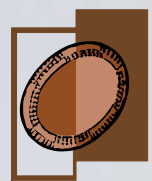


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- Namibian Retail Charter advances
- New Nam Corporate Governance Code
- Higher 2014 economic growth projected
- Egumbo gears to take over at Old Mutual
- 2nd Nam International Oil & Gas Conference

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On the Cover:

Sven Thieme, incoming NCCI President

Publisher

Namibia Chamber of Commerce and Industry (NCCI)

Editor

Daisry Mathias

Editorial Committee

Daisry Mathias

Tarