive



Ndangi Katoma
Marketing,
Transformation &
Customer Executive

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CEO: Wealth/
Retail Affluent
Executive



Lionel Kennemeyer
Executive:
Retail Mass Market
& Old Mutual Finance



Patricia Olivier
CEO: Corporate
Segment



Aletha Haufiku
Human Resources
Executive



Brenda Esterhuysen
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- Indirect tax

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- Forensic and Dispute Services
- Tip-Offs Anonymous

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NMG BENEFITS NAMIBIA

HELPING BUSINESS DEVELOP OUTSTANDING EMPLOYEE BENEFITS SOLUTIONS

NMG Group is a global advisory business focused on the financial services sector. The NMG Group which turns 25 this year is made up of three core businesses:

NMG Consulting: A leading multinational consultancy focused exclusively on wealth, insurance and reinsurance markets

NMG Benefits: An employee benefit consulting and administration business

NMG Capital: A private equity business investing in financial services entities

ABOUT NMG BENEFITS

NMG Benefits, the Southern African subsidiary of the NMG Group, is a leading provider of employee benefits advice and services in Southern Africa. Our focus is to provide retirement funds, medical schemes, life insurance companies, employers and employees with specialised advice. With 25 years in existence NMG is the second largest independent healthcare intermediary consultancy in Southern Africa with a portfolio exceeding 110 000 principal members under advice. NMG employs more than 80 professionally qualified consultants, together with wellness and clinical expertise, as well as an actuarial team consisting of 22 qualified professionals and specialists capable of providing a depth of analytical and timely intelligence to clients. NMG Namibia has N\$21 billion assets under management and South Africa has R27 billion.

NMG CORE VALUES

We put this value ahead of any other, as it best describes the people we enjoy working with and the way in which we tackle our goals.

Collaboration

At NMG we see ourselves as part of a team, with shared goals and a common history. We look out for each other, and have a collective desire to learn and improve.

Collaboration is what unites and strengthens us, and makes NMG a success.

Make It Count

What drives us is our desire to make a difference, to make our careers count for something, to look back on our achievements and our legacy with conviction and satisfaction. We have a commitment to authenticity and truth, to do work that matters. And we will always be honest with our clients.

Go For It

We foster an environment in which people are comfortable promoting their ideas, and where originality and creativity is valued.

Curiosity

It is our curiosity that will help us create a company filled with exciting ideas and innovative thinking. And in our fast-moving marketplace, it is our curiosity that will ensure we continue to lead, rather than to follow the crowd.

OUR APPROACH

Our approach is to help clients take a complete view of their employee benefits programme to ensure that the relationship between the employer and the employee encourages greater productivity and loyalty, whilst at the same time protecting the future financial security of the business.

At NMG, we recognise that each employer group is unique and therefore our solutions and services are unique. Our services not only include the standard transactional services you would expect to receive from your intermediary, but we also provide you with the consulting expertise and tools to improve the overall health and wellbeing of your employees.

OUR OFFERING

At NMG Benefits Namibia we offer consulting services that include the following:

- Retirement Fund Actuarial, Investment and Benefit Consulting

- Tailor made Retirement Fund solutions (in-fund annuities and preservation options)
- Retirement Fund management and supervision
- Medical Scheme Actuarial and Investment Consulting
- Medical Scheme benchmarking and value for money analysis
- Employer healthcare and wellness models
- Regulatory and compliance management
- Employer benchmarking
- Client specific benefit programs
- Balance sheet management
- Strategic planning and management
- Enterprise risk management
- Asset/liability matching and investment strategies
- Post-Retirement Medical Aid (PRMA) and Severance Pay (SP) Liability Valuations
- Short and Long Term Insurance solutions



NMG Consultants and Actuaries (Pty) Ltd


Gert Grobler

General Manager: NMG Consultants and Actuaries Namibia

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Gert Grobler
General Manager
NMG Benefit
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RMB NAMIBIA

AN ALL-IN-ONE SOLUTION FOR CORPORATE CLIENTS



Conrad Dempsey - Executive Officer of RMB Namibia

RAND MERCHANT BANK NAMIBIA – A LEADING SOLUTIONS-DRIVEN AFRICAN CORPORATE AND INVESTMENT BANK

There are those who understand the laws of money and then there are solutionists. At RMB Namibia we are passionate about solving problems for our clients by asking the hard questions. We challenge accepted thinking. We analyse and seek solutions beyond the obvious. We are innovative in our thinking and turn challenges into opportunities. We call ourselves 'solutionist thinkers' who deliver on our brand promise: 'Traditional values. Innovative ideas'.

RMB Namibia has established itself as a market leader and fully fledged corporate and investment bank in Namibia. We offer our corporate clients a comprehensive suite of transactional, trade and working capital solutions. We also have a full global markets capability through foreign exchange, innovative financial instruments and a busy structuring desk.

As the corporate and investment arm of the FirstRand Group, we are part of the largest financial services groups (by market capitalisation) in Africa, with access to a network of retail banks in 25 African countries, including representative offices and branches in the UK, India, China, and the Middle East. The RMB brand in Namibia is also part of the wider FNB Namibia Holdings Group.

WE CREATE BESPOKE SOLUTIONS FOR OUR CLIENTS AND SHAREHOLDERS

Our vision is to create sustainable value, bespoke solutions and superior economic returns for our clients and shareholders. We tailor our solutions to meet the needs of our clients across a vast range of industries, ranging from renewable energy and manufacturing to mining, financial services, retail, construction and transport.

By placing our clients at the centre of our innovation, we unlock possibilities and opportunities for them to grow their investments and businesses. We nurture mutually rewarding relationships and constantly challenge the norm, question existing models and develop innovative and bespoke products to grow our clients' businesses.

Our teams are experienced in structuring appropriate solutions for any project, be it through traditional project finance, leveraged finance, debt capital markets or asset-backed financing. As a part of FNB, RMB Namibia is also able to provide financing for smaller projects which require different solutions than more established and larger businesses.

Our RMB Namibia Custody Services custodian mandates consist of institutional clients such as life insurance companies, pension funds, global custodians and unit trusts and consolidated (collective) investment schemes, all of which are regulated and registered with the Namibian Financial Institutional Supervisory Authority (NAMFISA).

A RESPECTED TALENT BRAND

Our ability to think differently, our collaborative spirit, our client-centric solutions and our belief that great minds don't always have to think alike, is what sets us apart.

As a respected talent brand we create an environment where exceptional people can create their own opportunities. While our competitors all employ smart, hard-working, self-motivated people, it is the opportunities we afford our talent that makes the difference.



Traditional values. Innovative ideas.

RMB NAMIBIA

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PWC NAMIBIA

BUILDING TRUST | SOLVING PROBLEMS



Nangula Uaandja (Country Senior Partner); Hans Hashagen (Advisory and Risk Assurance Services Leader), Chantell Husselmann (Tax Leader) and Louis van der Riet (Assurance Leader).

Our world is changing fast.

Through our drive to be innovative and stay relevant, we have been working hard to expand new-generation professional services for our clients. These solutions have leveraged our skills and experience to serve Namibian businesses as auditors, accountants, business consultants and tax advisors over the past 40 years.

Our services were created with a purpose: to build trust between stakeholders in the Namibian business community and to solve important problems for our society.

MARKET RESEARCH & SURVEYS

Market Research & Surveys specialises in delivering strategic solutions based on comprehensive stakeholder research.

WHAT MAKES US UNIQUE?

- Our research consultants are connected to the PwC international support network

- Through industry affiliations, our teams are trained on the latest research methodologies. This includes panel research, mobile journals, on-line focus group discussions and customer experience research applications. We understand Namibia and its people
- Interviews can be conducted in the preferred Namibian vernacular language of respondents
- We operate country-wide and continuously grow and train our fieldwork teams
- Questionnaires are tailor-made based on our clients' needs and our understanding of the Namibian survey population
- We subscribe to the SAMRA (Southern African Market Research Association) Code of Conduct

www.pwc.com/na/market-research

PWC BUSINESS SCHOOL

The PwC Business School provides business training programmes for directors, executives, managers and employees.

Presented by experts with practical experience in the

Namibian market: Visit www.pwc.com/na/events for training course details.

BUSINESS AND INVESTMENT GUIDE FOR NAMIBIA

The Investment Guide was developed to provide investors with practical guidelines on setting up a business in Namibia. It covers all major legal and regulatory requirements, explains processes, and provides general information on Namibia to help investors and business owners. www.pwc.com/na/business-and-investment-guide-for-namibia

REMCHANNEL®

With more than 100 local participant companies and over 60 000 data points, PwC's Remchannel is the largest online salary survey in Namibia. Our leading-edge survey system allows executives and HR practitioners to make informed Namibian reward and strategy decisions using the system's distinctive features:

- local support: our RemChannel support team (four consultants) is based in Windhoek
 - reliable data: rigorous testing to ensure data integrity
 - real time: a rolling, live database; data updated every month
 - choice: the option to select Namibian industry comparator circles
 - user training presented at the PwC Business School
 - access: data is accessible on-line, 24 hours and customised reports per user are set up
 - value: one data submission once per annum provides access to multiple surveys.
- www.pwc.com/na/remchannel

PWC'S TAXTIM FOR QUICK AND EASY TAX RETURNS.

TaxTim is an online digital assistant (www.taxtim.pwc.com.na) that completes your tax return for you in less than 30 minutes. Tim asks simple and easy questions, and uses your answers to fill in your tax return instantly and professionally. The final product is a printable tax return, ready for submission to the taxman.

Contact Nangula or one of our service line leaders for a conversation about how we can support your business in Namibia.

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PWC NAMIBIA

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STANDARD BANK

CORPORATE AND INVESTMENT BANKING

Standard Bank has been present in Namibia since 1915 with the first commercial bank opening in Lüderitz in August 1915. Our Namibian operation has grown to be a major player in the local market with representation across the country.

We service the evolving needs of local and international clients through our universal banking offering, delivered by 1752 employees at 58 branches, along with 297 ATMs and our advanced online banking services. We have the widest branch and ATM network in the country.

Our Corporate & Investment Banking team combines an in-depth understanding of local market conditions and drivers. With our experience in emerging markets, we can develop client-focused solutions, customised to each client's unique requirements. Moreover, we are able to leverage Standard Bank's extensive presence to create cross-border solutions, supported by our global network of experts along with world-class risk and capital management systems.

Our Corporate and Investment Banking team services a substantial share of the local market in the public, mining and metals, and financial services sectors. As a global leader in commodity-related financial services, we are well positioned to realise significant opportunities in Namibia's mining and agricultural sectors. We have strong capability in key strategic sectors namely power, infrastructure, oil and gas, mining and metals as well as property finance.

Within the Corporate and Investment Banking Division, the Bank not only provides investment banking services to corporate clients inclusive of full service bank offerings, but also further draws on the deep resources across the Standard Bank Group in its delivery of innovative solutions to clients.

Standard Bank Namibia was bestowed the 'Best Investment Bank in Namibia Award' as recently presented by EMEA Finance when it announced its winners at its 10th African Banking Awards 2017. EMEA Finance recognizes retail and investment banks, asset managers, brokers and advisers for their accomplishments across the year. Winners exemplify the sound, sustainable management required to switch gears and temper strategies when their business environments change direction.

Our success lies essentially in our local knowledge and relationships where our relevant corporate and investment banking experience and have long term relationships with, among others, the following businesses with multinational and local corporations in the country, mobile network operators as well as Government ministries and parastatals. Our expertise, skills and footprint leverage speaks to our combined local knowledge with our global pool of specialist understanding across products, industry sectors and geographies. And lastly, our tailor made solutions play a pivotal role as we are well positioned to deliver bespoke and value enhancing solutions that are tailored to the Namibian operating environment.

Furthermore, as part of Standard Bank Group, the Bank has a physical presence on the African continent ensuring a deep understanding of the markets in which it operates with a primary focus on its client's needs and priorities, as well as in North and South America, Europe, the Middle-East and China. This gives our clients the benefit of having access to the latest innovative solutions in the financial sectors across the world as well as enhancing our capability to raise capital internationally for our African clients.

Standard Bank is recognised for being 'the leading investment banking franchise in Namibia' with excellent capabilities in debt capital markets, advisory and debt arranging. It provides investment banking services to large corporate clients within its Corporate and Investment Banking department.

The Corporate and Investment Banking department has a portfolio which includes most of the leading local entities as well as multinationals across the country's key sectors such as Financial Services, Power & Infrastructure, Consumer as well as Government & Public Service clients.

The Standard Bank brand is internationally well known and trusted for its capability to handle large and complex transactions in an efficient and innovative manner.



Standard Bank

STANDARD BANK

Surihe Gaomas-Guchu; Manager: PR & Corporate Communication

Standard Bank: Marketing Department

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"What are the most valuable commodities in Namibia?"

"Experience and expertise."

A unique combination of on-the-ground expertise, comprehensive cross-border capabilities and the sector and regulatory expertise of corporate finance specialists, makes us your ideal partner for growth in this country we call home.

standardbank.com.na

Corporate and Investment Banking

Standard Bank Moving Forward™

FISHING

FLIES HIGH

NAMIBIA IS A MAJOR FISH EXPORTING COUNTRY AND FISH CONTINUES TO BE NAMIBIA'S NUMBER ONE EXPORT REVENUE EARNER IN TERMS OF FOOD ITEMS. OVERALL, FISH FORMS PART OF THE TOP FIVE MAJOR EXPORT COMMODITIES BY VALUE. THE RECENT GROWTH IN FISH EXPORTS WAS DUE TO HIGH FOREIGN DEMAND, IN PARTICULAR BY THE NEIGHBORING ZAMBIA AND SPAIN. NAMIBIA'S REVENUE GENERATED FROM THE SALES OF FISH AVERAGED N\$5 974 MILLION FOR THE PERIOD BETWEEN 2007 AND 2016, REACHING AN ALL-TIME HIGH OF N\$8 804 MILLION IN 2016, AND A RECORD LOW OF N\$3 452 MILLION IN 2007. FISH EXPORTS RECORDED THE STRONGEST GROWTH IN 2008, 2013 AND 2016, IN WHICH EXPORTS ROSE BY 32.6%, 22.8% AND 24.2% RESPECTIVELY.

FISHERY AREAS AND MAIN RESOURCES MARINE SECTOR

Namibia has one of the most productive fishing grounds in the world, based on the Benguela Current System, one of the four eastern boundary upwelling systems in the world (the others are off north-east Africa, off California and off Peru). These systems support rich populations of fish, which form the basis for the Namibian marine fisheries sector.

Namibia's 200 nautical mile Exclusive Economic Zone (EEZ) commercial biomass contain about 20 different species consisting primarily of small pelagic species (pilchard, anchovy, horse mackerel and mackerel) and lobster along the shallower onshore waters on the continental shelf, as well as large pelagic species including adult mackerel, demersal hake and other deep-sea species (monkfish, sole and crab) in the waters further offshore.

Out of the 20 fish species commercially exploited in Namibia, eight species are regulated through Total Allowable Catch (TAC). Resources available in quantity for export are horse mackerel and hake. Namibian horse mackerel is the dominating species in terms of volume in the Namibian waters. As it contains only 3% to 8% body fat, it is both healthy and highly nutritional as well as a vital staple food source for many nations in the region. Hake products are of good quality and increasingly in demand in the European Union (EU) and other international markets for the catering and retail markets.

The orange roughy is another of Namibia's marine resources. This fish, often referred to as the 'diamond of the sea', is a rare, high-priced addition to Namibia's exports in this sector. Only commercially exploited in 1994, Namibia has become the world's second largest supplier of orange roughy; however, the catches of the species have been small in recent years.

Other marine exports include rock lobster, crab, oysters, monk, tuna, pilchards, seaweed, anchovy, redeye, snoek, sole, kingklip, panga, John Dory, angelfish, shark, swordfish, kob, barbel, squid, cardinal fish, Cape guarnard, grenadier, Jacopever, chub mackerel, octopus and mullet.

The state of the stocks is fair for most of the species, despite declining landings in recent years. However, it is the pilchard stocks that are of much concern to the nation. The pilchard population was seriously reduced during the 1990s due to negative environmental circumstances between 1993 and 1995 (so-called 'Benguela Niño') and the negative effects of overfishing in the period before independence. In 2001, the stock assessment was indicating less than 100 000 MT. The Ministry of Fisheries and Marine Resources made the decision to set zero quotas for pilchard in 2002 in order to allow the rebuilding of the stocks. In October 2003, the adult stocks of this short-lived species were estimated to be 300 000 MT.

AQUACULTURE SECTOR

Besides the marine captured fisheries, Namibia also has a small but vibrant aquaculture sector. Marine aquaculture enterprises currently

produce abalone, oysters, mussels and seaweed in Lüderitz sea lagoons and the salt ponds of Walvis Bay and Swakopmund. Inland captured fisheries exist in the north-east and north-west of Namibia, where various types of tilapia species and catfish are harvested from rivers and flood plains. Commercial freshwater aquaculture of tilapia and catfish is also undertaken.

OVERVIEW OF THE FISHERIES SECTOR STRUCTURE

OVERALL FISHERIES' SECTOR:

The Namibian fishing sector is divided into marine capture fisheries, inland capture fisheries and marine and freshwater aquaculture sector.

MARINE CAPTURE FISHERIES (INDUSTRIAL FISHERIES)

Namibia's marine capture fisheries sector is exclusively industrial. The demersal fishery targets mainly hake in deep water and monkfish, sole, snoek and kingklip inshore. The mid-water trawlers target horse mackerel, purse seiners target pilchard, juvenile horse mackerel and anchovy. Other fisheries at the industrial level include tuna, rock lobster, deep-sea red crab and line-fishing (kob and west steenbras).

Marine catches are landed at two major ports: Walvis Bay and Luderitz. Because of its strategic location in the middle of the fishing grounds, most of the landings and processing plants are located in Walvis Bay. Currently, a total number of 30 marine resources processing plants operate in Namibia. Because of the emphasis placed on creation of employment, catches are almost entirely industrial and onshore processing particularly for wet fish including hake is promoted. The industry involves the catching, processing and marketing of fish and fish products. About 85% of the fish landed is processed in Namibia and then exported.

INLAND CAPTURE FISHERIES

Namibia has no noteworthy natural freshwater bodies suitable for capture fisheries exploitation. Some rivers on the borders to Angola, Zambia, Zimbabwe and Botswana in the Caprivi and Okavango region are used for limited fishing activities.

There are no significant lakes either, the only permanent water bodies being man-made dams and sinkhole lakes. The perennial rivers along the border provide over 1 million ha. of flood-plain wetland with fisheries potential, varying by season at around 2 800 tonnes per annum.

MARINE AQUACULTURE

Commercial marine aquaculture (mariculture) is currently dominated by oyster production in Walvis Bay, Swakopmund and Lüderitz. Both Pacific oyster and European oyster are grown. Culture methods include baskets suspended from rafts, long lines and onshore raceways and ponds.

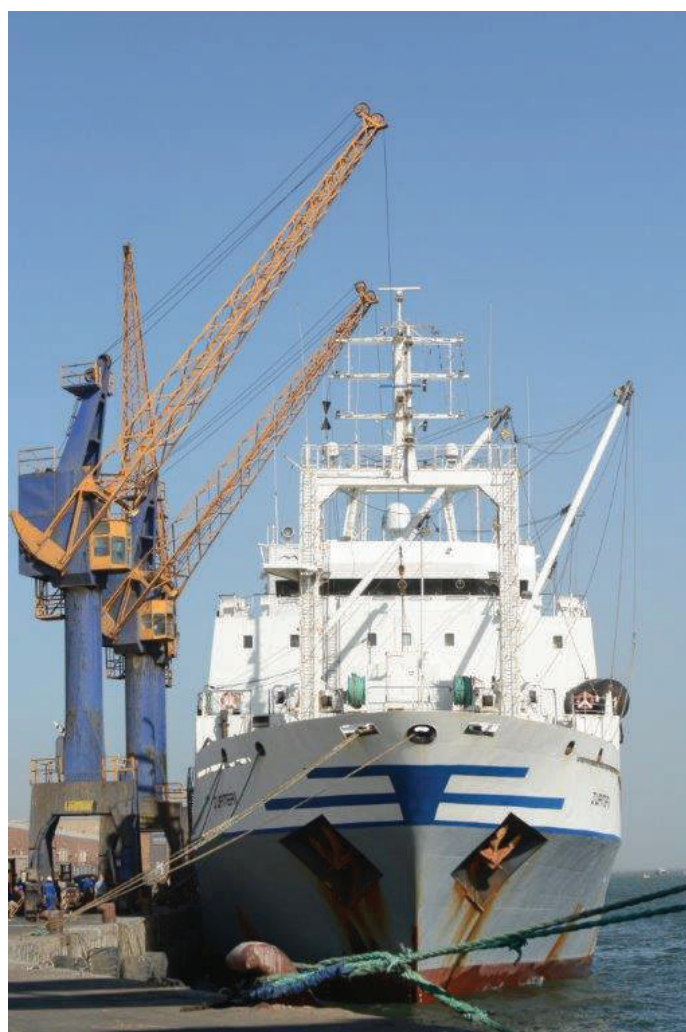


Image by Namsov

Huge potential to increase production exists in Namibia including the 1 500 km largely uninhabited coastline, unpolluted high-quality marine waters, high natural primary productivity of the seawater, availability of inexpensive fish byproducts from established fish processing sector for inclusion in wet aqua-feeds and well-established processing, packaging and marketing systems due to the marine capture fisheries that can be adopted for aquaculture purposes. However, lack of finances and lack of interest by financial institutions to finance fish farmers might hamper the further expansions and development of this sector.

(Sources: Namibia Statistics Agency (NSA) and the Ministry of Fisheries and Marine Resources)



HARAMBEE, FEEDING THE NATION ONE FISH AT A TIME.

The Namibia Fish Consumption Promotion Trust (NFCPT) was established in March 2001 as per Cabinet resolution 38th/05 12:00/0.00. In terms of this resolution, NFCPT aims at promoting fish consumption within Namibia by making fish more accessible and affordable.

NFCPT is mandated to teach the public how to prepare and cook fish to retain its optimal nutritional value. At the NFCPT, we are geared towards the promotion of fish consumption whilst at the same time making it accessible and affordable in Namibia. NFCPT is further desperate of and committed to being the preferred fish distributor in Namibia. To this end, NFCPT has strategically embarked upon the dual role of promoting a fish consumption culture amongst our Namibian population, while at the same time imparting skills on how to prepare this delicacy through various cuisines. NFCPT achieves this through its annually held National Fish Consumption Day, held on a rotational basis in each region of the country. The National Fish Consumption Day is geared towards achieving the afore mentioned through tangible imparting of the required know-how on the benefits and preparations of our fish produce. Since its inception in 2012, the National Fish Consumption Day, Day has ploughed back resources and knowledge into the various communities in which it operates through donations made to schools and vulnerable society members. This is done through the NFCPT's Social Responsibility Programme. To date the National Fish Consumption Day has raised in excess of N\$1.5 million to help alleviate poverty amongst our people with the aim of redressing the historical imbalances our society finds itself in.

NFCPT remains steadfast in ensuring that our corporate governance processes conform to best practices. The Trust is duly cognisant of the need for decisions to be ethically sound but also be in compliance with the relevant regulatory regime. In addition, the NFCPT is geared to respond to the aspirations as set out in the Harambee Prosperity Plan in redressing the scourge of poverty and hunger. In fulfilling these tasks NFCPT remains committed in ensuring that all our produce is sold at below market-related rates to ensure inclusivity and access to our fishing produce. We are pleased to announce that during the 2016/17 financial period, we distributed 6 511 metric tonnes in comparison to 6 274 metric tonnes distributed in the 2015/2016 financial year. At NFCPT, together with the Ministry of Fisheries and Marine Resources, the industry and stakeholders, we are tirelessly working to ensure that the objectives of the Harambee Prosperity Plan on hunger and malnutrition are realised, namely that no Namibian should die of hunger are realised. Our aim is to ensure that the world-class fishery products produced in Namibia are equally available to our people in villages and in towns.

In delivering on its mandate the Trust has guaranteed that our retail footprint has presence in 12 regions with 16 fish shops. Plans are under way to ensure that the remaining two regions are reached in the near future. Our current footprint extends from Walvis Bay to Swakopmund, Windhoek, Gobabis, Mariental, Keetmanshoop, Lüderitz, Omuthiya, Eenhana, Ondangwa, Ongwediva, Outapi, Opuwo, Nkurenkuru and Rundu.

To this end, we invite you to eat Namibian fish for life!!

VICTOR PEA
Chief Executive Officer

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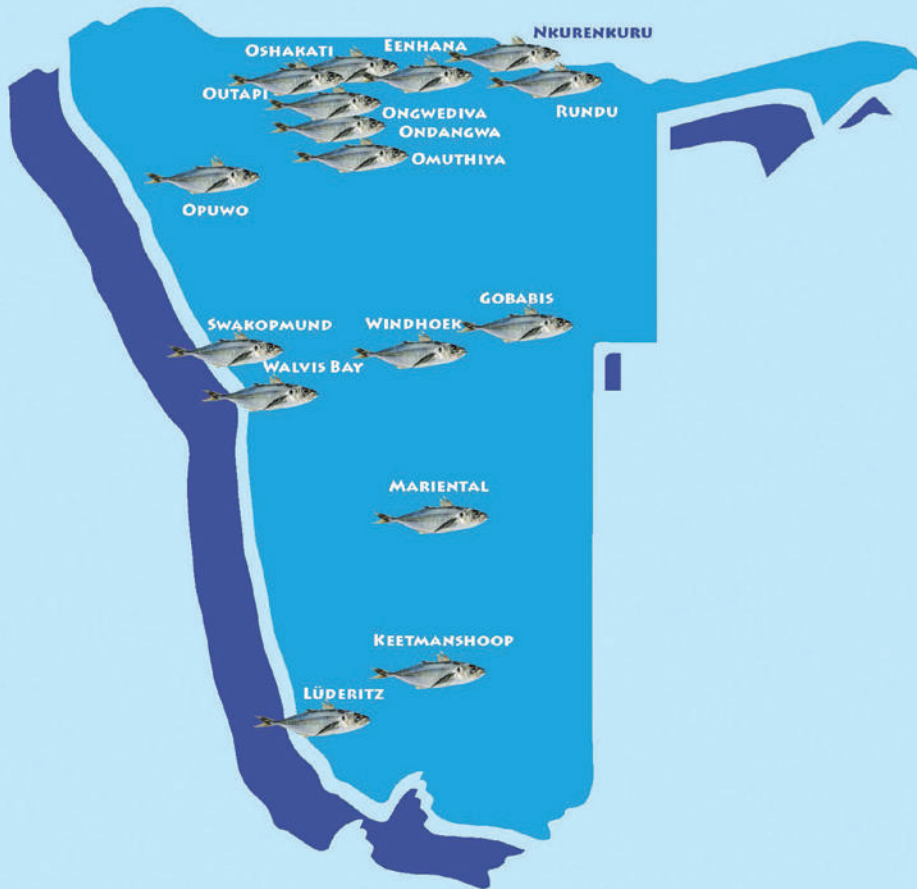




NAMIBIA FISH CONSUMPTION PROMOTION TRUST

FEEDING NAMIBIA

ONE FISH AT A TIME.



At the Namibia Fish Consumption Promotion Trust, we heed the call of our President that, **“No one must die of hunger”**. Keeping true to the nation’s aspirations, with over 16 retail outlets nationwide, we feed the nation, one fish at a time.

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BRINGING FISH TO THE NATION

INFORMATION AND COMMUNICATION TECHNOLOGY

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NAMIBIA POST LTD OFFERS COURIER SERVICES. NAMPOST HAS MORE THAN 122 POST OFFICES AND 93 000 REGISTERED MAILBOX HOLDERS COUNTRYWIDE AND IS AFFILIATED TO THE UNIVERSAL POSTAL UNION.

INTERNATIONAL TELEPHONE CODE

+264 + AREA CODE + NUMBER

CRAN is the Communications Regulatory Authority of Namibia. It regulates telecommunication services and networks, broadcasting services, postal services and the use and allocation of radio spectrums.

Consumer protection and advocacy forms an integral part of CRAN's mandate. The Regulator endeavours to ensure that consumers receive the full benefits of competitive electronic communication services and are protected against any exploitation or abuse.

RESPONSIBILITIES:

- Ensure compliance with legislation and regulations
- Grant, renew, amend, transfer, suspend and revoke licences
- Implement a transparent and fair pricing regime
- Respond to consumer complaints
- Protect consumers in respect of prices, quality, variety of services and user equipment supplied
- Promote competition amongst service providers
- Manage spectrum planning and allocation
- Ensure that telecommunications services are operated in a manner best suited to the economic and social development of Namibia
- Establish procedures for ensuring safety and quality of services
- Regulate interconnection
- Facilitate the negotiation of rights of way
- Manage numbering, planning and allocation
- Facilitate universal service and attract foreign direct investment

ICT AND IDI DEVELOPMENTS IN NAMIBIA

Namibia improved its ID score from 3.20 in 2015 to 3.64 in 2016, making it the second most dynamic country in Africa in terms of IDI value after Côte d'Ivoire. The main reason for this improvement was

substantial growth in the number of mobile-broadband subscriptions, pushing up Namibia's use sub-index value from 1.73 to 2.91, the largest increase in the use sub-index. The growth was stimulated primarily by reductions in tariffs and packages aimed at low-income users.

In 2015, Namibia's mobile-broadband penetration stood at 62 subscriptions per 100 inhabitants, the fourth highest in Africa after Cape Verde, Botswana and Ghana.

Namibia's overall IDI (ICT Development Index) score would have improved further had it not been for a drop in its access sub-index value caused by a 9 per cent reduction in the number of mobile subscriptions, the result of a decrease in the use of multiple SIM cards following a merger between two operators. Namibia's score on the access sub-index fell from 4.35 to 4.25.

Namibia is one of the frontrunners in Africa in ICT development, as the government has encouraged modernisation of the country's telecom network. In 2014, Telecom Namibia started to construct a fibre-based network to connect the central government to the administrative capitals of all 14 regions in the country. The project aims to support government efforts towards decentralisation and make effective e-government available to the wider public. Mobile Telecommunications (MTC), the largest operator in Namibia, was also one of the first operators in Africa to launch both commercial 3G and 4G networks (in 2006 and 2012 respectively). In April 2016, MTC, in cooperation with Huawei, also announced the first commercial use of a (LTE-A) network in Africa, making Namibia the first country in Africa to reach speeds of 1 Gbit/s.

Source: MICT Namibia: Measuring the Information Society Report 2016



Images by CRAN and Powercom

INNOVATION

CRAN HISTORY

CRAN is an independent regulator established to regulate and promote the provision of telecommunications services and networks, broadcasting, postal services and the use and allocation of radio spectrum in Namibia. It was established in terms of the Communications Act (No. 8 of 2009) on 18 May 2011. As a dynamic regulator of the Information and Communications Technology (ICT) industry, CRAN implemented a technology service neutral licensing regime that intends to transform Namibia and its people through an innovative regulatory framework.

Below are a number of regulatory interventions that CRAN embarked upon during its 6 years' tenure.

CRAN has issued a total of 35 broadcasting service licences, and 23 telecommunications service licences up to date.

CRAN issued Regulations setting out licence conditions for Spectrum Use Licences in December 2013, in order to impose conditions on broadcasting and telecommunications spectrum use licensees in addition to the conditions imposed by the Act. The main purpose of these Regulations is to ensure efficient use of spectrum, adherence to the technical conditions attached to these licences and the frequency band plan of Namibia.

CRAN was instrumental in drafting and implementing regulatory frameworks and Policy Guidelines for Digital Terrestrial Television (DTT), to support the migration from analogue to digital television, which required member states of the International Telecommunications Union (ITU) to develop frequency channelling plans in compliance with the ITU

GE06 agreement. Namibia became the first country in SADC to migrate from analogue television to Digital terrestrial television by the ITU deadline of 17 June 2015 providing digital television broadcasting services to more than 70% of the population as provided by NBC, One Africa Television, TBN and MultiChoice Namibia's GoTV bouquet.

At regional level, a CRASA Roaming Task Team (CRTT) was established in March 2015 to oversee and guide the implementation of the SADC Home and Away Roaming Project. Namibia, Botswana, Zambia and Zimbabwe started with the implementation of the pilot project and have reduced roaming charges as from November 2015. Currently, there are eight SADC countries participating, and the progress made so far in a reduction of roaming tariffs constituting a reduction of 29% (voice & sms) and 87% (data).

In April 2015, CRAN commenced with drafting the Broadcasting Code to ensure independent regulation of broadcasting services, access to broadcasting services, and broadcasting content that will serve

the public interest. Various consultations and public hearings have been held so far to solicit inputs and comments from the public and other stakeholders. CRAN is now in the final stage of incorporating all comments received and will have the final code published for implementation by December 2017.

The National Numbering Plan for Namibia was finalised in April 2016. This plan is a pre requisite for number portability, which allows fixed and mobile numbers to move from one licensee to another without losing their number, most importantly to create competition by levelling the playing field between operators.

CRAN embarked on the coverage for roll-out obligations for broadband and telecommunication services around the country through various interventions 3Q of 2016. These interventions include imposing additional obligations on the licensees applying for additional 3G spectrum allocation, to accelerate coverage to under and unserved areas and to improve the quality of service, in order to meet the objectives of the

Harambee Prosperity Plan and ministerial targets set therein.

CRAN further implemented Infrastructure Sharing Regulations which were published during October 2016, which set out to create a framework for all licensees to share passive infrastructure, such as tower space and wireless and fiber transmission networks and active infrastructure, such as central databases and platforms. Enforcement of these regulations will make provision for sharing of infrastructure between licensees on a non-discriminatory basis, ensure that costs are reasonable and lower the barrier of entry to the market for new entrants.

CRAN is actively involved and contributing during the final

consultative process in the development and finalisation of Namibia's broadband policy which will serve to consolidate actions implemented to meet all broadband service targets set out in the policy itself, at SADC level and according to the Harambee Prosperity Plan.

During November 2016, CRAN commenced with the enforcement of Type Approval regulations after allowing the industry a grace period of 22 months to adhere to these regulations published in January 2015. These regulations ensure the importation of telecommunications equipment to meet international standards and curb the influx of outdated, counterfeit and grey products into the market.

CRAN also launched an interactive portal allowing licensees to submit data online. This data includes all the information as required in terms of the Regulations setting out Cost Accounting Procedures and Reporting Requirements. CRAN would like to use this portal to allow licensees to submit all information online. It has also been expanded to allow licensees to submit tariff applications online as well as their annual reports and audited financial statements. The portal also includes a link for the public to compare tariffs for mobile packages according to their own needs and soon data packages will be added for the public to make informed choices.



CRAN BOARD OF DIRECTORS



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@CRANAMIBIA



CRANAMIBIA



Communications Regulatory Authority of Namibia (CRAN)



CRAN
Communications Regulatory Authority of Namibia



Green Enterprise Solutions (Pty) Ltd.

Holistic ICT Solutions Provider

We are a Namibian company providing Information and Communication Technology (ICT) solutions to corporate Namibia. Green is owned and managed by previously disadvantaged Namibians.

Our Vision

To be the leading provider of innovative bespoke ICT solutions throughout Africa.

Green's vision is guided by Namibia's national development plans, namely Vision 2030 and the National Development Plan 5 (NDP5) of the Republic of Namibia. The company's long-term goal is to successfully operate and sustain itself, as well as make a positive contribution to all its stakeholders.

Our Values

Innovation, Creativity, Teamwork, Good Corporate Citizenship

Our Programmes

Internship: Green is committed to building future leaders in ICT. Our Internship Programme offers a wide range of opportunities for students to gain insight in the technical and administrative programmes of ICT.

Training: Green offers in-house training and all staff have an equal opportunity to excel through the company initiated training programme.

Corporate Social Investment: Green is committed to making a positive contribution to all our stakeholders. Through its corporate social investment programme, Green rises to national outcries and needs by assisting the less fortunate; financially and in kind.



Service Offering

Green offers a wide range of services, with teams strategically assembled to provide the best service delivery to clients. Each department is led by a highly qualified and specialised lead, who ensures that their department is well-coordinated and works efficiently, whilst maintaining a high standard in all work done and meeting all client requirements. Thanks to proficient departmental integration, we are able to provide world-class, holistic solutions to all our clients.

Technical Services

Infrastructure Services

Storage, virtualization, software installation, hardware installation, training and support, desktop support, hosted services (IaaS, SaaS, BRaaS)

Software Services

Content, collaboration and social, analytics and business intelligence, ERP solutions, Line of Business (LoB) applications, mobile applications, training and support, SMS gateway solutions

Network & Security

Network planning, implementation, monitoring and performance tuning, security audits, penetration testing (Ethical Hacking), end-to-end e-mail encryption, data loss prevention (DLP), Wi-Fi networks (indoor and outdoor), routing and switching, training and support

Warranty Services

Green is an Authorised Warranty Service Provider for IBM and Lenovo, and partner of various industry leading ICT vendors globally



Sales

Hardware Sales

Storage, servers, network equipment (switches, routers), desktops, workstations, printers (MFP, mono & colour laser), laptops, tablets, UPS, etc.

Software Sales

Productivity applications, virtualisation software, backup and replication, security (antivirus, DLP, firewall), license solutions (new and renewals), ERP (Microsoft Dynamics 365, AX, GP, CRM), SaaS (Office 365, etc.)

Consultancy Services

IT Governance

COBIT & ITIL

Project Management

PRINCE2




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MultiChoice Namibia (MCN) is a proudly-African video entertainment company that has been delivering on its promise of making the power of entertainment accessible to Namibians for the last 25 years. Our mission is to deliver value by availing great entertainment that informs, educates and inspires.

With many milestones along our journey, we aim to continue enriching the lives of Namibians and providing entertainment solutions that cater to our diverse audiences. From the first day we received our transmission license from the Namibian Communications Commission back in 1991, to the premiering of Namibia's local TV drama, 3rd Will on Zambezi Magic and everything else in between, we have tackled the responsibility of enriching lives head on.

By investing in infrastructure, technology and most importantly people, MultiChoice Namibia has a direct economic impact of around \$11,9million (USD) each year. We continue to contribute towards socio-economic development through our business and corporate social investment activities, and we adhere to the regulatory requirements of the broadcasting industry set by the Communications Regulatory Authority of Namibia (CRAN).

As a pioneer of numerous technological innovations on behalf of the group, we have managed to become one of the first African countries to roll out mobile television services, advanced DVB-T2 technology, BoxOffice as well as the successful implementation of MultiChoice Africa's systems upgrade. All these are achievements we look back on with immense pride.

Having our own featuring on this far-reaching platform has elevated us as a nation and helped take Namibia to the world and vice versa. With the ever-increasing line-up of local artists showcased on both our DStv and GOtv platforms, we have provided Africa and the world beyond with an opportunity to enjoy the wonder that is the "Land of the Brave." From Jacques Burger who led Namibia at the Rugby World Cup to Dillish Mathews - winner of Big Brother Africa, Gazza's feature on BET A-List, Ananias Shikongo and Johannes Nambala who thrilled Namibian SuperSport viewers as they collectively won five medals at the Rio 2016 Paralympics. These are just some of the individuals who flew the Namibian flag high, as seen by millions on our video entertainment platforms, further cementing our place in the world of sport and entertainment.

MultiChoice Namibia's corporate social investment is primarily activated through our flagship MultiChoice Resource Centers (MRC) initiative, which leverages our powerful digital satellite platform to make a difference in the lives of learners and teachers across the country and the continent through the DStv Educational Bouquet offered as part of this initiative. Supporting education based projects and associations as well as sporting institutions helps us create a progressive future for all Namibians.

As Namibia continues to change rapidly, the entertainment industry is ever more relevant. As MultiChoice Namibia, we want to use our influence and resources to play a positive role in our country, helping to grow our people and creative industries into vibrant, economic powerhouses. It's by creating value for our Namibian customers, our employees and society that we'll build a successful business for the future.



For more information contact MultiChoice Namibia on 061 270 5222 or 081 988 (SMS).
www.dstv.com | www.facebook.com/DStvNamibia | www.instagram.com/dstvnambibia | twitter.com/dstv_nambibia

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www.dstv.com | www.getvafrika.com



NAMPOST

GOING THE EXTRA MILE TO DELIVER MORE FOR YOU

ABOUT NAMPOST

NamPost is mandated to provide, develop, operate and manage postal services in an efficient and cost-effective manner. The Namibian Post Office has served the Namibian nation for more than 120 years. After independence on 21 March 1992 the Post Office was transformed from a government department into a commercialised entity and is currently a hundred percent owned by the Namibian Government through the Namibia Post and Telecommunication Holdings (NPTH). From the first post office in Otjimbingwe in 1888, today NamPost has a footprint of 140 post offices countrywide.

SERVICES OFFERED - FINANCIAL SERVICES:

NamPost Savings Bank is one of the leading financial institutions which offers most secure, efficient and affordable savings and investment products in the Namibian market.

Benefits of NamPost Savings Banks investment products:

- Good return on investment capital
- Tax-free investments for individuals
- No administrative fees
- Guaranteed growth and returns
- Access to more than 140 NamPost branches countrywide

Treasury:

Treasury has become a financial service force in the local market. Through Treasury, clients have the opportunity to invest their funds in a flexible product range suited for a large variety of investors, both individuals and corporates.

POSTAL SERVICES

A variety of postal services are offered to the customers from more than 140 post offices countrywide. Services provided include philately, mail (international and domestic), agency services, hybrid mail, rental of private bags and post boxes, registered mail, and direct mail.

EXPEDITED MAIL SERVICES (EMS):

When you have a special parcel or

urgent documents to send to any destination worldwide or you need to order an item from abroad and need a special service that provides speed, reliability, affordability and convenience, Expedited Mail Services is there for you.

BULK MAIL:

The service is designed for businesses and individuals that post a 100 or more unsorted domestic mail pieces within Namibia. Mail can be delivered to the Mail Centre or over the counter at any Post Office.

PRE-SORTED BULK MAIL:

This service offers discounts to its clients if the mail is presented according to NamPost's mail sorting criteria.

BUSINESS REPLY MAIL SERVICES:

Corporates or individuals can offer their customers or prospective customers the incentive to reply without having to pay any postage fees. The available option is to enclose a pre-printed business envelope reply or post card.

PAMPHLET AND BROCHURES DISTRIBUTIONS:

Promote your business through the private postboxes. This includes unaddressed mail such as promotional catalogues or flyers, trade samples, householder circulars, national election information booklets, auction information booklets, furniture promotional brochures, etc.

- The service is available at a very low rate per unit with more than 100 000 postboxes countrywide and Private bags countrywide.
- Over-the-counter services at more than 140 post offices across the country.

HYBRID MAIL SERVICES:

Hybrid Mail Services are a facility designed to remove and ease mailing headaches for corporate clients. This facility prints and posts invoices, statements and

promotional items. Hybrid Mail offers an integrated electronic mail management services at amazingly economical rates in accordance with an agreed Service Level Agreement between NamPost and the corporate client.

Services include:

- printing, inserting, folding, franking, sticking of labels, sorting, enveloping, and speed delivery of statements
- return mail services
- prompt quotations
- assistance with clearing of databases using Return Mail Management Service
- SMS notifications
- e- statements

INTERNATIONAL MAIL:

NamPost provides international letter and parcel services. Letter post includes, ordinary letters, printed matter, registered letters and small parcels. Parcel post includes ordinary parcels, Insured parcels, COD parcels from SACU, Expedited Mail Services.

PHILATELY:

Our philately department competes internationally when it comes to the production of world-class stamps. NamPost's philately department has been recognised throughout the world for producing beautiful award-winning stamps sought after by collectors, young and old. NamPost Philately issues two types of stamps:

- Commemorative stamps are issued to mark special events, occasions of national or international importance and also to cover themes of general interest.
- Definitive stamps are essentially issued for postage purposes. The issue comprises a full range of about 16 denominations, which are released every five to ten years.

AGENCY SERVICES (THIRD-PARTY SERVICES):

With 144 post offices across Namibia, it was only a matter of time before companies took

advantage of NamPost's footprint to sell their products to customers through NamPost's third-party services. When you visit your nearest post office, anywhere in Namibia, you will be able to buy or pay for certain products or services.

NAMPOST COURIER

With more than 4 million kilometers covered across the whole of Namibia on an annual basis, NamPost Courier Services is able to deliver any parcel, anywhere across the whole of Namibia. We cater for both the general public and corporate clients. NamPost Courier introduced the Easypack product that is ideal for documents and other smaller items that do not weigh more than 2 kg. It is a prepaid flyer bag that is available at N\$55. We offer direct overnight deliveries across Namibia. NamPost Courier delivers parcels to more than 61 overnight destinations countrywide.

NAMPOST FINANCIAL BROKERS (POSTFIN)

Different categories of personal loans are available to clients who are employed by companies with a payroll deduction agreement with PostFin. We also serve permanently employed clients who receive their monthly income on their NamPost SmartCard as well as war veterans and pensioners with a steady monthly income.

Clients can select which loan amounts best meet their needs, to a maximum of N\$50 000,00. Clients are further accommodated in that they are able to select the most suitable repayment period and can choose various options. You can apply for a PostFin loan at any post office near you.

NAMPOST

General Manager: Marketing

and Communication

+264 61 201 3055

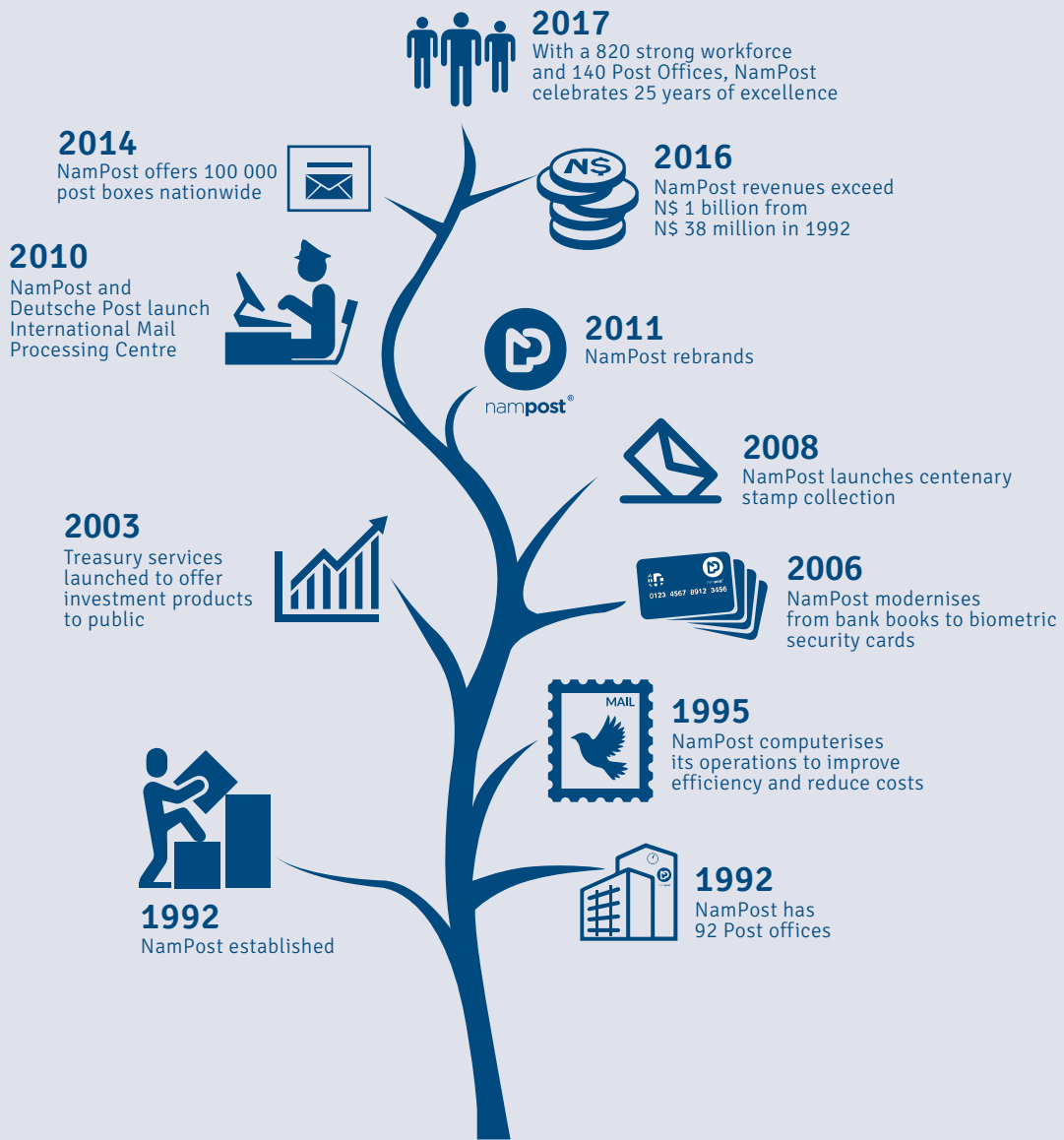
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TELECOM NAMIBIA

25 YEARS OF INNOVATION

Telecom Namibia, as a commercialised national telecom company, turned 25 on 1 August 2017.

These are 25 years of extraordinary achievements and sometimes considerable challenges. A thousand and two hundred weeks of phenomenal expansion and growth. Seven thousand days of pushing the boundaries and embracing technological innovations.

This silver anniversary is an opportunity to reflect on the extraordinary achievements over the years, as well as to energise the company for the road ahead. The industry has changed dramatically – customers know and demand value. Telecom Namibia is committed to making its customers' lives a whole lot brighter through continued investment, innovation and development of solutions that deliver tangible value.

Telecom Namibia has invested about N\$4.7 billion in state-of-the-art networks. These investments have moved the company beyond a traditional telephone company to become a rightful ICT player.

The telecom landscape today looks almost nothing like it did in 1992, in terms of the competitive and regulatory environments as well as the core technologies and architectures. Even the business model is changing as Telecom Namibia becomes service-driven and customer-focused in ways our customers have never seen before.

Coming forward with a new vision of embracing the future, Telecom Namibia has not only expanded its network to remote villages, settlements and lodges but has also made a far-reaching

impact on the wireless and mobile broadband front and ICT solutions, which are driving organisations forward and bringing a paradigm shift in business innovation and opportunities for new start-ups.

Some of the innovative achievements of Telecom Namibia over the years include:

- All electro-mechanical exchanges were replaced with modern electronic switches (EWSD), ushering the country into the digital era.
- An own independent international communication gateway was established in 1995 in Windhoek, reducing Namibia's heavy reliance on South Africa for our communication with the rest of the world. This was with the establishment of the Windhoek Satellite Earth Station.
- Telecom Namibia initiated the formation and establishment of cellular services in Namibia.
- In 1999 Telecom Namibia became a shareholder in the SAT-3 submarine cable with no landing point.
- Telecom built the country's first national IP-based backbone network to keep pace with global market trends; and this was one of the most advanced networks in Africa.
- At the turn of the millennium, iWay, an Internet Service Provider (ISP) wholly owned by Telecom Namibia, was launched to provide customers with internet access and unparalleled business services.
- Telecom Namibia has harnessed its NGN backbone infrastructure based on the MPLS technology to offer a world-class IP/MPLS virtual private network (VPN) service to its customers known as Infinitem Plus.
- The company also deployed new broadband access technologies such as ADSL, CDMA, WiMAX and Metro Ethernet to deliver high-speed data communication to customers.
- Telecom Namibia's IP-enabled future-proof Next Generation Network put it at the cutting edge of technology and gives us a huge competitive advantage.
- Telecom Namibia successfully landed the West Africa Cable System (WACS) at Swakopmund on 8 February 2011.
- The company connected Namibia by fibre optic cables to Angola, Zambia, Botswana and South Africa. Telecom Namibia has linked the land-locked countries of Zambia and Botswana to the West Africa Cable System (WACS).
- A total of four international Points of Presence (PoPs) were installed and connected to the WACS undersea cable. These PoPs are located in Cape Town, Johannesburg, Frankfurt and London. This means cheaper, more direct interconnections with other telecoms providers throughout the world.
- Telecom Namibia deployed Namibia's first optical dense wavelength division multiplexing (DWDM) network. The network increased transmission capacity to up to 1.6 terabits per second. New 10G and 40G channels provide low latency and improved international connectivity.
- Telecom Namibia's most recent innovation is its new broadband service, Speedlink, which provides customers with faster and cheaper internet services. With Speedlink, Telecom Namibia has redefined true speed, value for money and unequalled quality broadband services in this country.
- Telecom Namibia rolled out its commercial 4G LTE services

under its TN Mobile brand, offering LTE data speeds of up to 100Mbps to all pre- and post-paid subscribers.

- Telecom Namibia is the first operator in the country to deploy a time-division duplex long-term evolution (TD-LTE) high-speed wireless network. This is an end-to-end 4G solution.

As a result of all these innovations, we continue to receive recognition for upgrading our infrastructures. Telecom Namibia became the first fixed-line service provider to achieve Cisco Powered Network (CPN) status in Emerging Africa. Telecom Namibia was commended for being a pioneer in the development of innovative solutions for the telecom industry when Telecom Namibia implemented industry-leading technologies to benefit customers.

Embodying the national spirit of hope, inclusivity and pulling together, Telecom Namibia is committed to connecting and spreading the national spirit going forward. Telecom Namibia today stands shoulder to shoulder with the Namibian nation and remains steadfast in its commitment to a brighter future through its cutting-edge ICT solutions, giving impetus to socio-economic growth and development of the country.

TELECOM

Oiva Angola

Head: Corporate

Communication & PR

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www.telecom.na

Sharing your world

Our Vision

To be Namibia's high performance, most preferred information communication technology (ICT) service provider of world-class standards.

Our Mission

To anticipate, understand and satisfy the telecommunications/ information needs and wants of our customers. We will address these demands through the development of solutions, sales and support of quality electronic, voice, data, image and text services at competitive rates.

Our Values

- Integrity
- Care
- Commitment
- Accountability
- Empowerment
- Teamwork
- Mutual respect

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LOCAL AUTHORITIES

THE INNOVATIVE LANDSCAPE OF LOCAL AUTHORITIES: A CITY OF WINDHOEK ACCOUNT

IT IS the year 2018, which requires all entities to up their game. Local authorities are no exception and the City of Windhoek, as the flagship Namibian municipality, knows that innovation holds the key to unlocking the potential of the future.

Councillor Muesee Kazapua, the mayor of the City of Windhoek, in his address in the City's Transformational Strategic Plan, says the City plays a unique role in the social and economic success of Namibia, as the capital city, seat of Government and centre of international networks. This places a significant responsibility on and expectation from the City in terms of contributing towards nation-building and setting trends for other local authorities in the country, he says. "Therefore our role is to ensure that our communities' expectations are met by rendering services and programmes that address their diverse socio-economic needs. To this end, the City has been creating a robust and accountable governance structure."

Giving an overview of the background to the strategic plan and how it came about, he says: "The strategic planning process which, led to this document: Transformational Strategic Plan (2017–2022), commenced in September 2016, following the end and subsequent review of progress made against the

Integrated Business Plan (IBP): 2011-2016. The process was a collaborative engagement that included the Khomas Regional Council and our community at large. We spent many hours working together to define our strategic focus areas as a Council and, to identify where we are going and what we want to accomplish during the next five years and beyond."

The Council accordingly set the five year strategic intent detailed in this document to reflect the needs and expectations of the community married with the Council's implementation plan. In addition, the City is serious about embracing its role in contributing towards Namibia's development goals as per Vision 2030 and National Development Plan (NDP) 5.

Moreover, the Transformational Strategic Plan (2017–2022) therefore complements Namibia's dream of prosperity, as articulated in the Harambee Prosperity Plan (HPP) launched by President Hage G. Geingob in 2016, and which supports the ethos of the African Union (AU) Agenda 2063. "Our strategic plan is also unique in that it is coupled with our annual budgeting cycle, allowing us to align the strategic projects and resource needs accordingly. We are particularly excited about the next chapter in the City's transformational trajectory as we embrace a 'smart cities'

concept and redirect our efforts towards rendering efficient and effective services."

Lydia Amutenya, the City's spokesperson, says the challenges of especially the current economic dire straits require an overhaul in the way the City conducts its business and a complete paradigm shift.

This, she says, cannot be achieved with a conventional way of thinking. Although, all organisations are unique, Amutenya emphasises that the City of Windhoek nonetheless distinguishes itself from the rest. Apart from being the capital City and the central seat of government and other corporate entities; the migration rate to Windhoek is about 4.6%. Despite the fast pace of industrialisation, this rate is high, Amutenya says. "Therefore, for the City of Windhoek to mitigate this challenge, we need innovative thinking and solutions."

New road map carved...

As far as the Transformational Strategic Plan is concerned, Amutenya says this is its road map for the foreseeable future, outlining the route for the next five years, which will guide their operations going forward. In light of current economic challenges, Amutenya says this action plan was cognisant of the realities and was formulated in such a way to accommodate these said obstacles.

True to the visionary outlook of the City of Windhoek, Amutenya concurs with the Mayor that the Transformational Strategic Plan is closely aligned to the national development agendas of Namibia, such as Vision 2030, the Harambee Prosperity Plan and more recently, the fifth National Development Plan (NDP5), released by the National Planning Commission (NPC).

In addition to this, Amutenya says, the City of Windhoek takes accountability as a value and principle very seriously and is determined to produce measurable outcomes consistently.

As a result, the City has mapped out a deliberate strategy with specific targets and performance indicators laid down. The ultimate objective of these strategies is to address the more proximate and burning issues of financial sustainability and governance, within the first two years of the strategic period which started on 01 July 2017.

Furthermore, the City of Windhoek, as per its strategic intent, has incorporated the SMART city concept as an inherent component of its operations going forward, and thus the next five year vision is "to be a SMART and Caring City by 2022".

Setting the record straight, Amutenya said: "This is not to

imply that we were not caring but to engrave this concept in our daily operations by creating hope and trust in our residents. This plan reflects the realities and deliberate errs on the side of caution with a need to increase internal effectiveness / productivity and optimise leadership as well as technological capabilities, as an offset for generating more revenue opportunities. As a result, the Corporate Scorecards highlights key performance areas over a five-year period with specific annual performance indicators and targets against which the Council will held accountable.

Housing and land delivery have been identified and listed as top priority in the Corporate Scorecards, Amutenya explains. She, however, issues a cautionary note and says that it must be borne in mind that the City's targets are purposely conservative and prudent during this strategic period in light of the current financial, human capital, technological and expertise constraints. She emphasises that despite these realities, they do not plan to default on their mandate and commitment to their communities. She says: "Nevertheless, the City remains committed to achieving its targets given the critical nature of housing and land delivery. Our challenge is thus to be innovative , think out-of-the box and foster a platform for creative, consultative and cross-functional pollination of ideas from all stakeholders."



CEO Mr. Robert N Kahimise



New COW building

LOCAL AUTHORITIES

LOCAL AUTHORITIES IN NAMIBIA ARE CLASSIFIED INTO THREE CATEGORIES ACCORDING TO THEIR DEGREE OF AUTONOMY:

- MUNICIPALITIES (PART 1 & PART 2)
- TOWNS
- VILLAGES

The only three "Part 1" municipalities in the country are Windhoek, Walvis Bay and Swakopmund.

Local Authorities are the third tier of Government, responsible for service delivery in urban areas.

The governing body of a Local Authority is a council which consists of office bearers elected in accordance with party lists at a general municipal election.

The minimum number of female candidates on a party list is governed by law.

The term of office for a Local Authority councillor is five years.

In a municipal or town council the Mayor serves as the head of such council. A Mayor's term of office expires annually, exactly one year after the date of election.

A Local Authority council is obliged by law to meet at least 10 times per calendar year and in intervals of no more than 10 weeks.

THE CAPITAL - WINDHOEK

The charm of the City of Windhoek lies in its harmonious blend of African and European cultures and the friendliness of its people. It is a peaceful and relaxed city in a country with a proud record of political stability, and it is known as one of the cleanest cities on the African Continent.

Windhoek is the seat of central government and the country's economic and financial hub. The head offices of state-owned enterprises and most multi-national companies, which are active in Namibia and in the Southern African Development Community (SADC) at large, are based in Windhoek; the Bank of Namibia, the Namibian Stock Exchange and the head offices of commercial banks and insurance companies are all located in the city centre. All foreign diplomatic missions are resident in Windhoek.

The total area of Windhoek is 645 square kilometres. The capital has about 380,000 inhabitants, accounting for almost 17% of the country's total population of 2.2 million.



Walvis Bay (pop. 90,000*)

Geography and location

Walvis Bay is geographically and internationally well situated. Located on the southwest coast of Africa (central coast of Namibia) along the Atlantic Ocean, the city is about 700 nautical miles from Cape Town, South Africa and 900 nautical miles from Luanda, Angola. The harbour city is well protected by the Pelican Peninsula with a desert climate and has great potential for expansion and growth. The expansive Walvis Bay Municipal area covers 1,124km² which includes some 60km of coastline. It is situated on the edge of the dynamic Namib Desert, which is the world's oldest desert.

Walvis Bay

Namibia's industrial Hub - countless investment opportunities await you...

Climate

Walvis Bay enjoys a near-perfect climate thanks to the cold Benguella Current, which creates temperate conditions all year round and an obvious attractive choice for entrepreneurs, residents and tourists alike. Relative humidity is approximately 80% and rainfall is less than 20mm per annum. The city is surrounded by expansive and dynamic desert sands and regarded as friendly and appealing to the visitor.

Tourism

In order to diversify the economic base, the local authority and tourism establishments have joined forces to promote the city's tourist attractions. The success of this drive is illustrated in the fact that occupation figures at accommodation establishments range between 70% and 80% throughout the year.

Tourism is active in the areas of:

- Dune 4x4 tours
- Catamaran sunset cruises
- Exclusive Dolphin & Seal tours
- Dune 7 challenge
- Balloon rides
- Angling trips
- Dune sand boarding
- Sandwich Harbour tours
- Desert/Skeleton Coast charter flights

- Historic Kuiseb Delta tours
- Dune quadbiking
- Topnaar/Narra tours

Fishing industry

Traditionally, the economy of Walvis Bay has been based on the fishing industry, which is still the biggest employer of up to 13,000 people. Employment is dependent on the quotas allocated annually. The main species harvested are hake, horse mackerel and pilchard, whilst other species such as rock lobster, anchovy, tuna and sole also contribute to this sector.

Commercial port and fishing harbour

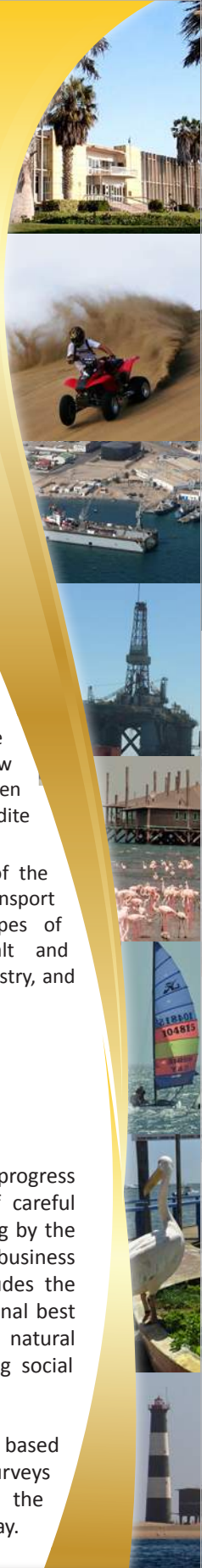
The Walvis Bay world class deep-sea port ensures that Regional and SADC countries gain access to world markets, and acts as a hub port to the West Coast of Africa. It offers extensive services with a range of terminal facilities for containers, bulk and break bulk including frozen and dry cargo. Focus commodities are in the form of containers, bulk and break bulk goods and activities aligned to international ISPS, ISO 14001/9001 and OHSAS standards. The adjoining fishing harbour is the hub of the Namibian fishing industry where factories

operate and can their catches. The construction of a new container terminal for the existing commercial port is nearing completion, while the first phase of a new commercial port between the Kuisebmond and Afrodite Beach areas is under way. Other important areas of the local economy include Transport & Logistics, various types of Mining (particularly salt and granite), Ship Repair Industry, and Aquaculture.

Environmental and Social Responsibility

Walvis Bay's remarkable progress has been the result of careful and responsible planning by the local authority and the business community, which includes the application of international best practices of protecting natural resources and upholding social responsibility.

*Population projections based on the most recent surveys commissioned by the Municipality of Walvis Bay.



Municipality of Walvis Bay

Public Relations Customer & Service Division

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MANUFACTURING

BUILDS AND GROWS HOPE

THE MANUFACTURING SECTOR PLAYS A STRATEGIC ROLE IN ECONOMIC DEVELOPMENT AND IS A COMPONENT OF THE INDUSTRY THAT PRESENTS GREATER OPPORTUNITIES FOR SUSTAINED GROWTH, EMPLOYMENT, INCOME EQUALITY AND POVERTY REDUCTION.

Manufacturing activities in the country are concentrated in the subsectors of meat processing, fish processing, other food and beverages, and mineral beneficiation.

Namibia's manufacturing industry is guided by the industrial development policy and its clear principals. The main principles of the industrial policy include equality, the reduction of poverty and increased growth through product and market diversification.

The national development plan, as well as President Hage Geingob's Harambee Prosperity Plan, calls for the diversification of the economy through a vibrant manufacturing industry which includes local value addition. It is common knowledge that Namibia remains a net importer, and this is a situation that urgently needs to be changed.

MANUFACTURING'S STAKE IN GDP

The manufacturing sector in Namibia accounts for about 12% of the country's total gross domestic product (GDP). Secondary processing of metals is another primary activity in the sector, including the smelting and refining of copper, and this has led to the manufacturing of metal products. According to the Namibia Statistics Agency (NSA) sector's quarterly report, the manufacturing sector is estimated to have recorded a growth of 4.8% in real value added during the first quarter of 2016 as compared to a decline of 1.0% recorded in the corresponding quarter of 2015. Growth in the manufacturing sector is driven by the increase in real value added in the dairy products, non-basic metal and fabricated metal manufacturing subsectors.

INVESTMENT OPPORTUNITIES

- manufacturing paper packaging bags
- foundry project
- steel manufacturing & metal fabrication
- automotive parts
- fodder and pet food production
- jewellery manufacturing
- production of chemicals
- manufacturing leather, wool and textiles

GOVERNMENT VALUES INDUSTRY

The manufacturing activities in the country are undertaken by the private sector with government playing a supporting role. The sector is of vital importance to the country's macroeconomic strategy for encouraging broad-based economic growth. In this regard, through

the Namibia Investment Centre, Offshore Development Company (ODC) and other government agencies, the manufacturing sector is promoted to ensure the growth of the industry by encouraging new investments and supporting the existing companies through investment tax and non-tax incentives.

OVERVIEW OF CONSTRUCTION SEGMENT

The construction sector provides infrastructure, housing and buildings that are vital for the country's economic development. According to the Fourth National Development Plan (NDP4), construction remains vital to the country's economy and involves the second largest employer of unskilled workers next to farming.

The construction industry is made up of big international and local companies, medium-sized, small and micro firms. Big international companies are mainly from South Africa and China.

CONSTRUCTION'S INVESTMENT OPPORTUNITIES:

- Construction of houses
- Manufacturing of construction material

AFFORDABLE HOUSING IMPERATIVE FOR HUMAN DIGNITY

The provision of affordable housing is critical and ranks highly on government's development agenda at the moment. It has been one of the main objectives of the National Development Plans and has been reaffirmed in the Harambee Prosperity Plan (HPP). Under the HPP, the government plans to fast-track the delivery of urban land servicing and housing.

Among other factors, demand is driven by the country's increasing population and the steady economic growth recorded over the years. With economic growth, income levels have risen in relative terms, thereby making it possible for many people to be willing and able to buy houses.

Urbanisation implies that towns in Namibia are increasingly finding it difficult to meet the demand for decent housing by their inhabitants. This explains the mushrooming of informal settlements at the periphery of every town in the country at the moment.

The challenges include limited government funding which makes it difficult for local authorities to deliver serviced land, high land-servicing costs, market speculation as well as the high cost of building materials.

Private-sector intervention is required to fast-track the supply of affordable housing in Namibia as effort by the public sector alone has proven to be insufficient. Within the framework of Public Private Partnerships (PPPs) the government welcomes the involvement of private-sector players.

Investment opportunities

- Construction of affordable housing for the middle, low and ultra-low income segments of the market
- Affordable ways of servicing urban land.



Namibian Manufacturers Association

FROM THE CHAMBERS OF THE NAMIBIAN MANUFACTURERS ASSOCIATION (NMA)

This Association was established in 1994 as the Association of Namibian Manufacturers, but was transformed into a Section 21 Company (company not for gain but with full corporate responsibility) in 2002. The Vision of the Association is to facilitate a sustainable, competitive & prosperous manufacturing/ processing industry for the benefit of all stakeholders.

The NMA also works closely together with the Government, mainly the Ministry of Industrialisation, Trade & SME Development (MITSMED) and the NCCI to achieve these goals and plays an important supportive role to this Ministry in the execution of functions relating to manufacturing. A memorandum of understanding (MOU) between the NMA and MITSMED, as well as the NCCI, was signed to formalize these relationships.

In short the NMA represents and assists manufacturers in Namibia as follows:

• Informs members on developments affecting the manufacturing sector (newsletters and updates on issues relevant to manufacturing are sent to members on a regular basis);

• Represents members as a group in discussions or workshops of Government, other sectoral or foreign organizations, input providers (ECB, NamWater, NIC etc.) and in foreign trade negotiations;

• Represents individual or groups of members in negotiations with Government and other organizations regarding issues of concern to these members;

• Assist members in certain marketing actions, such as through the NMA website, direct enquiries, business delegations, etc;

Develops position papers, strategies etc., and use these as inputs in deliberations with Government etc. to promote the development of a conducive environment for manufacturing in Namibia. (In this regard the NMA developed a Manufacturing Strategy Framework and is in the process of promoting the implementation of these strategies. NTD is an associate member of the NMA.



Image by Namibian Breweries LTD

MANUFACTURING



Our board strength exceeds the international required strength with up to 47% and still sells at a highly competitive price structure.



We are proud to say that we are the only Namibian corrugated manufacturer who is 100% owned by a Namibian permanent resident and not by foreigners.



Our commitment to exceptional service and quality contributes to the overall performance of our customers, which effectively means that the manufacturing sector in Namibia can and will continue to grow.



We are currently installing additional machinery in our production plant, to double our capacity, increase our productivity and thus ensuring higher customer satisfaction. Furthermore, this new machinery allows for additional job creation for Namibians.

WHAT MAKES US THE LEADING CORRUGATED MANUFACTURER IN NAMIBIA?



We provide cost-effective solutions that save Namibians money due to our shorter manufacturing lead times, it enables our customers to be more efficient and more competitive in an ever-growing market.



We recognize the need to educate and host learning institutions. We've hosted numerous educational institutions, from as far as Rundu and Keetmanshoop, visiting Guan's Packaging in Walvis Bay



Guan's Packaging is ISO 9001 Certified and is compliant with the Africa Continent's Coca Cola Supplier Guiding Principles. This allows us to become eligible for international trading with all major brands such as Nestle', Coca Cola, SAB Miller, to name only a few.



During these visits, we attempt to change the public perception of manufacturing as an "unskilled, dirty labour" industry whereby we give visitors the chance to experience manufacturing in "Guan's way".



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Neo Paints.
Your Namibian paint company.
Available at all hardware stores nationwide.

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Fax sales/orders: +264 61 384 703/2
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Setting the Table

Setting the table to feed the nation



Ogilvy & Mather Namibia | www.ogilvy.com.na

The Namib Mills Group is the holding entity that actively manages a portfolio of investments comprising of a number of operating companies which are mainly active in the following sectors; wheat, maize and mahangu milling, pasta manufacturing, rice and sugar packaging.

The group traces its roots back to 1981 when the first small Greenfields maize mill opened in Windhoek, Namibia. Today, the group is a major supplier of staple foods and animal feed and employs over 2000 people in both Namibia and South Africa.

State of the art facilities and a highly skilled workforce guarantee a wide range of healthy, quality branded products that meet the requirements of our customers.

Our reputation is important to us and a non-negotiable commitment to continuous quality improvement and superior service has ensured that our products remain trusted leaders in their category.

We believe that our employees are the reason for the group's success and that talent development is a key factor to maintain its competitive edge. Talent development is therefore integrated into our strategy and business culture. The group is also firmly committed to sound corporate governance and adhere to strict business ethics that foster integrity, respect, honesty and openness in our day-to-day business activities with our stakeholders.

We follow safe workplace practices to provide a healthy working environment for all our employees. The natural environment is also important to us and the group conducts business in an ecologically responsible manner.

Sustainability is a priority throughout our group and we are committed to sustainable business practices, not only for the long-term benefit of our shareholders, but all our stakeholders. We create socio-economic growth through investment in local economies and develop people's talent, both inside our group and through educational initiatives in the communities around us.

OHORONGO CEMENT

INNOVATIVE IN EVERY ASPECT

Ohorongo Cement has without a doubt established itself as the leader of the cement industry in innovation in Namibia. Through partnerships with farmers, private companies and state-owned enterprises (SOEs), Ohorongo is playing an essential role in driving innovation initiatives in the country.

The company operates a state-of-the-art plant, which is one of the most energy efficient and environmentally friendly on the African continent. The absence of fossil fuels in Namibia led to the immediate implementation of alternative fuels at Ohorongo's first full production year, 2011.

"We live innovation in all parts of our company – slim and smart internal processes, environmentally friendly mining and production, product design, customer service and unique CSI (corporate social investment) activities," says Hans-Wilhelm Schütte, Ohorongo's Managing Director.

Schütte says innovation is deeply entrenched in their core values. "For Ohorongo, innovation is very important – to always have a competitive edge." In the light of the fact that the company places a high premium on living the values that they stand for, Schütte says this filters through to various layers of the business.

The company's main focus remains on Namibia, but it also prioritises a broader perspective. "It is important for us to first of all serve Namibia, but also the neighbouring countries with no sacrifice on consistent quality."

As far as the cement industry in the entire southern Africa is concerned, Schütte believes Ohorongo is one of the industry champions "in terms of the equipment that we have installed of having the lowest CO² (carbon dioxide) emissions in Namibia".

Another milestone is their usage and management of alternative energy sources: "We believe that we have been one of the most innovative companies on the manufacturing side of replacing fossil coal with alternative energy." Schütte adds that "during the planning and establishment phases of Ohorongo, the usage of alternative fuels was foreseen and technical equipment including the filtering systems, have been designed and built accordingly. The aim is to replace up to 80% of the fossil fuels with alternative fuels."

USAGE OF ALTERNATIVE FUELS AT OHORONGO CEMENT

2011: Wood chips produced from encroacher bush in and around the Otjozondjupa region close to the Sargberg plant. In 2015 the harvesting and chipping were fully outsourced to local small- and medium enterprises and farmers.

2015: Charcoal fines, a waste stream from charcoal processing, are procured from farmers around Otavi, Tsumeb, Otjiwarongo, Outjo, Grootfontein and Hochfeld.

2017: Refuse-derived fuel (RDF) was introduced to its alternative fuel mix. This is another significant innovation stride, especially within the Namibian context: "We decided to utilise the selected non-recyclable material and ensure that less waste is sent to landfills, as it contains an energy value. That certainly has tremendous benefits for the Namibian environment."

Schütte says there is huge value behind these energies which has not been recognised on the African continent. With heat temperatures of over 1450 °C, the cement manufacturing process guarantees complete combustion and destruction of all organic substances, resulting in no harmful emissions. Ohorongo has made it its mission to explore all these possibilities.

The company also took a step into the renewable energy sphere by entering into a Power Purchase Agreement with an Independent Power Producer for the supply of green and clean electricity to the factory. Supply of this electricity is expected to commence in 2018.

Ohorongo highly values its relationship with its customers. To expand while building local value chains and solid business relationships, the company opened a depot in Ondangwa. The depot located next to the Nehale IyaMpingana railway station is also expected to provide additional value for the Northern Railway.

"We believe that the spin-offs from this investment toward local entrepreneurs, especially the transporters, will be great," said Schütte.

Their corporate social investment portfolio is equally innovative. According to the MD, they achieve this through assembling partners from various industries to start meaningful and sustainable projects which makes a tangible difference in people's lives.

During the construction phase of the cement plant, Ohorongo took a deliberate stance to reinvest into Namibia, targeting specific sectors such as health-, education- and infrastructure development. To enable this decision, the Ohorongo Otavi Community Trust (OOCT) was established. Throughout this period, Support Ulm e.V. has been a valuable partner of OOCT, sourcing much-needed medical equipment, which is contributing towards improving public health services in Namibia. Proving their commitment to this cause, together with their partners, the Pupkewitz Foundation and FNB Foundation Trust they have jointly committed a whopping N\$6 million to the Shack Dwellers' Federation of Namibia over the past two years. This initiative is aimed at accelerating community driven housing delivery countrywide.

This institutional value of providing decent shelter is further cemented through the Ohorongo Employee Housing Scheme. "We do not want to be the owners of the houses. It is in the interest of the employees to have a house as an asset which they can be proud of. Housing is one of the big topics in the Harambee Prosperity Plan and one that we can execute in an innovative way," said Schütte.

To get more Namibians to optimise economic opportunities, together with one of its customers, the company established the Ohorongo Buildit Brickmaking Academy with the aim to transfer skills & knowledge and support employment creation. The company aspires to create a brickmaker in every village, settlement and township. "The Brickmaking Academy is our way of contributing towards the poverty eradication objectives of our government. Ultimately, this would also contribute to the sustainable development of our country, and hence towards creating a better future."

Schütte emphasises that all their efforts are aimed at assisting Namibia to become an industrialised nation which can compete on the international arena whilst leaving a lasting legacy.

OHORONGO CEMENT

+264 61 38 9355

info@ohorongo-cement.com

www.ohorongo-cement.com

SO MUCH MORE THAN JUST A **NAMIBIAN** CEMENT



TinCup Digital | Marketing Agency

While a secured supply of cement means Namibians can build more homes, schools, clinics and offices, sustainability and local value addition is at the core of our business. This includes an investment in excess of N\$3 billion to date, almost a 100% Namibian workforce, and working with SMEs to create business opportunities so they can become self-sufficient and create employment for more Namibians.

When it comes to proving that Namibian cement is produced to the highest international quality, our credentials speak for themselves. Our cement products hold the Namibian Standards Institute mark of quality and is SABS and NSI certified. More than 140 samples are tested daily throughout the year to ensure consistent quality. Our Operations are also ISO certified and approved by the VDZ (Verein Deutscher Zementwerke e.V.), the economic, technical and scientific association for the German cement industry.

How do we care for the environment? Whether through the use of solar power, burning RDF (a homogenous substitute for fossil fuels), wood chips or charcoal fines, a great deal of energy goes into finding the most practical sources of heat and power for the cement manufacturing process. All this while our emission levels are well below European Standards, and thanks to a zero dust policy, we keep Namibia's air as fresh as when we first arrived.



PRODUCED IN NAMIBIA TO
WORLD-CLASS STANDARDS



OHORONGO
cement

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MINING AND ENERGY

THE NAMIBIAN MINING SECTOR CONTINUES TO MAKE WAVES, CONTRIBUTING NO LESS THAN 11.1% TO THE COUNTRY'S GROSS DOMESTIC PRODUCT (GDP) AS PER RECENT FIGURES. IN ORDER TO WEATHER THE GLOBAL ECONOMIC STORMS, A NUMBER OF MINES HAVE COME UP WITH INNOVATIVE STRATEGIES WHICH SEEM TO BE REAPING REWARDS.

HIGHLIGHTS:

1. The mining sector made a direct contribution of 11.1% to GDP in 2016.
2. Tschudi copper mine trebled Namibia's refined copper cathode production.
3. B2Gold's Otjikoto gold mine posted record production.
4. Through a joint venture (JV) partnership, Imerys Graphite and Gecko Namibia continued the development of the Okandjande graphite mine.
5. Salt & Chemicals inaugurated their salt expansion project, which would boost salt production from 700 000 tonnes to 1 000 000 tonnes by 2018.
6. Tests work conducted in six phases on Bannerman's Heap Leach Demonstration Plant yielded results far exceeding benchmarks in the optimisation study.

Other highlights include:

- turnover > N\$28.85 billion
- wages and salaries > N\$4.15 billion (excluding Swakop Uranium)
- exploration spending by operating and exploration companies > N\$510.92 million
- corporate tax paid > N\$1.75 billion (N\$2.35 billion in 2015)
- royalties paid > N\$1.45 billion (N\$1.41 billion in 2015)
- total taxes paid > N\$3.21 billion (N\$3.76 billion in 2015)
- chamber members directly employed 9 574 permanent individuals, 669 temporary employees, and 5 400 contractors (2015: 8 853 permanent employees, 716 temporary employees, and contractors

According to Veston Malango, the chief executive officer of the Chamber of Mines of Namibia, the Chamber in partnership with the Government has over the last seven years worked relentlessly to ensure that Namibia remains an attractive destination for investment in mining and to ensure that this sector, one which underpins economic growth in Namibia, continues to create maximum economic benefit for the country. In 2014, the Fraser Institute Survey of Mining Companies ranked Namibia as the most attractive destination for investment in mining and exploration on the African continent. In the most recent 2016 survey, Namibia's ranking has, however, fallen to ninth position. The

New Equitable Economic Empowerment Framework (NEEEF) Bill and additional conditions to licences were cited as the main drivers for the ranking degradation.

This comes at a time when the Namibian economy finds itself in a vulnerable situation, where Government debt levels are at 42% of GDP, surpassing sustainable thresholds.

Through the formulation of the Fifth National Development Plan (NDP5), the Chamber identified significant opportunity for investment in the manufacturing of inputs into the mining sector, such as components for processing plants. The mining sector spent 41% of its revenue on locally procured goods and services in 2016, which presents itself as an appealing business case to manufacture some of these inputs. This is one of the many examples in which the mining sector provides critical mass for the advancement of other industries. For such investments to occur, however, a favourable and conducive regulatory environment is of utmost importance.

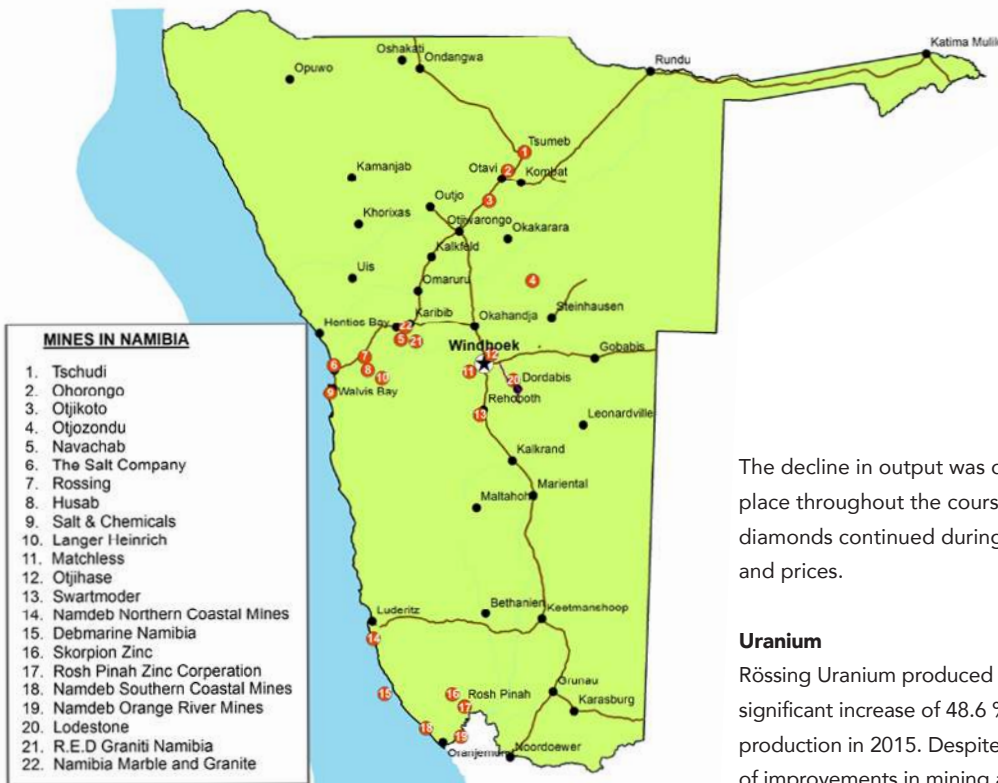
Furthermore, the mining sector, through its comprehensive Corporate Social Responsibility programmes, has already made significant contributions to the achievement of a number of goals and targets in the Harambee Prosperity Plan and National Development Plans.

What is required is an environment in which privately owned businesses, and thereby mining companies, can flourish without having to comply with restrictive regulatory requirements, Malango says.

The attractiveness of the mining sector, along with others, will continue to be eroded should uncertainty around the proposed pieces of legislation and policies continue, especially during a time where the Namibian economy cannot afford to forego new investments and business opportunities.

According to the Chamber of Mines, some of the value-addition possibilities in the mining sector are:

- Diamonds: Cutting and polishing
- Copper: Copper refining to 99.99% LME grade as well as manufacturing of copper products such as wire and tubes
- Zinc: Zinc refining to 99.99 percent purity as well as manufacturing of zinc products
- Dimension & semi-precious stones: Additional cutting and polishing factories
- Salt: Refining and packing as well as use in a chemical industry



Source: The Chamber of Mines of Namibia

- Development of materials from local minerals to be used in the construction industry, such as cement, tiles, bricks and panels.

NMA Manufacturing and Processing Directory 2015/16 edition

HIGHLIGHTS FROM OPERATIONS

Diamonds

There was a significant reduction of 11% in the output of diamonds from 1.76 million carats in 2015 to 1.57 million carats in 2016. Namdeb land operations contributed 403 000 carats to this total, also posting a drop in output due to operational challenges which involved declining resources, cementation of ore, water management challenges and reduced throughput owing to clayish material.

Debmarine production fell marginally from 1.2 million carats in 2015 to 1.17 million carats in 2016.

The decline in output was due to scheduled vessel servicing which took place throughout the course of the year. Sluggish global demand for diamonds continued during 2016 which drove declining diamond sales and prices.

Uranium

Rössing Uranium produced 1 850 tonnes of uranium in 2016, a significant increase of 48.6 % from 1 245 tonnes of uranium oxide production in 2015. Despite depressed market conditions, a number of improvements in mining activities increased mill throughput and consequently, production. The company also declared a profit in 2016 as a result of enhancing mining efficiency and eliminating bottlenecks. Production from the Langer Heinrich mine was sustained during 2016 posting a marginal increase from 2 228 in 2015 to 2 236 in 2016 due to ongoing efforts to achieve operational efficiency while trying to curb the costs of production.

Swakop Uranium commenced production on 30 December 2016.

Gold

B2Gold produced 4 714 kg in 2016, 12.3% up from production in 2015, resulting from increased throughput owing to the completion of the mill expansion project which was successfully completed in September 2015. Mining operations were extended to the Wolfshag zone which also contributed to record production.

Production from Navachab remained stable in 2016, amounting to 1 878 kg of gold bullion.



Image by Ohorongo Cement

DEBMARINE NAMIBIA

EMBRACING NEW WAYS



Debmarine Namibia - home grown marine talent

DEBMARINE NAMIBIA

Debmarine Namibia is a recognised world leader in marine diamond exploration and mining technology. Debmarine Namibia is a joint venture marine diamond prospecting and mining Company, owned in equal shares by the Government of the Republic of Namibia and De Beers. Debmarine Namibia became operational in 2002.

INVESTING IN OUR COMMUNITIES

Debmarine Namibia's corporate social responsibility (CSR) incorporates economic responsibility, environmental responsibility and social responsibility. On a strategic, long-term approach to implement CSR, Debmarine Namibia strives to achieve sustainable development.

The Debmarine Namibia Social Responsibility Fund and the Debmarine-Namdeb Foundation (jointly owned by Debmarine Namibia and Namdeb) continues

to support various projects throughout the country. The social funds focus primarily on Education, Women and Girl Child Empowerment, Access to Opportunities (in particular the youth), Biodiversity and Rarity Conservation, and other deserving causes. A concerted effort is being directed towards the identification of further opportunities of assistance towards the Government drought relief and water scarcity efforts and supporting impoverished communities in rural areas. Additionally, Debmarine Namibia partners with the National Road Safety Council and the MVA Fund on ways to support the national road safety awareness efforts.

INVESTING IN THE HEALTH OF EMPLOYEES

Employees are the primary assets of any company. Therefore Debmarine Namibia jealously guards and invests in the health and wellness of the men and women behind this world leading marine diamond mining company.

Debmarine Namibia's investment in the development of various employee wellness workplace programmes, is evidence of its commitment to its policy of ZERO HARM, in terms of the health of its employees.

The Company has a holistic wellness programme in place that focuses on the prevention, care and awareness of diseases, providing a variety of services. The programme is intended for employees but is also extended to employees' families and communities. The programmes focus on chronic disease management, HIV/AIDS management, nutrition and fitness, acute illnesses and general wellness.

INVESTING IN SKILLS DEVELOPMENT

Skills development is critical to the Company and ensures that our investment in the development of local talent empowers our employees, our communities and fosters economic opportunity for Namibia in support of Vision 2030. The Company puts significant emphasis on skills development through a wide range of programmes including; bursaries, technical training, long-term trainee, self-study assistance, leadership development and safety awareness. Our commitment to Zero-Harm in terms of the safety of our employees results in mandatory participation of employees in regular safety training programmes aimed at ensuring

continuous safety risk awareness and management.

The Namibianisation of the workforce is a key initiative that is driven at the highest level. Currently the Debmarine Namibia workforce stands at 900 employees.

INVESTING IN OUR ENVIRONMENT

As an offshore mining operation, our immediate community consists of living sea organisms, plants and mammals. We are passionate about our marine environment and endeavour to meet and lead global best practices in this area.

Our environmental management system is certified to the international ISO14001: 2004 standard. This standard specifies requirements for an environmental management system to support environmental protection and prevention of pollution in line with legal requirements and socio-economic needs in close consultation with key stakeholders and affected parties. We have embarked on extensive initiatives to develop greater awareness of the intriguing marine environment.

Our ongoing environmental benthic monitoring programme investigates the impact of marine mining on benthic communities. The benthic analysis is conducted by independent scientists and reports are peer reviewed by external independent internationally



Latest acquisition: Sampling and exploration vessel – mv SS Nujoma docks in the Port of Walvis Bay and registered in the Port of Lüderitz



The vessel patron Dr Sam Nujoma seated in the Captain's chair of the mv SS Nujoma

recognised marine scientists and environmental experts.

INVESTING IN THE SUSTAINABILITY OF OUR OPERATIONS

Working smarter for the future

Debmarine Namibia operates in the Atlantic 1 mining licence area off the southern coast of Namibia, at water depths of up to 140

meters. The Company operates five diamond mining vessels, namely Debmar Atlantic, Debmar Pacific, !Gariap, Grand Banks and Mafuta. Two mining technologies are deployed, the airlift-drill and the crawler mining technology. The mining vessels mine diamonds off the ocean floor using highly advanced drill technology and supported with sophisticated



Latest sampling and exploration vessel – mv SS Nujoma

tracking, positioning and surveying equipment. The Company recently acquired and inaugurated its sixth vessel, an exploration and sampling vessel, mv SS Nujoma.

Offshore logistical support services are provided to the mining vessels by means of fixed and rotor wing aircraft and tug services.

Debmarine Namibia invest heavily in research and development to improve its fleet of sophisticated technology. The Company continuously breaks new ground with improved mining systems.

Through our commitment to ensuring long-term sustainability, strategic partnerships and active stakeholder engagement, we will continue to live up to our mission of delivering maximum

value to our shareholders and stakeholders thereby unlocking the sparkle of the offshore diamonds for Namibia.

OUR VISION

To be the global benchmark in marine mining. Forever.

OUR MISSION

To mine marine diamonds sustainably.



DEBMARINE NAMIBIA

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MEET OUR NEW CEO

AT THE HELM OF ERONGO RED

After the resignation of its former Chief Executive Officer, Mr Robert Kahimise, who joined the City of Windhoek in February 2017, the Erongo RED Board was faced with the mammoth task of finding the successor for him.

Appointed as the Acting Chief Executive Officer in the interim, Mr. Fessor Mbango, who was the Executive Manager for Network Engineering at the time of Mr. Kahimise's departure, wholeheartedly accepted the task bestowed upon him and steered the ship for three months while the Board searched for a new Chief Executive Officer.

On 24 April 2017, Mr. Mbango officially commenced his duties as the new Chief Executive Officer. Mr. Mbango joined Erongo RED in 2012 and has held several prominent roles within the company which included Technical Manager and Executive Manager (his former position). Before joining Erongo RED, he was with the EMCON Consulting Group, where he served in a management position.

Mr. Mbango holds a bachelor's and a master's degree in Electrical Engineering from the Cape Peninsula University of Technology.

When asked how he felt about his new role and what he endeavours for Erongo RED would entail, he said, "I am extremely humbled by the honour bestowed upon me. Together with the team, we are going to bring in new and innovative ways of doing business and providing service to our customers, in a drive to bring electricity to all."

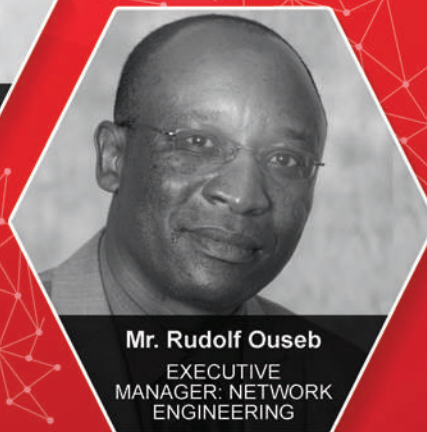
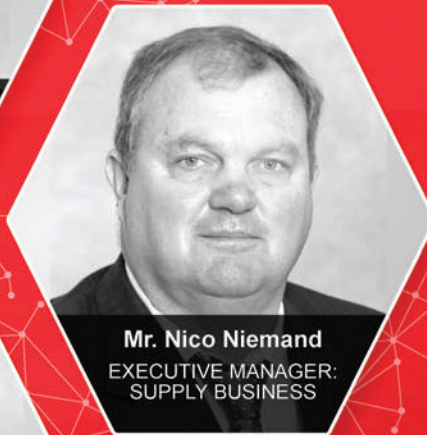
The Erongo RED Board have full confidence in him, his ability and his exciting plans that will certainly catapult the organisation to greater heights. His academic background, results-oriented approach and the ability to think strategically combined with his vast experience will play a pivotal role in extending our track record as the leader in the electricity industry.

His predecessors laid a strong foundation on which we are all confident he will continue to build upon and further develop Erongo RED.

“ We are going to bring in new and innovative ways of doing business and providing service to our customers, in a drive to bring electricity to all. ”



INTRODUCING OUR EXCO



NAMCOR

NAMCOR REBRANDS FROM GREEN TO DIFFERENT SHADES OF ORANGE



The National Petroleum Corporation of Namibia has changed both its look and corporate colours from the dominant green oil drop to the orange NAMCOR spiral. Apart from the old brand being outdated, our key strategic objectives, specifically the retail fuel agenda, served as a key motivation for the rebranding. A study of the NAMCOR brand revealed that it was not suitable to be adopted onto our new fuel retail sites. After further extensive research of oil brands locally, regionally and internationally we took the decision to revisit our brand and develop a new brand that is in line with our goals as well as with modern industry trends.

THE ROLE OF E&P

The NAMCOR Exploration and Production Department focuses on upstream activities of the oil and gas industry. Its institutional role is to participate in hydrocarbon exploration on behalf of the Namibian Government and to ensure the optimum exploitation of Namibia's petroleum resources. Other main upstream activities include being a technical advisory to the Ministry of Mines and Energy, active promotion of Namibian acreage at local and international platforms in order to attract hydrocarbon investments, and storage and brokerage of Namibia's hydrocarbon exploration data which includes 2D and 3D seismic data, and core and rock cuttings from exploration wells.

NAMCOR'S PARTICIPATION

At present, one production, 38 exploration, and five reconnaissance licences have been issued by the Ministry of Mines and Energy. NAMCOR has a 10% carried interest in more than 90% of the hydrocarbon exploration licences issued in Namibia. NAMCOR has recently been awarded a 100% working interest in Block 1811A and a 20% working interest in Block 2914A. Both these exploration blocks are located offshore Namibia in the Namibe and Orange Basins respectively. NAMCOR's participation in hydrocarbon exploration and future production activities ensures a Namibian presence in this industry, while contributing to local capacity building.

Figure 1: Licence map highlighting NAMCOR participation Hydrocarbon exploration data

- A total of 32 wells have been drilled offshore Namibia (15 exploration, 7 appraisal (KUDU gas field) and 10 ODP/DSPD wells.

- 10 exploration wells have been drilled onshore.
- Namibia has excellent offshore seismic coverage.
 - ~ 147 000 line km of 2D seismic
 - ~ 40 423 km² of 3D seismic data offshore.
- Onshore, the 2D seismic database comprises 2 500 line km of 2D.
- 28 000 km of aeromagnetic data has been acquired covering the whole offshore Namibia.

KUDU GAS PROJECT

The Kudu Gas-to-Power Project is a key strategic power-generation project for Namibia, which will decrease reliance on imported power and accelerate economic development.

NAMCOR has a 44% stake in the national gas to power project:

- PROJECT SHAREHOLDING
 - BW Kudu Limited became the operator of the Kudu field on 26 January 2017 and has taken 56% equity in the project.
 - NAMCOR will continue engaging potential investors interested in taking up some of the remaining 44% equity.
- DEVELOPMENT CONCEPT
 - Three vertical wells are to be drilled and the produced gas will be transported via subsea flowlines to the FPS (gas treatment vessel).
 - The treatment gas from the FPS will be transported via export pipeline to the Kudu Power Station, where this gas will be burned to produce electricity.

DOWNSTREAM COMMERCIAL AND MARKETING

NAMCOR markets a range of petroleum-related products ranging from fuels and lubricants to various clients. The corporation's stakeholders are from various sectors within the economy such as government, mining, transportation, and farming, amongst others. All products marketed by NAMCOR meet Namibian product specifications!

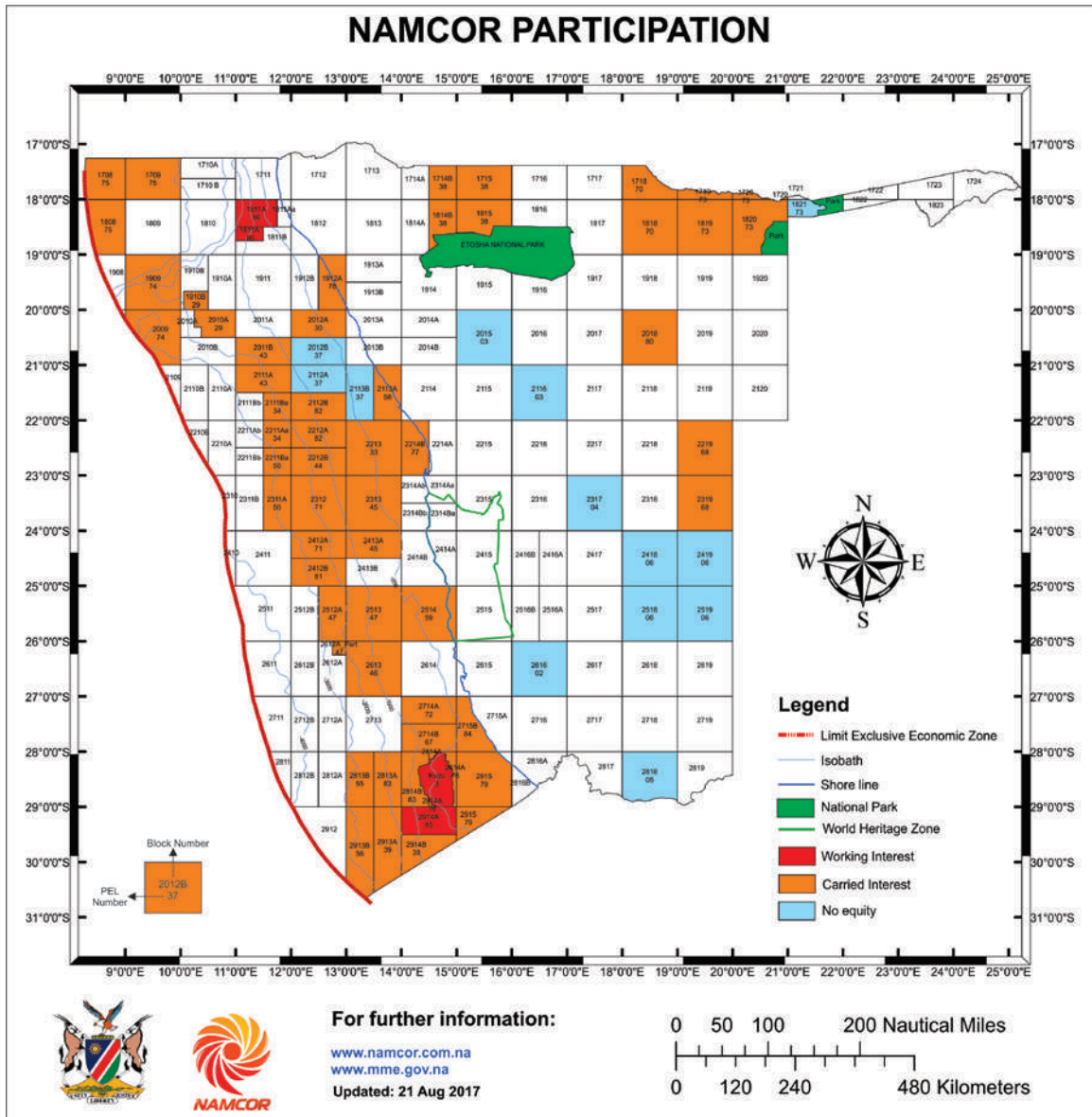
RETAIL

The National Petroleum Corporation of Namibia plans to enter the fuel retail sector at an advanced stage, with our first retail site expected to become fully operational before the end of 2017. This will be followed by a number of NAMCOR-branded service stations at strategic locations around the country.

LOGISTICS

The Commercial Business Unit has since its inception established and developed a number of bulk fuel storage depots in key locations, from where it services valued customers.

NAMCOR has successfully refurbished a 650 000 litre capacity state-of-the-art bulk storage depot in Otjiwarongo, from where it trades a full range of refined petroleum products (fuels, lubes and IP) and serves customers in the surrounding areas and government agencies (near north and far north).



The company has a stake in the following depots

- Otjiwarongo Bulk Fuel Storage with a capacity of 600 000 litres (100%)
- Mariental Commercial Bulk Storage with a capacity of 166 000 litres
- Keetmanshoop Depot

The company also plans to set up new depots in Gobabis, Windhoek and Ondangwa.

All these facilities comply with the relevant environmental and safety standards!

FUELS

NAMCOR offers a number of main fuels, including Diesel 50ppm, 500ppm and Unleaded Petrol 95 (ULP 95) at a price based on the government-regulated wholesale price, as applied by the Namibian

Government from time to time. Pricing (site-specific) is available upon request.

Additionally, NAMCOR offers Illuminating Paraffin (IP) and Heavy Fuel Oil (HFO) at competitive prices. The quality of petroleum products to be supplied by NAMCOR conforms to the specifications set out by the Namibian Government. Please also note that the latest amendments shall apply. Quality certificates of all the products are regularly supplied on request.

SUPPLY AND TRADING

Our main objectives are to secure alternative sources of supply and to establish reliable networks with various suppliers from which products can be sourced. We are also dedicated to the

establishment of export markets to contribute revenue through cross-border trade of products through the port of Walvis Bay. NAMCOR is still an active participant in the country's downstream industry, holding a wholesale licence and servicing a number of clients.

LUBRICANTS

In collaboration with SASOL Oil Limited, NAMCOR added branded lubricants to its product range for the mining, agriculture and automotive sectors. The company also plans to introduce its own lubricant offering to effectively compete nationally and export to regional markets.

LIQUEFIED PETROLEUM GAS

The company intends to explore

re-entering the LPG market to create value as a National Oil Company in order to serve the less privileged with a reliable and cost-effective energy source.



Exploring & Fuelling Namibia

NAMCOR

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Nangombe Negumbo

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www.namcor.com.na



A NAMIBIA DE BEERS PARTNERSHIP

INNOVATION AND TECHNOLOGY PROPEL OUR GROWTH TODAY FOR A BRIGHTER TOMORROW.

Since 1994 we've delivered not only carats but more technological advancements which contribute towards building the Namibian nation. At Namdeb we don't just mine diamonds, we use them to build a better tomorrow.

**GOOD TODAY.
BETTER TOMORROW.**



ORGANISATIONAL PROFILE

NAME: Namdeb Diamond Corporation (PTY) Ltd
FOUNDED: 1994
OPERATIONS: Orange River Mines, Southern Coastal Mines and Northern Coastal Mines

HISTORY

Namdeb's rich history goes as far back as 1920 when diamond-mining companies along the Orange River were amalgamated to form Consolidated Diamond Mines (CDM). In 1994 CDM entered into a new partnership with the Namibian Government and Namdeb was formed.

OWNERSHIP

Namdeb Diamond Corporation is owned by Namdeb Holdings. In turn, Namdeb Holdings is owned 50:50 by De Beers and the Government of the Republic Namibia respectively. Namdeb Holdings has long-term mining concessions in the south west of Namibia both on land and offshore, adjacent to the Orange River and offshore in the shallow waters.

CORE BUSINESS

Diamond exploration and mining takes place along the south-west coast and inland areas of Namibia's //Karas Region. The main land-based operations are found in the town of Oranjemund and satellite mines near Lüderitz and along the Orange River.

EMPLOYEES

Namdeb has a workforce of approximately 1700. There remains a focused commitment to increase the number of female employees within jobs and roles that have been traditionally male-dominated.

SAFETY

Safety is the first value and the number one priority for Namdeb. A zero harm approach forms the foundation of all aspects of operations and this care is extended to all stakeholders and the environment in which Namdeb operates. Namdeb is proud to have continuously retained its Occupational Health and Safety Audit Standard (OHSAS 18001:2007).

HEALTH

Namdeb's first priority is to ensure a safe and healthy work environment for employees. This is achieved through a holistic wellness programme which focuses on the prevention and care of diseases. In addition to this, a variety of services are offered to enhance continuous health monitoring. Namdeb prides itself on being the first organisation in Namibia to provide antiretroviral (ARVs) medicine to employees, their spouses, life partners and dependants.

ENVIRONMENT

Namdeb operations are located within the Tsau //Khaeb (Sperrgebiet) National Park, adjacent to the international Orange River and Namibian Islands Marine Protected Area. This unique location, as well as the potential for tourism in the area, creates a strong focus for the integration of biodiversity stewardship into the mine's life cycle from exploration, projects, operations and closure is a critical strategy. For several years the company has supported

various research and conservation efforts in both land and marine environs through the establishment of partnerships with key research and academic institutions.

INNOVATION AND TECHNOLOGY

Several types of innovative mining techniques have been employed to extract diamonds from alluvial deposits of ore bodies. Over the years, specialised equipment such as vacuum extractors, dredgers, accretion conveyors and drill platforms have been used to sample, extract the resource and create more accretion respectively.

DIAMONDS DO GOOD

Namdeb mines diamonds profitably, sustainably and responsibly for the benefit of shareholders and other stakeholders whilst making a lasting contribution to Namibia. Diamond mining has played a significant role in building the social and physical infrastructure of an independent Namibia. As part of leveraging diamond equity, Namdeb will continue to investigate new opportunities which seek innovative ways of creating value.

Pauline Thomas
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NAMIBIA POWER CORPORATION (NAMPOWER)

ENSURING SECURITY OF SUPPLY

NamPower has for years continued to keep the engine of the Namibian economy running. Recognising the enormous responsibility that it is charged with – that of ensuring a secure and reliable supply of electricity to Namibia – NamPower remains focused on delivering on its mandate. By investing greatly in generation and transmission projects, and exploring renewable energy sources, NamPower will continue to ensure security of supply to the Namibian nation for years to come.

POWER SUPPLY SITUATION

Due to mainly demographic and economic growth, the demand for electricity has increased greatly in Namibia. Local generation capacity cannot meet the demand and this has resulted in Namibia being a net-importer of electricity. The power supply deficit will continue to prevail until the commissioning of a new base load power station (capable of operating 24 hours a day and shut down only when routine maintenance is required or due to unforeseen circumstances).

To bridge the gap until an additional base load generation plant comes on stream, NamPower in 2011 initiated the Short Term Critical Supply Project, which involves several short and medium term initiatives to meet the power-supply challenges and to ensure security of supply to the country. These include:

- the implementation of Demand-Side Management

initiatives which are aimed at cutting down on electricity consumption during peak hours

- upgrading of existing generation sources
- continuing to pursue both new Power Purchase Agreements and renegotiating existing ones with neighbouring countries
- engaging Independent Power Producers (IPPs) for the provision of electricity from renewable energy projects in the form of wind, solar PV and biomass, as well as a possible conventional thermal plant
- implementation of the Renewable Energy Feed-In Tariff (REFIT) programme which is designed to fast-track investment in renewable energy technologies by offering long-term contracts to renewable energy Independent Power Producers (IPPs), typically based on the cost of generation of each technology
- implementation of Concentrated Solar Power (CSP) with storage and Biomass projects over the next three years.

NamPower embraces the introduction of renewable energy projects in its supply mix. The utility is thus pursuing the potential of renewable energy, also as an interim measure, given the fact that Namibia has a huge potential of renewable energy resources.

The increase in generation capacity will in turn require upgrading Namibia's transmission backbone to 400 kV over the next five years. This will be done through the implementation of NamPower's Transmission Master Plan at an estimated cost of N\$7.5 billion. A number of transmission projects have already been completed as part of this programme while others continue to be implemented.

LONGER TERM DOMESTIC POWER SUPPLY OPTIONS

While striving to meet short-term challenges, NamPower remains equally focused on the medium- to long-term picture, intensifying its work on supply options for the future, with the aim to meet the country's electricity requirements from local generation (and export surplus electricity to the region).

Among these is the development of the Kudu Power Project, off Namibia's southern coast, which remains a strategic investment for national security of supply and will serve as a catalyst for the commercialisation of Namibia's unexploited oil and gas potential.

Another long-term project is the Baynes Hydro Power Project, a joint project between Namibia and Angola, to be situated along the Kunene River, 200 km downstream of Ruacana. It is envisaged that the Baynes mid-merit/peaking power station's capacity would be about 600 MW to be equally divided between the two countries

and resulting in 300 MW destined for Namibia.

The ZIZABONA Project – a joint venture between the utilities of Zimbabwe, Zambia, Botswana and Namibia – will involve the construction of a multi-million dollar transmission line that would allow an additional 300 MW to be wheeled around the region.

Grand Inga, the world's largest hydropower scheme of 40 000 MW from the Congo River in the Democratic Republic of Congo (DRC), remains a priority project for the Southern Africa Development Community (SADC), the New Partnership for African Development (NEPAD), South African Power Pool (SAPP) and the World Energy Council.

Looking ahead, NamPower will continue to play a major role in ensuring security of supply for the country and its people, thus our mandate will remain strong and current. NamPower therefore commits to remain focused and committed as it has been over the last 20 years and to continue delivering on its mandate without fail.

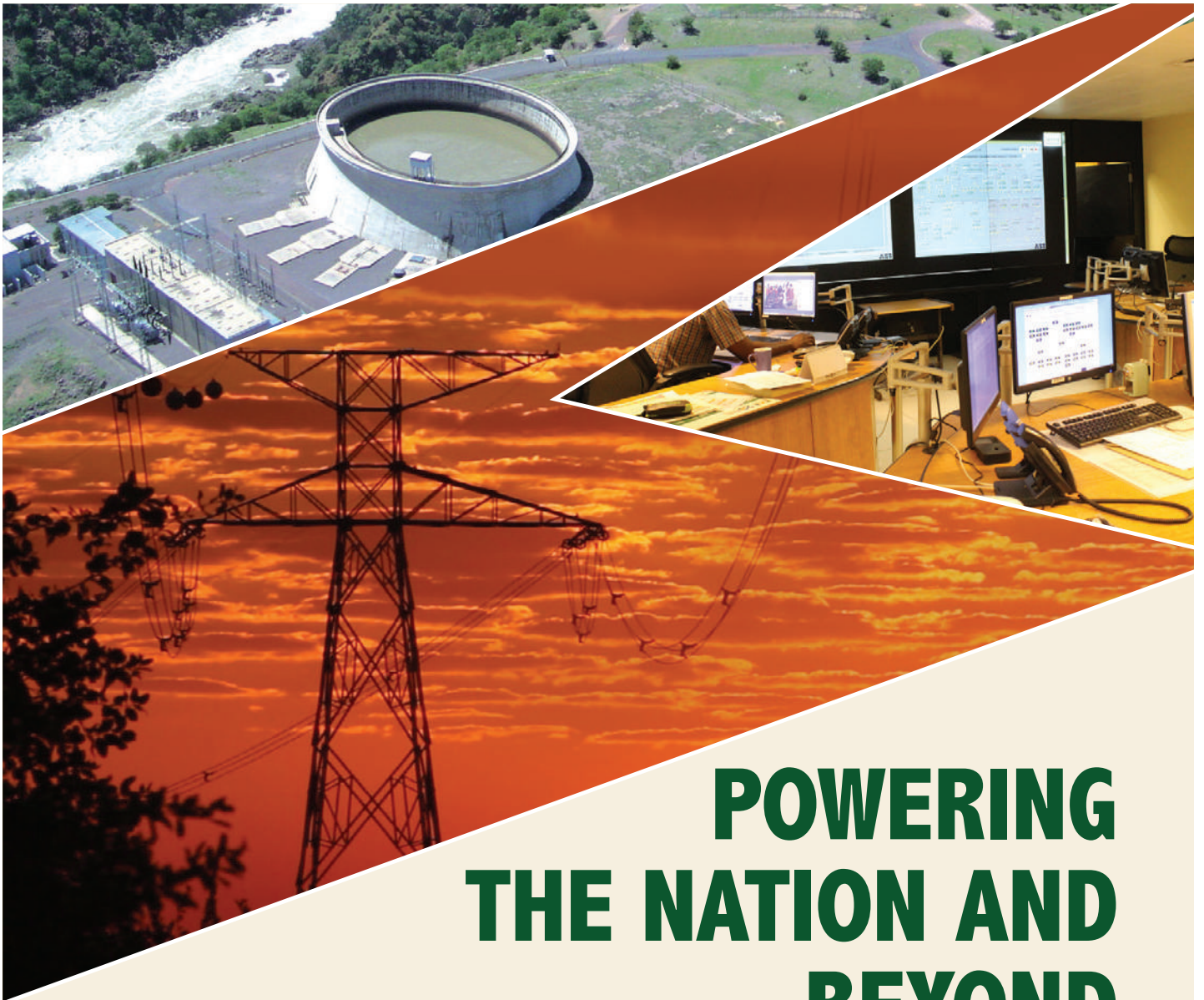
NAMPOWER

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POWERING THE NATION AND BEYOND

- Through the power of strong leadership and a committed workforce
- Through the progressive implementation of our strategic plans
- Through sophisticated infrastructure and systems
- Through harmonising engineering and logistics planning

For years, NamPower has been the engine that drives the nation's economy, communities, and our everyday lives. The dedicated women and men who fuel NamPower are committed to continue powering the nation for decades to come.



Powering the Nation and beyond

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OSHAKATI PREMIER ELECTRIC

ENERGISING YOUR FUTURE

CORE BUSINESS

Oshakati Premier Electric (Pty) Ltd (OPE) is an industry-leading distribution and supply company operating within the borders of Oshakati, Namibia. The primary mandate of OPE is to conduct distribution and supply of electricity, electrical engineering services and other activities related thereto throughout Oshakati. In support, the company ensures operations, maintenance, upgrading and expansion of the electrical system towards a sustainable, dependable power-supply delivery.

Currently, OPE has 7 200 active electricity customers in its area of operation with an annual turnover of approximately N\$150 million. Due to a progressive town-development drive by the Oshakati Local Authority, OPE is expecting the addition of up to 6 000 additional residential customers over the medium term of five to eight years, with an additional step load of 1,5 MVA expected for a new shopping mall in the already popular CBD area of Oshakati by 2019.

Due to a changing electricity supply environment, OPE is committed to implementing alternative generation solutions based on renewable energy and is already in advanced stages of implementing a 10 MVA Solar PV generation installation. Alternative technologies and diversifying the core business is also receiving attention in the form of research and development to possibly provide internet broadband data services for customers via a smart metering network.

OPE ACHIEVEMENTS:

Oshakati Premier Electric operates in accordance with an Electrical Master Plan that was formulated in 2001 and updated in 2013. Another Maintenance Master Plan was also concluded in 2013 to guide the electrical maintenance plan for the town of Oshakati to ensure optimal network availability.

1. During 2003, the existing 10 MVA transformer in the NamPower substation was upgraded to a 14 MVA unit to cater for the load growth identified by the 2001 Master Plan.
2. Solid growth in return on investments paid to the shareholder: N\$8 million paid to Oshakati Town Council in 2017.
3. Reduction of power failures is essential.
4. Completion of approximately 95% of the 2001 Master Plan.
5. Self-funding of infrastructure investment as per the OPE Electrical Master Plan.
6. Provision of a 24-hour prepaid vending stations since 2003.
7. Provision of fully funded bursaries to needy students at local universities. Four electrical engineering students graduated in 2015

and 2016 academic years.

8. Investment in human resource capacities. Training of our core business employees in obtaining wiremen licensing, switching authorisation and various other training interventions is essential.
9. Investing in an 11kV power factor correction facility to lower electricity purchase costs from NamPower is a key factor.
10. Connection of customers in previously non-reticulated areas: OPE has managed to distribute power to approximately 2 600 erven over the past 16 years in areas such as Evululuko, Okandjengedi (south and north), Oneshila, Uupindi (south and north), Oshoopala and all authorised and enabled location areas.
11. Installation and maintenance of streetlights in Oshakati at no cost to the Oshakati Town Council, translating into about N\$2 million per year in operational expense to help improve general safety and security.
12. OPE further erected 45 25m-high masts in Oshakati in the areas of Uupindi, Evululuko, Okandjengedi, Oneshila, Oshoopala and along Mandume Ndemufayo/Okahao Road.
13. Installation of eight traffic lights at intersections to assist in traffic-flow control and improve general traffic safety.
14. OPE installed seven quality-of-supply meters in Oshakati to monitor the quality of electrical supply in town and to ensure that problem areas are addressed proactively.
15. Electricity losses have been lowered the past 16 years from an initial level of 12% to a current industry leading level of 6%.
16. OPE has noted the recent increases in electricity tariffs and are in the process of developing a new 10 MVA solar plant to assist in lowering electricity prices and ensure sustainability.
17. Vision 2030: OPE's mission is to provide electricity to all residents of Oshakati and by so doing, complementing and help our government realising Vision 2030 targets.



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Executive Manager
Finance and Corporate Services



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TOURISM

REMAINS TRIUMPHANT

AS ONE OF THE MAIN CONTRIBUTORS TO NAMIBIA'S GROSS DOMESTIC PRODUCT, AND THUS THE ECONOMY, THE TOURISM SECTOR REMAINS AT THE FOREFRONT OF PUTTING THE COUNTRY ON THE WORLD MAP.

The Namibian tourism bouquet offers both prospective and returning visitors a vast array of breathtaking landscapes, fascinating fauna and flora, warm-hearted people as well as customised epic experiences which all promise to culminate in an unforgettable adventure.

Namibia is ranked as one of the most sought-after travel destination on the African continent and with its compliance with world-class standards in hospitality, this comes as no surprise.

TEASER: A BIRD'S EYE VIEW ON NAMIBIA'S FAUNA

A critical and beautiful part of Namibia's success story is the extraordinary variety of wildlife found here – a story best told in Namibia's many national parks, reserves and conservancies.

For a predominately arid country, Namibia boasts one of the greatest wildlife populations in the world. Some species are truly unique, many are rare, and a few boast a lineage going back long before the first ancestors of mankind evolved. Hundreds of mammal species roam freely in Namibia, and thanks to the variety of habitats across the incredible country, it is quite easy to customise your wildlife experience accordingly.

In the Etosha National Park, huge herds of springbok, gemsbok, zebra, and blue wildebeest, as well as smaller numbers of red hartebeest, Bruchell's zebra, lion, cheetah and the elusive leopard gather at waterholes and are spotted easily against the stark white background of the immense salt pans. Waterberg Plateau was proclaimed to nurture small numbers of endangered animals, different species of antelope, buffalo, white rhino and many more.

Cape Cross on the Skeleton Coast represents one of the largest seal reserves in the world. These three parks represent the most popular wildlife attractions in Namibia, but others dot the entire country, all experiencing a renaissance of sorts thanks to a massive internationally recognised conservation effort.

The "Big Five" has become a popular term of reference for visitors planning an African safari. Trophy hunters coined the term, and thus the "Big Five" were originally elephant, black rhino, buffalo, lion and leopard. Most visitors today choose to shoot with their cameras and the hippopotamus is usually considered one of the most loved animals to capture, and together with the zebra, giraffe and cheetah (known as the "Big Nine"), these are the animals most visitors to Africa come to see, and in Namibia you have an excellent chance of seeing them all.

Cape Cross on the Skeleton Coast represents one of the largest seal reserves in the world. These three parks represent the most popular wildlife attractions in Namibia, but others dot the entire country at all experiencing a renaissance of sorts thanks to a massive internationally recognised conservation effort.

FAST FACTS ABOUT THE LAND OF THE BRAVE

- Namibia is popular among overseas visitors as a travelling destination, especially between May to September annually.
- Among many feats, Namibia proudly houses the largest free-roaming population of black rhinos and cheetahs in the world and remains the only country with a growing population of lions that roam freely.
- Situated approximately 46 km northwest from Grootfontein en route to Tsumeb, on a farm called Hariseb on the C42, Dragon's Breath is the largest meteorite known to mankind.
- Namibia is particularly spectacular as it offers four different landscapes – each with their unique beauty and splendour. These include the world-renowned Namib Desert, a lengthy coastal desert that runs the length of the country and is marked by migrating dune belts, dry riverbeds and canyons. Then there is the rugged mountainous as well as sandy central plateau where most of the country's towns and villages are situated. Another beautiful feature is the vast Kalahari Desert which is sparsely vegetated. Finally, there are the tropical forests, perennial rivers and woodland savannahs of the Kavango East and West and the Zambezi regions.

SOME TOURISM FIGURES FROM THE STATISTICS BODY

September statistics from the Namibia Statistics Agency (NSA) show that the hotel and restaurant sector serves as a proxy to the tourism sector and it remains a priority sector under the national fifth development goal. The average contribution of hotels and restaurants to GDP for the last ten years is 1.8%. • The Rooms' Occupancy Index stood at 152.3 basis points in September 2017 compared to 141.9 basis points recorded in August 2017. These are increases of 7.3% month on month and 1.5% year on year. • The Beds' Occupancy Index recorded 152.9 basis points during September 2017 compared to 162.3 basis points registered in the preceding month. This represents a decline of 5.8% m/m and an increase of 5.0% y/y. Chart 1: Beds & Rooms Occupancy Indices • The Regional and International Arrivals Index stood at 153.7 basis points in September 2017 compared to 159.2 basis points recorded in August 2017. This translates into a decline of 3.4% m/m and an increase of 10.8% y/y. • The Regional and International Departures Index indicated 137.3 basis points in September 2017 compared to 177.7 basis points recorded in the preceding month. These represent declines of 22.8% m/m and 0.4% y/y.



Wolwedans, in the Namib Rand Nature Reserve

NAMIBIA WILDLIFE RESORTS

CONSERVING NAMIBIA'S NATURAL HERITAGE – TODAY, TOMORROW AND FOREVER



Mrs. Zelna Hengari, Managing Director

Namibia Wildlife Resorts (NWR) is a proudly Namibian hospitality and service company. It manages resorts and camps in the national parks across our beautiful country on behalf of the Namibian government. NWR's knowledgeable staff is customer-driven and dedicated to providing a Namibian experience that is relaxing, memorable and liberating in comfortable surroundings.

NWR operates 20 resorts in three different lodging categories which suit every need and pocket.

Eco-collection: Exclusive accommodation in the heart of Namibia's national parks.

Classic Collection: A variety of accommodation options from serviced chalets and standard hotel rooms to basic camp sites paired with a broad range of facilities and tours.

Adventure & Camping: Campsites and cabins for the rugged traveller who appreciates 'close to nature' adventures.

NWR arranges intimate wildlife experiences on guided night drives in Etosha National Park

as well as sunrise and sunset excursions to majestic Sossusvlei, or relaxing massages and wellness treatments based on the healing properties of the hot springs at Gross Barmen.

NWR also provides adventure activities such as hikes into iconic landscapes on signature trails like the Fish River Canyon Hike through the second largest canyon on earth (four to five days, approximately 80 km), or the Namib Naukluft Hiking Trail through the rugged Naukluft Mountains which is considered one of the toughest trails in southern Africa (eight days, 120 km or four days, 60 km).

NWR caters for everyone. Whether you are passionate about photography, wildlife, landscapes, geology, camping, fishing, history or culture or simply enjoy the pure exhilaration of finding yourself surrounded by the essence of Africa – NWR is your willing partner and host.

NAMLEISURE CARD

In its drive to make travel in Namibia more affordable, NWR offers three different membership card options to domestic, SADC

and other international visitors. The NamLeisure card is for one person; NamLeisure Plus is for couples or an adult and one child aged between 13 and 17 years; NamLeisure Family is for two adults and two children aged between 13 and 17 years. Residents of Namibia qualify for a 50% discount, SADC travellers for 25% and international travellers for 10%. Non-cardholders who share a room or a camping site with a NamLeisure cardholder are also eligible for a 50% discount plus a supplementary rate.

The benefits of NamLeisure membership go beyond discount rates. NWR uses a portion of the proceeds as well as 5% of the value of any member booking for conservation projects, including the NWR-Enviro- Kidz program, and joint projects with the Ministry of Environment and Tourism – providing a double "feel-good" experience.

ONLINE BOOKING AND PAYMENTS

NWR has fine-tuned its online booking platform after realizing that clients are increasingly turning to instant electronic booking instead of writing emails and having to wait for the reply in order to finalize travel arrangements.

At the same time NWR also made subtle changes to its website to facilitate navigation and easy access to the required information.

INNOVATION

NWR launches improved phone application
As travellers move away from

traditional ways of seeking information and making bookings, we saw the need to revamp our mobile application. This realisation saw us spending tireless hours in fine tuning our iOS and Android phone application for it to meet the needs of our domestic and international market. The phone application is now available from our website.

The improved application has added new features that will make booking your next holiday with us very simple as you can now make and pay for your booking through the application in addition to checking for availability. This feature is crucial for our travellers who find themselves in between towns and would like to conclude a booking while on the road.

With the improvements on the application, holidaymakers can now apply for our NamLeisure card that affords Namibian travellers 50% discount when visiting any one of our establishments. This addition is important to us as clients will no longer have to travel to our offices or log onto their computer when applying for a NamLeisure card. Though we spent a lot of time and energy revamping the phone application, we are glad that we took this long so that we could provide a seamless experience for our clients".

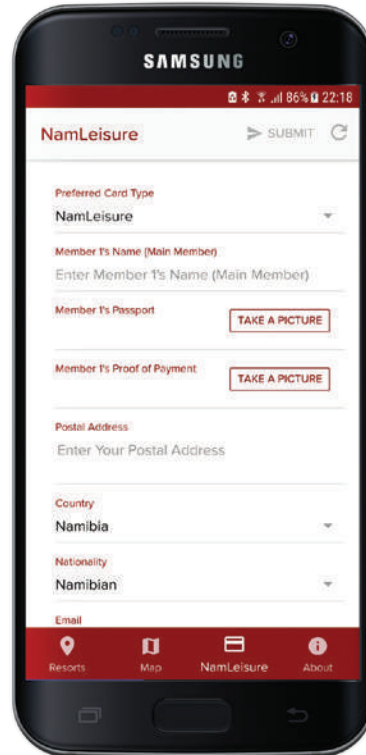
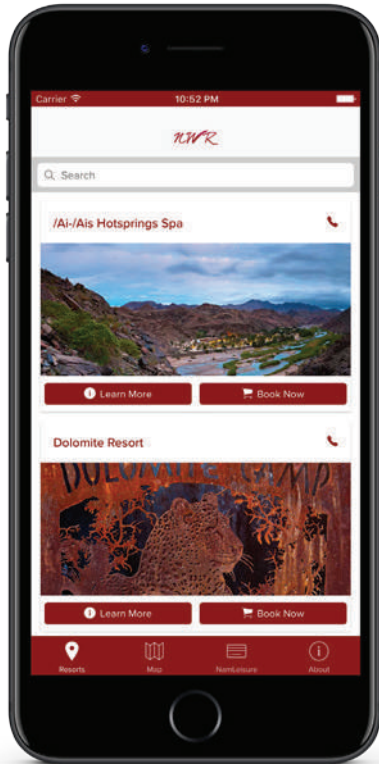
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BOOK ON THE GO



Our app has been reimagined from the ground up so you can get a little more from it. You can now make and pay for your bookings while on the go. View our resorts and camps even when you are offline. NamLeisure Card applications can also be made right from the app. Download it now for your iOS device.

 www.nwr.com.na/app



TRANSPORT & LOGISTICS

NAMIBIA'S FORTÉ

DURING THE PAST DECADE NAMIBIA HAS BEEN POSITIONING ITSELF TO BECOME AN INTERNATIONAL TRADE GATEWAY FOR NEARBY COUNTRIES. NAMIBIA HAS CAPITALISED ON ITS ASSETS OF GOOD TRANSPORTATION INFRASTRUCTURE, SECURITY AND STABILITY, EFFICIENT CUSTOMS ADMINISTRATION, AND SUPPORTIVE BUSINESS ENVIRONMENT TO DEVELOP A GROWING TRANSIT TRADE BUSINESS.

The results, according to a World Bank report, to date have been quite positive: Traffic along the international transit corridors connecting Namibia's seaports to countries in the region grew annually – despite a downturn in 2009–2010 caused by the global economic crisis. Making Namibia a regional logistics hub, and perhaps eventually a platform for distribution services and assembly operations, can make an important contribution to realising the objectives the country set for itself in Founding President Dr Sam Nujoma's blueprint, Vision 2030: to become "a prosperous and industrial nation, developed by her human resources, and enjoying peace, harmony and political stability".

THE JOURNEY IS THE DESTINATION:

Production is centered on primary commodities and (largely non-tradable) services. Merchandise exports are concentrated in minerals and metals. This structure has generated a modest gross domestic product (GDP) growth of 4.2% per year on average, but it has not delivered jobs.

The high unemployment inherited at Independence has not only persisted, but it has increased. To move onto a trajectory of more rapid growth and job creation, the economy needs to diversify into high-productivity activities such as manufacturing and tradable services, including modern transport and trade logistics services.

As Namibia's transport and logistics sector expands to handle growing traffic along the international transit corridors, this has the potential to create economic spillovers that can attract new types of businesses to Namibia and reduce trade costs for the economy as a whole, not just for the companies engaged in the transit trade business. Achieving this goal will not be easy. Geography imposes fundamental obstacles to growth of regional transit traffic.

VAST OPEN SPACES

Even though the Namibia borders the largest economies in the region. Angola and South Africa together account for 80% of the Southern African Development Community (SADC) countries' GDP – vast distances separate Namibia's ports from the centres

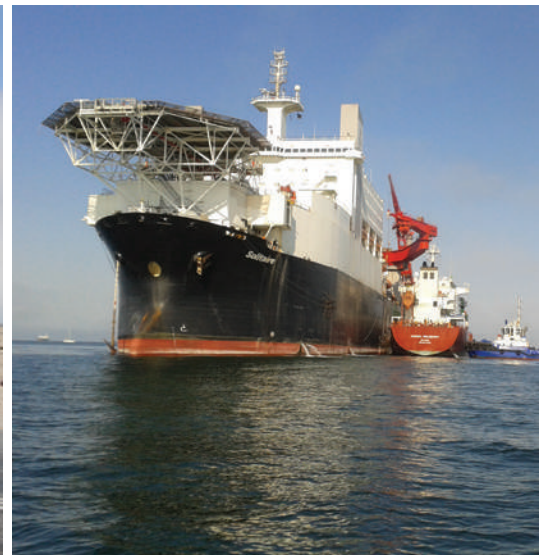
of economic activity in the region. Furthermore, Namibia's large area and small population mean that the country faces an inherent problem of spreading the costs of maintaining a large road network for only a few people. Commercial factors also pose constraints. Due to the small volume of cargo handled by Namibian seaports, relatively few shipping liners make direct calls, meaning that cargo must move through additional ports, with resulting delays and additional costs.

Finally, Namibia's transport and logistics sector is made up primarily of small businesses and a handful of medium-sized companies.

Truck crossings at Namibian border posts on the Walvis Bay transit corridors average around 20–60 per day, compared to a daily average of 270–350 at crossings along the North-South Corridor linking South Africa to Zambia and the Democratic Republic of Congo.

Walvis Bay can succeed, however, in carving out a niche market as the partner of choice for moving time-sensitive, high-value, and mission-critical cargo between the region and the world. Even capturing a small slice of the region's business can generate significant payoffs for Namibia, given its small size. Attracting more international transit trade can help Namibia build up a critical mass of service providers, attract new businesses, and create spillovers that improve trade facilitation for firms in the rest of the economy.

The Copperbelt region of Zambia and DRC appear to offer the best prospects for sustainable growth in transit trade, especially given growing world demand for metals and minerals. Namibia has already begun to attract some of the copper export business from the mining sector in Zambia, in addition to transporting imports into Zambia, DRC (and increasingly Zimbabwe). There's no simple script for the country to follow. Many of the actions for moving forward that emerged from research and extensive interviews with both government officials and market participants – not only in Namibia but also at the other end of the corridors in Zambia and South Africa – are steps that the private sector



Images by Nolito Marques

needs to take on their own rather than new government policies or public investments.

Marketing the corridors aggressively and establishing strategic partnerships among shipping lines and firms in the Copperbelt can help to break the vicious cycle where relatively low volumes of cargo handled at Walvis Bay deter shipping lines from making direct calls at the port, which in turn discourages firms from importing or exporting via Walvis Bay, and which in its turn feeds back on itself and reinforces the problem. Similar aggressive marketing efforts are needed to help balance inbound and outbound traffic, although in this case there is a role for the government in advocating for removal of the third-party rule. (This rule prevents a transport operator from moving cargo from one country to another when neither is its home country.) Removal of the third-party rule would enable triangular trade – for example, a Namibian trucker would be able to carry cargo to Zimbabwe, pick up a new load for a firm in Zambia, and return with freight from Zambia – thus allowing the operator to make better use of its assets and offer more competitive shipping rates.

SECTORS MUST JOIN HANDS

Government, the private sector, and academia need to work together to enhance the capabilities of people and firms in the logistics sector. This does not mean only better training and professional education – although these are certainly needed for firms to scale up. It also means reducing restrictions on granting expatriate work permits and promoting partnerships with international operators. Skilled and unskilled labour are complements, not substitutes.

As traffic expands, however, there will certainly be greater stress imposed on Namibia's transport system.

REMAINING COMPETITIVE IS KEY

Furthermore, succeeding in services markets requires continuous improvement to remain competitive in a dynamic and rapidly changing environment.

(Source: World Bank overview on the transport and logistics sector in Namibia)

MAN INNOVATIVE TECHNOLOGY FOCUSED ON EFFICIENCY

As one of the oldest truck manufacturers, MAN is renowned for setting the standard in new technology. Continuous innovative thinking brings the brand to the forefront of new design and development. MAN has been aggressively focused on efficiency, on environmental level, as well as lower fuel consumption and safety.

In 2010 at the Internationale Automobil-Ausstellung (IAA) in Hanover, MAN showcased the new "Truck of the future", labeled the MAN Concept S. This radical new design not only sported a complete new aerodynamic design, but also new technology in the electrical and mechanical sectors. This was the start of a new era for the group, as they officially declared war of efficiency.

This exact "out-of-the-box" thinking is applied to the lineup of models available from MAN today. From lower CO₂ emissions, reduced noise levels and market-leading fuel consumption - everything is taken into consideration. With the newly launched MAN TGS EfficientLine® models, MAN now manages to bring a highly market-competitive product to an already very competitive industry. The EfficientLine range is specifically developed for ultimate fuel consumption, whilst still being environmentally friendly.

Autohaus Truck & Bus is the Namibian agent for MAN and Volkswagen trucks and buses. Autohaus is dedicated to supplying the local market with only the best vehicles, whilst focusing on highly efficient machinery. With innovative sales and marketing campaigns, Namibia has seen MAN grow constantly in numbers and became a force to be reckoned with.

In the first quarter of 2017, MAN South Africa participated in the 2017 Focus Truck Test. This independent test is done by the Focus Truck Magazine, comparing various makes and models, available on the local market. Following a return trip from Durban to Johannesburg, the MAN TGS 26.480 EfficientLine was crowned as the Heavyweight Champion. Delivering the best Payload Productivity and Lowest Fuel Consumption, the TGS proved that MAN's hard work and development over the past few years have paid off.

The EfficientLine not only delivers award-winning performance, but brings many other features to the trucking game. Increased diesel tank capacity, air-suspension, aluminium rims and modern Nordic Cabin insulation are only a few of the standard features that make the TGS shine in its class. The award-winning combination is furthermore backed with a hefty standard factory warranty. A full truck warranty of four years or 450,000km's is standard, whilst the drive-line is covered for four years or 600,000km's. However, MAN is not just about the EfficientLine. The TGS lineup

is filled with many options, ranging from on- and off-road road truck tractors, to heavy duty 6x6 and 8x8 off-road vehicles. The TGS 33.360 6x6 Off-road freight carrier is a very popular model in Namibia. Many of these vehicles can be seen in various different applications, ranging from agriculture to engineering operations and mobile drilling rigs.

Additional to this amazing range of machines, MAN also offers a variety of add-on packages to further assist the buyer. Factory Service and Full Maintenance plans are available for all models, as well as factory Buy-back and Trade-back offers. All of these are custom calculated to the buyer's actual application and use, ensuring the client receives only the best option.

MAN is currently also the only supplier offering a hefty two-year parts warranty on all MAN Genuine Parts®, when fitted by a MAN workshop. This aggressive approach to the industry, provides the buyer with further surety and peace of mind when buying a MAN product.

With MAN Service Mobile24, Autohaus Truck & Bus offers 24/7 nationwide roadside assistance.

A main service and repair centre is based in Windhoek, backed with a massive parts depot. Additional service centres are based in Swakopmund and Ondangwa.

The MAN sales team stands ready to assist and support you with all your transport or commercial vehicle needs.

Autohaus Truck & Bus ... With you all the way



**AUTOHAUS TRUCK
& BUS**

Gert du Preez
+264 61 414154

gdp@metjeziegler.com
www.metjeziegler.com

Payload Productive Best Fuel Efficiency



The MAN TGS EfficientLine

In the transport business, three things are crucial: efficiency, efficiency and efficiency. And with our MAN TGS EfficientLine, we prove just how efficient a truck can be. Thanks to its enhanced driveline, it is more economical and environmentally friendly than ever before. This is made possible by the high-torque MAN D26 engine, lightweight and aerodynamic solutions. All this has resulted in a real power pack that no less importantly saves you a packet too.

Autohaus Truck & Bus Sales : 061 414 156 / 081 841 0741



Integrated
Solutions for
International
Logistics



Logistics Support Services (Pty) Ltd

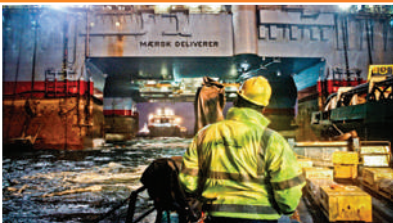
Corner of 2nd Street East & John
Newman Syncrolift Industrial Area
P O Box 4407, Walvis Bay,
Republic of Namibia

Telephone: +264 64 276600
Fax: +264 64 276601 / 602
Email: info@lssnamibia.com
Website: www.Lssnamibia.com

Your Logistics Partner in Namibia

At Logistics Support Services (Pty) Ltd, we are passionate about delivering excellent and on-time service in the most cost effective and efficient way. We can be relied upon to take care of any logistical requirements including freight management, imports and exports, customs clearing and forwarding, warehousing, transport, equipment rentals, procurement, vessel agency, crewing and husbandry.

We are strategically placed to service the mining and construction as well as the ship repair and offshore industries. Our Head Office premises in Walvis Bay include significant warehousing (bonded and non-bonded) within the harbour vicinity, and our operations are extended nationally through our branches in Windhoek and Lüderitz. Our global network allows us to deliver robust, economic and integrated logistics solutions tailored to each customer's individual requirements.



NAMPORT MEGA PROJECT



Port of Walvis Bay, new Container Terminal

NEW CONTAINER TERMINAL

To support the growth and performance of Namibia's economy, Namport has to continually upgrade and expand. This is why the new container on reclaimed land project was implemented in the Port of Walvis Bay. This project will expand not only the Container handling capacity in the Port of Walvis Bay, but also that of non-containerized cargo such as dry-bulk and break-bulk. The project will cater for containerized cargo handling capacity well into the next decade. The Port of Walvis Bay is ideally located to accelerate the growth of Namibia and the SADC region as a whole by providing a gateway to the region, thus serving as a Logistics Hub.

- The new Container Terminal project is valued at N\$ 4 Billion.
- A N\$ 3 Billion loan from the African Development Bank was received in November 2013.
- The ground-breaking ceremony for the project took place on 19 May 2014 and was officiated by His Excellency the former Head of State, President Pohamba.
- The main contractor is China Harbour Engineering Company Ltd.
- The reclamation process involves dredging and reclaiming 40 hectares of new land from the bay.
- The project will increase the current TEU capacity from 350,000 TEU's to 750,000 TEU's per annum.
- It will have 600m of new quay wall length with a water depth of 16m below chart datum.
- The overall project progress to date stands at 64%, as at 22 August 2017.



www.namport.com

Head Office: Namport, Nr 17, Rikumbi Kandanga Rd, P O Box 361, Walvis Bay, Namibia, Tel: (+264 64) 208 2111, Fax: (+264 64) 208 2323
Port of Lüderitz: Hafen Street, P O Box 836, Lüderitz, Namibia, Tel: (+264 63) 200 2017, Fax: (+264 63) 200 2028

FP du TOIT

TRANSPORT GROUP

We are DRIVEN to DELIVER. Our capabilities in cross-border transport, distribution and courier services, provide customers with a multitude of competitive solutions. A network of 18 sites throughout South Africa and Namibia and almost one thousand employees, offer our customers superior service quality and local knowledge in order to satisfy their diverse supply chain requirements.

From 1968 until today, our recipe for success has remained unchanged: To provide excellent customer service. Never complacent, FP du Toit Transport Group has become a brand acknowledged for innovative solutions and regional strength. At the heart of our success are our employees. They focus on the requirements of our customers and have the ability to offer a wide range of customised solutions. These, together with our customers, have helped us to evolve into the leading Namibian transport company, and we are still growing!

- 2015 - We acquired Wesbank Transport
- 2013 - We established the FP du Toit Training Academy
- 2012 - The JET.X national footprint was dramatically extended
- 2007 - Central Africa Division created
- 2005 - We acquired JET.X couriers
- 1997 - ProParcel Distribution was established
- 1996 - Textile distribution was launched
- 1975 - We entered the refrigerated transport market
- 1968 - FP du Toit Transport was established

and
growing...

Over the last 5 decades, the company introduced a number of value-adding innovations. To avoid long delays at the borders due to customs-clearing procedures, a customs presence of Namibian customs officials was established at the main Windhoek distribution centre. The company has always been at the forefront of vehicle trailer design and optimization. FP du Toit Transport also continues to invest in computer technology that ranges from the latest hardware in scanning technology to software (to improve track and trace in support of the operational environment) as well as client engagements through software integration.

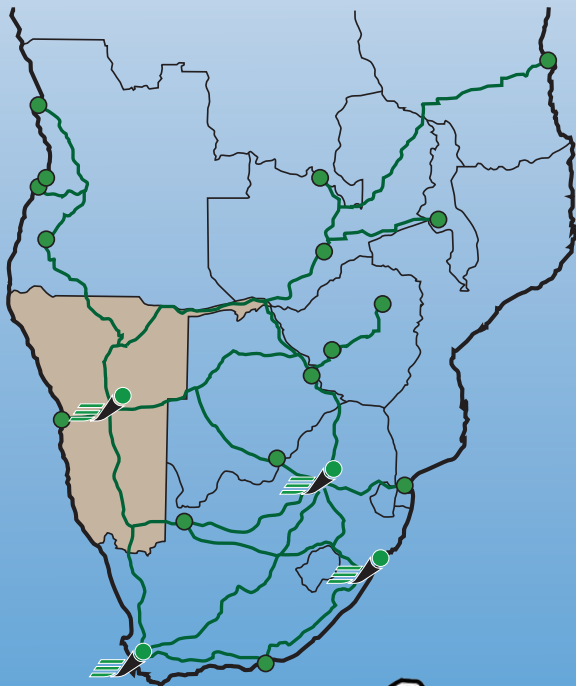
Willie du Toit is the Managing Director, with Stephan Terblanche appointed as Chief Executive Officer of FP du Toit Transport Group on in January 2016.

***Our combined fleet drives
in excess of 21 million kilometres
annually.***

Proudly celebrating 50 years of Namibian business



FP du Toit Transport's Full Loads and Central Africa Division, operate on the Trans Kunene, Trans Kalahari and Trans Caprivi corridors, thereby providing transport and logistical services to various destinations within the SADC region. The Central Africa Division ensures dedicated monitoring, local knowledge and support as well as continuous risk management of all central Africa routes, borders, vehicles and drivers.



This new acquisition (2015) was also founded in the middle sixties. Together, clients receive the benefit of more than a century of experience. Wesbank transport is a leader in the operational fields of:

- The largest Abnormal transport operation in Namibia
- Open yard storage
- Shunting operation
- Walvis Bay harbour operations and handling all clearing and forwarding services
- Side Loaders
- Dangerous Goods Transport
- Container handling including stuffing and de-stuffing
- Reach Stackers, Forklifts and the largest crane hire business in Namibia

The Wesbank Transport division's main field of operation are in the mining industry. They are also the largest harbour carrier, container handling and storage facility operator in Walvis Bay.

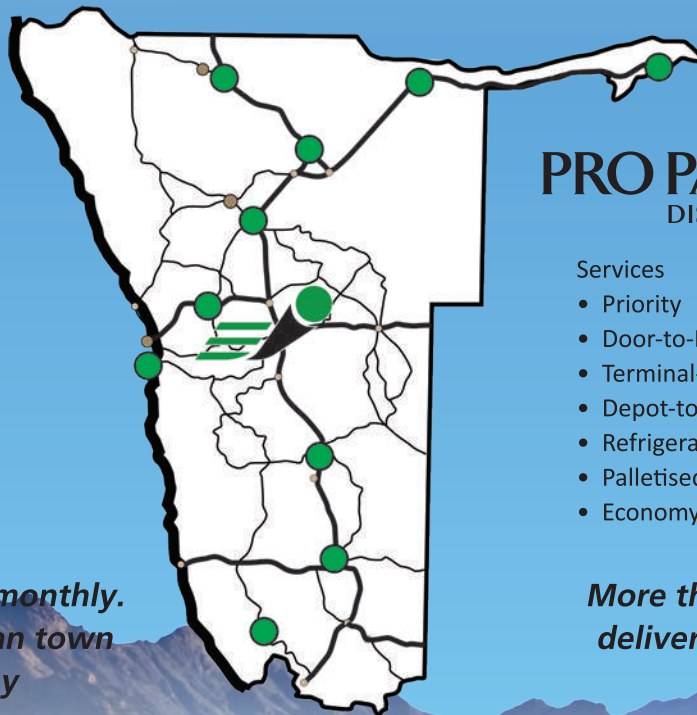
DRIVEN TO DELIVER



Guaranteed Services:

- Cross-Border
- Air Express
- Overnight Road
- Second Day Road
- Domestic Courier
- Overnight Road

*More than 60 000 parcels monthly.
Delivery to every Namibian town
Monday to Saturday*



Services

- Priority
- Door-to-Door
- Terminal-to-Door
- Depot-to-Depot
- Refrigerated part-loads
- Palletised part-loads
- Economy

More than 200 000 parcels delivered across Namibia monthly

Isn't this what you would expect from a 50 year old Namibian Company?



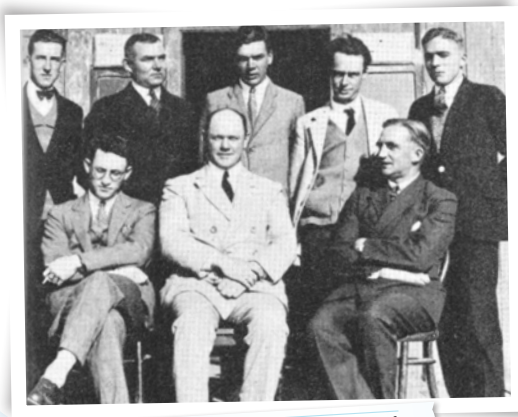
since 1924



...one-touch logistics solutions...

Where it all started

It was one of those typical wind and dust-ridden days, on Wednesday, 1 October 1924 in the small fishing town of Walvis Bay that Theodore ‘Tetje’ Woker and Walter Maertins opened the doors of a shipping and forwarding company, named Maertins & Woker Limited and today known as Manica Group Namibia. Since its inception, Manica has been at the forefront of developing innovative and integrated supply chain solutions for companies that require shipping and logistics services to and from Africa.



The first staff of Maertins & Woker at the firm's opening in 1924.

Manica Today

The group is known for its one-stop-shop logistics approach and provides a well-rounded portfolio of services, including customs’ clearing and forwarding, warehousing, shipping, transport, cargo handling, oil and gas support, ships’ agency, lubricant supplies, bunkering and airport ground-handling support.

With a well-established international network of logistics partners Manica is able to offer global solutions to local and international customers. Our competitive advantage lies in our unique position to bundle various logistics and marine services into a one-touch solution for any kind of logistics requirement.

Our people are passionate about logistics, innovation and customer service. We take pride in the fact that we can move any cargo from anywhere in the world to your door-step without you having to worry about hidden costs and the everyday frustration of empty promises and unnecessary delays.

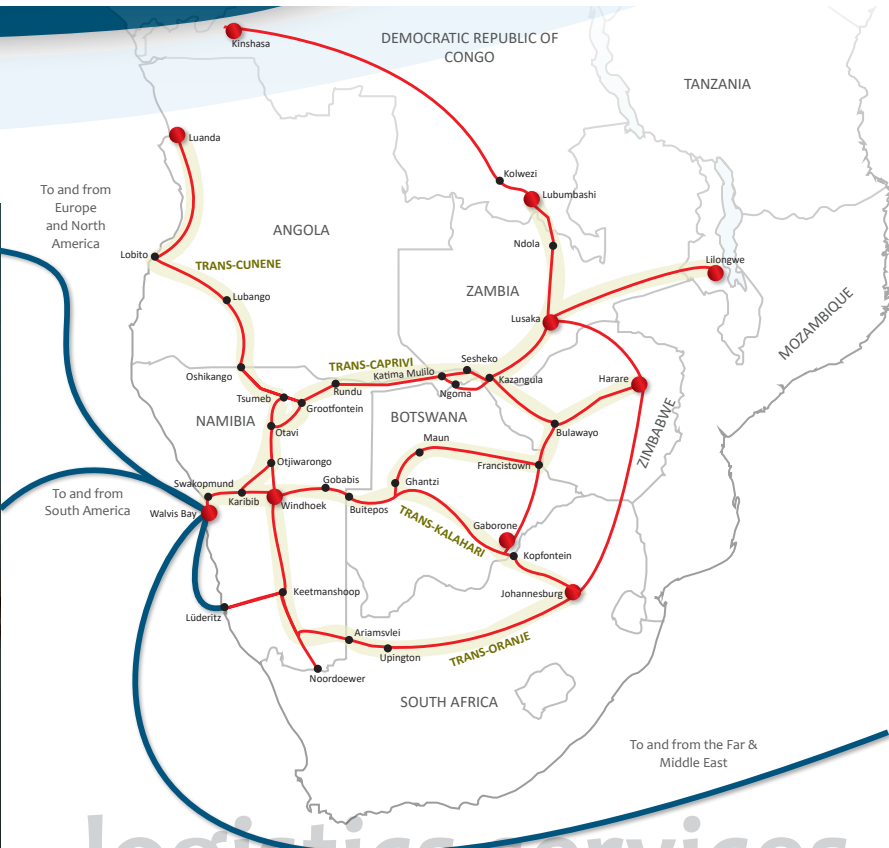
With Manica at the helm of your off- and onshore logistics management and support requirements, you can sit back with the assurance that we will deliver – anything, anytime, anywhere.

Why choose us?

Manica Group Namibia believes that true logistics is seamless, flexible and hassle-free. Our advantages include:

- well established Namibian company, more than 90 years of experience,
- service flexibility and bundled services save customers significant cost and faster turnaround time,
- key account management – you deal only with one person,
- highly qualified staff contingent,
- ample warehousing and storage space,
- continuous optimisation of the supply chain and material flows, cost structures,
- proficient resources, equipment and capacity backup,
- access to regional and international forwarding networks,
- high standards of service level agreements and performance indicators,
- ISO 9001:2008 certified and a member of various supervisory authorities,
- progressive quality management and safety systems,
- access to specialized IT services, consumer goods, food, vehicles and office supplies as part of Bidvest Namibia.





276 Highly qualified employees.
Permanent staff
86% from previously disadvantaged backgrounds.
45% women
40% in management

682 Contract workers
55% men
60% in management

105,000m²
warehousing, storage space (bonded, underroof, general)

+100
trucks, trailers, forklifts, reach stackers, launches and other cargo handling, airport ground handling equipment.

+90 years in logistics & marine services.
In business since October 1924!

logistics services

WFS WALKER FREIGHT SERVICES

imports, exports, shipping, consolidation, forwarder, customs, clearing & forwarding, air freight, oil-&-gas logistics, door-to-door, track-and-trace, compliance management, supply chain management, abnormal freight, mining logistics, in-transit clearances, bonds, project & cross-border freight, inter-modal transport



oil-&-gas logistics, bunkering, ships' agency, bulk transport, crew transfers, shipping, clearing & forwarding, customs, abnormal freight

Lubrication Specialists (Pty) Ltd
greasing technology, oil use advice, ExxonMobil, oil sampling & analyses, lubricants & oil



airport ground handling, ramp & baggage, meet-and-greet, hangar rental, refuelling & provisions



bulk, containerisation, containers, abnormal freight, stevedoring, lashing, heavy-lift equipment, hopper



warehousing, containerisation, storage, containers



heavy-lift equipment, lubricants & oil, lashing equipment, ropes, slings, grabs, tackles, chains



crew transfers, ships' agency, marine services, provisions & supplies, visas & work permits



transport, long haul, reach-stacker, sideloader, short haul, heavy-lift equipment



shipping, Europe, Americas, Africa, bulk, containers



shipping, containers, RORO, entire world

MONJASA
bunkering



crew transfers, marine services, ferry service, launch service



Manica Group Namibia Head Office
P.O. Box 4, Walvis Bay, Namibia
2 Third Street, Walvis Bay

Walvis Bay Tel: +264 64 201 2911
Email: contact@manica.com.na
Web: www.manica.com.na





BOARD OF DIRECTORS



Dr Shitaleni Herman
(Chairperson)



Pendapala Nakathingo



Ambrosius Tierspoor



Ailly Titus



Saima Nambinga



Our Vision

Supporting your journey to independence

Our Mission

To empower our customers through tailored injury prevention programs and support for their return to a meaningful life.

Our Values

- **Passion**
We are compassionate and understanding with fellow team members and most importantly our customers.
- **Excellence**
We strive for quality and superiority in our work and the manner in which we deliver to our customers.
- **Teamwork**
We are committed to the same goal; trusting and supporting each other.
- **Integrity**
We uphold the highest ethical standards and act with honesty, respect, trust and fairness in our interactions with our customers and stakeholders.

The MVA Fund offers the following benefits:

Medical Benefits

A person involved in a motor vehicle crash is eligible for an undertaking amounting up to N\$1,500,000.00 which provides for medical treatment, injury management, rehabilitation and life enhancement.

Loss of Income

Loss of income may be claimed by a survivor of a road crash and is limited to N\$100,000.00, with certain limitations and exclusions.

Injury Grant

The Fund provides an injury grant to the value of up to N\$100,000.00. This is a cash grant that serves as compensation for injury in respect of any injured person.

Loss of Support

Loss of support may be claimed by a dependant of a deceased and is limited to N\$100,000.00, with certain limitations and exclusions.

Funeral Grant

The Fund provides a funeral benefit to the value of N\$7 000.00 in respect of any person who died in a road crash in Namibia.

IN CASE OF A ROAD CRASH CALL:



NAMIBIA AIRPORTS COMPANY

UPGRADING AIRPORTS



VISION

To be a world-class service provider in airports operations and management

MISSION

Develop, manage and operate safe and secure airports on sound business principles with due considerations for the interest of our stakeholders

CORE VALUES

Safety and security, integrity, teamwork, customer service excellence, and innovation

INTRODUCTION

The Namibia Airports Company (NAC), a state-owned enterprise, was established in line with the Airports Company Act, Act 25 of 1998. It commenced operations in February 1999.

Alliances and Membership

The NAC is a member of the International Civil Aviation Organisation (ICAO), Airports Council International (ACI) and the International Air Cargo Association (TIACA).

The NAC is a national corporate member of the Namibia Chamber of Commerce & Industry (NCCI), and given its central role in the tourism sector, the NAC has representation on the Marketing Committee of the Namibia Tourism Board.

MANAGEMENT

Six Strategic Executives who report to the CEO head the following departments:

- Projects, IT and Engineering
- Business Strategy
- Finance and Administration
- Human Resources

- Strategic Business Unit One
- Strategic Business Unit Two

AIRPORT CATEGORIES IN NAMIBIA

We have two categories of airports: International and Domestic:

International Airports are those receiving both international and domestic air traffic. These airports have direct flights to/from airports outside Namibia and to/from other airports in Namibia. In this category, we have Hosea Kutako and Walvis Bay International Airports.

At Walvis Bay International Airport, we have direct flights to/from the two South African cities of Cape Town and Johannesburg. We also have direct flights between Windhoek and Walvis Bay as well as Walvis

Bay and Ondangwa. There, we have pretty much a modern and efficient infrastructure to cater for the passenger demands of today and many years to come.

Hosea Kutako International Airport (HKIA) is our national flagship linking Namibia to the world, with direct flights to Cape Town (South Africa), Harare (Zimbabwe), Johannesburg (South Africa), Luanda (Angola), Lusaka (Zambia), Maun (Botswana), and Victoria Falls (Zimbabwe) as well as Frankfurt and Cologne (Germany), Doha (Qatar) and Amsterdam (Netherlands) and Addis Ababa (Ethiopia) It also serves domestic destinations such as Walvis Bay, Lüderitz and Oranjemund.

The second category is comprised of domestic airports,



Safety and security are key values at NAC Airports

which have air services between Namibian towns in Windhoek’s Eros Airport, Katima, Ondangwa, Luderitz and Rundu.

In 2017, NAC saw the advent of Eurowings Airlines, a subsidiary of Lufthansa Airways as well as the ground work for the construction of the a of Fuel Service Station at HKIA to National Petroleum Corporation (NAMCOR) with the expected operations set for July 2018.

HKIA RECEIVES PRIORITY WITH DEVELOPMENTAL PROJECTS

The past three years have seen the increase in airlines calling at HKIA to ten (10) despite the limited resources at the Airport.

To this end, the only shareholder in NAC, the Government of the Republic of Namibia, has set in motions plans and projects to accelerate the development and expansion of infrastructure at the country’s flagship airport.

Plans remains afloat for the country to construct a new world class airport with state of the art facilities to cater for

its customers. The new and improved infrastructure will offer a new Runway Category 4F that can accommodate multiple wide-bodied Code F aircraft, new double deck terminal building for international passengers, New VIP Lounge, New Fire Fighting Station Category 11, New Air Traffic Control Tower.

WALVIS BAY INTERNATIONAL AIRPORT

Walvis Bay is a key economic driver of the Namibian economy, in order to support fishing companies and in line with the growth at home strategy, Walvis Bay International Airport is developed into a fully-fledged international airport with a special focus on cargo transportation.

Walvis Bay International Airport is equipped with the entire necessary infrastructure in order to facilitate air transportation of sea based products. The airport terminal (at a cost of N\$ 100 Million) and the runway are competed.

Rehabilitation and upgrade of the runway is complete and upgraded to Category 4F and

so is the construction of Polymer Fencing at Walvis Bay (at a cost of N\$ 37 Million).

EROS AIRPORT

There are also plans to develop hangars and aircraft maintenance warehouses through Public Private Partnership’s initiatives. In addition to a new rescue & fire station was commissioned in 2016, the airport is expecting a total rehabilitation and upgrade of the runway.

ONDANGWA AIRPORT

The new terminal building inaugurated in 2015 is a state

of the art comprising of a restaurant, bistro, curio shop, foreign exchange service, sufficient and comfortable seating, and car rental facilities and automated parking management system.

REGIONAL AIRPORTS (LUDERITZ, RUNDU, KATIMA MULILO & KEETMANSHOOP)

Considerable financial investments are needed to upgrade these airports into modern efficient airports that serves Namibia and her neighbours.



NAMIBIA AIRPORTS COMPANY

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 pr@airports.com.na
 www.airports.com.na

WESTAIR AVIATION

50 YEARS OF DEDICATED SERVICE

Aviation is a fully integrated aviation service provider based at Eros airport, Windhoek. Starting out as an aircraft maintenance facility 50 years ago, in 1967, Westair has grown to become the most experienced aviation company in Namibia. Today the Westair fleet consist of more than 30 aircraft suitable for any mission, be it transporting freight to Mozambique, VIP charters for the Namibian government or crew rotations for the mining sector. Westair has an experienced and highly qualified workforce of aircraft engineers and pilots who have in the past offered services as far as Libya and Southern Sudan.

Westair offers a diverse range of tailored aviation services which include:

- Aircraft leasing
- Cargo flights
- Scheduled passenger flights
- Scheduled freight operations
- Charters and fly-in-safaris
- Geophysical survey flying
- Emergency medical evacuation
- Flight training

BARS ACCREDITED SERVICE PROVIDER

Westair has been awarded BARS

Gold status by the Flight Safety Foundation, thus becoming the only Namibian based aviation company to hold such safety and quality recognition. Developed by the Flight Safety Foundation, the Basic Aviation Risk Standard (BARS) is the single aviation safety standard for the mining sector and uses a new risk-based model framed around the actual threats to aviation operations and linking these directly to associated controls and recovery/mitigation measures.

The conferment of Gold status comes as Westair, an approved supplier to the resource and oil and gas industry, works for several of Namibia's top resource companies, having met the standards of the BARS and other audit requirements.

EMBRAER ERJ 145

Westair operates Embraer ERJ 145 aircraft capable of seating 50 passengers. This aircraft is used to support current mining clients to conduct crew changes to and from various outstations across southern Africa. Westair is the only privately owned Namibian aviation service provider to offer flexible and tailored solutions for large groups of passengers.

FLIGHT OPERATIONS

Dedicated to customer service, at Westair we pride ourselves on our steadfast reputation and long-standing relationship with our customers. Our experience allows us to deliver transportation services of the highest quality and safety standards.

BUSINESS VIP CHARTER

Westair has a wide range of luxury jet and turbo prop aircraft that are available 24 hours a day seven days a week. Westair provides business and VIP travellers with flexibility and the peace of mind that any destination is just a phone call away.

CHARTERS AND FLY-IN SAFARIS

Westair has a wide range of twin and single engine aircraft that are able to land on unpaved runways. With a large fleet of aircraft that are able to carry up to 11 passengers Westair has the capability to cater for your needs.

CARGO AND FREIGHT OPERATIONS

Westair operates daily cargo flights between Windhoek, Johannesburg and Maputo. Westair also offers tailored cargo flights to anywhere in southern Africa.

EMERGENCY EVACUATION AND AIR AMBULANCE

Over the past nine years E-Med Rescue 24 together with Westair has saved countless lives by responding to medical emergencies. Westair has aircraft on 24 hour standby and is ready to respond to any medical emergency anywhere in southern Africa. Our aircraft are equipped with state-of-the-art medical equipment to handle even the most complex medical cases.

GEOPHYSICAL SURVEY FLYING

Westair has 17 years' experience flying geophysical surveys in Africa. Westair has used various aircraft to conduct survey operations in more than ten African countries operating as far as Libya and South Sudan.

TAILORED FLIGHTS

Westair provides tailored fixed-rotary wing support to offshore oil and gas prospecting, as well as current operating companies, by flying tailored schedules to various outstations for crew changes.

WESTAIR AVIATION

+264 83 937 8247

info@westair.com.na

www.westair.com.na



INTRODUCING THE AIR 350ER



SUPER KING AIR 350 EXTENDED RANGE

The Air 350 offers twin engine safety, a luxury interior and unrivalled capability. Adding to its ability to landing on unimproved gravel runways, it offers a luxury VIP cabin with 8 dual club seating, foldout tables and a refreshment centre. The King Air is the ideal aircraft for your next African flying safari, corporate excursion or mine visit. With its unparalleled range the Air 350ER has the ability to fly between Windhoek in Namibia and to Nairobi in Kenya. With more than 40 years of heritage, the rugged design of the aircraft, and its robust systems make the 350 one of the most dependable and predictable aircraft in operation today.

Contact Westair Aviation and find out how the 350ER can add value to your next flying excursion.

t +264 839378247 w westair.com.na e reservations@westair.com.na

PO Box 407, Aviation Road, Eros Airport, Windhoek, Namibia

VITAL CONTACTS

INTERNATIONAL DIALLING CODE: +264

ALL TELEPHONE AND FAX NUMBERS WITHOUT CODES ARE FOR WINDHOEK, CODE 061

We acknowledge that addresses and contact persons may change from time to time and we appreciate being advised of any changes, omissions, updates and improvements. Amendments for the purposes of the Namibia Trade Directory can be forwarded to info@namibiadirectory.com and for the purposes of the list of Diplomatic Missions to the Ministry of International Relations and Cooperation Ms Marbeline Goagoses, Tel 061 2822129.

EMBASSIES & HIGH COMMISSIONS IN NAMIBIA

Embassy of the People's Democratic Republic of Algeria

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Tel +264 61 22 1507
Fax + 264 61 23 6376
Email: khelifi.amar.whk@gmail.com

Embassy of the Republic of Angola

Ambassador:

H.E. Mr. Manuel Alexandre Duarte Rodrigues
Private bag 1220
Ausspannplatz
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Tel +264 61 22 7535
Fax: +264 61 22 1498
Email: embangol.nam@gmail.com

High Commission of the Republic of Botswana

High Commissioner:

H.E. Clairinah Tshenolo Modise
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Fax +264 61 23 6034
Email: botnam@gov.bw

Embassy of the Federative Republic of Brazil

Ambassador:

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Fax +264 061 23 3389
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Embassy of the People's Republic of China

Ambassador:

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Fax +264 61 40 2655
Email: chinaemb_emb@mfa.gov.cn
www.na.china-embassy.org

Embassy of the Democratic Republic of Congo

Federation of Namibia

Ambassador:

H. E. Mr. Anastas Kaboba Kasongo Wa-Kimba
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Windhoek
Tel +264 61 25 6287
Fax +264 61 25 6286
Email: missionrdcwindhoekdeux@gmail.com

Embassy of the Republic of Congo

Ambassador:

H.E. Mrs. Maryse Chantal Itoua-Apoyolo
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Tel +264 61 25 7517/25 3328
Fax +264 61 240796
Email: embcongo@iway.na

Embassy of the Republic of Cuba

Ambassador:

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Windhoek
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Email: embajada@cubanembassy.net
www.misiones.minrex.gob.cu/namibia

Embassy of the Arab Republic of Egypt

Ambassador:

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P O Box 11853, Windhoek
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Delegation of the European Union

Ambassador:

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www.delnam.ec.europa.eu

Embassy of Finland

Ambassador:

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Windhoek
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Fax +264 61 22 1349
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www.finland.org.na

Embassy of the French Republic

Ambassador:

H.E. Mrs. Mrs Claire Bodonyi
P O Box 20484
Windhoek
Tel +264 61 27 6700
Fax +264 61 2 76710
Email: cad.windhoek-amba@diplomatie.gouv.fr
www.na.ambafrance.org

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OMAKE MOMENTS

SPECIAL ACHIEVEMENTS BY NTD CLIENTS



OHORONGO GOES SOLAR

Ohorongo Cement took another step into the renewable energy sphere with the groundbreaking of the construction of a 5 MW Solar PV plant on World Environment day (5th June) at its farm Sargberg plant near Otavi.

The company availed land next to its cement plant for the construction of a Solar PV Plant. SunEQ four Investment, an Independent Power Producer and solar asset development platform, in collaboration with its Namibian partner, Hungileni CC, who will develop, construct and own the Solar PV Plant, will provide green and clean electricity to the cement factory.



HOLLARD

Mobile Laboratory brings science to learners in marginalised communities

Hollard Life announced it is partnering with the Rössing Foundation to support its Mobile Laboratory outreach project to reach communities who do not have access to mainstream scientific education. Hollard made a substantial contribution to the outreach project and it also insures the van housing the mobile laboratory against any unforeseen events that may impede its continuing operation.

CAPRICORN GROUP was awarded the Regional Company Award at the Annual Integrated Reporting Awards of 2017, hosted by Chartered Secretaries Southern Africa in partnership with the JSE Limited at a ceremony held in Johannesburg on 15 November 2017.



During the first four months of this year the Rössing Mobile Laboratory has visited 10 schools, reached 159 teachers and almost 4500 learners. The Mobile Laboratory takes science to the children, teaching them about scientific experiments, the application of technology, and giving them the opportunity, for the first time in their lives, to conduct their own experiments.

FNB AWARDED

On 30 November 2017 FNB Namibia was once again presented with the award for the best bank in Namibia by The Banker Magazine in London. This is the 10th time FNB has won this prestigious Award; 2017 being the ninth consecutive year.





DEBMARINE NAMIBIA has built a N\$2.3 billion (US\$157 million) deepwater diamond exploration and sampling vessel – called the motor vessel (mv) SS Nujoma. The vessel was constructed in Norway by the Kleven Verft shipbuilding group and is named after Namibia’s founding president, Dr Sam Shafiishuna Nujoma.

The most technologically advanced marine diamond sampling and exploration vessel in the world, it was launched into water ahead of schedule on 9 January 2016 and was inaugurated on 15 June 2017.



MULTICHOICE AND EDUCATION MINISTRY CEMENT AGREEMENT

General Manager, MultiChoice Namibia, Roger Gertze signed a Memorandum of Understanding to officiate the company’s partnership with the Ministry of Education, Arts and Culture for the implementation of the MultiChoice Resource Centres (MRCs) in Namibia.

MultiChoice Namibia’s investment is primarily activated through our flagship MultiChoice Resource Centre (MRC) initiative which leverages our powerful digital satellite platform to make a difference to the lives of students and teachers across the Continent”.

Through the MRCs, the extensive reach and capabilities of the DStv digital satellite technology platform is leveraged to bring high quality, up-to-date learning materials into schools across Africa, in even the remotest of communities. The programme benefits teachers and pupils, regardless of geographical or logistical constraints.

After almost a decade, the MRC programme has established a proud track record of over 1,900 centres rolled out to schools and educational institutions across 29 African countries.



ADVANTAGE Y&R, a local advertising agency, was recognised at the 2017 Lucie Awards held in New York in the category of ‘Print Advertising Campaign of the Year’ for its ‘African Trash Masks for Greenpeace African’ campaign.



NAMIBIA BREWERIES LIMITED breaks the ground for a new depot at Walvis Bay on 3 November 2017.

IN THE PRESS

- According to CNN, Namibia is one of the best new luxury safari destinations for 2017.
- Namibia is the only African country on the list of 25 most tolerant, progressive and environmental friendly countries in the world.
- According to this years 'Good Index Report', Namibia is the 10th best country in Africa and 84th in the world. The idea of the 'Good Country Index' is simple: to measure what each country on earth contributes to the common good of humanity, and what it takes away, relative to its size.



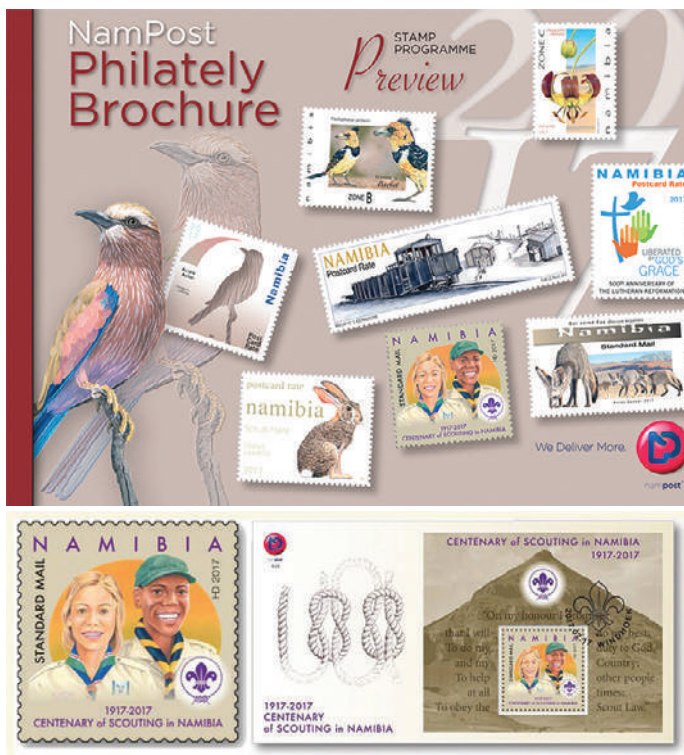
FROM SHACK TO SHELTER:

True Public Private Partnership became a reality when three private companies, Ohorongo Cement, FNB Namibia Holdings Foundation Trust and the Pupkewitz Foundation joined hands to support the provision of community driven houses for low income families, by pledging N\$ 3 million to SDFN/NHAG.



NMA MANUFACTURER OF THE YEAR 2017 AWARDS

The NMA held its yearly awards gala on the 19th of October in Windhoek. Congratulations to NTD clients, Guans Packaging (Best overall large manufacturer award) & NBL Ltd (Best Corporate Manufacturer's Award).



NAMPOST

Nampost celebrated 25 years in the postal service industry in 2017.



ALLAN GRAY CELEBRATES 21 YEAR

Congratulations to Allan Gray Namibia, who has been a key stakeholder in the local investment industry and celebrated their 21 years of operations in Namibia.



Our purpose is to build trust in the Namibian society and solve important problems for our clients and country.



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OFFSHORE DEVELOPMENT COMPANY (PTY) LTD
Namibia's Export Processing Zone (EPZ) Management Authority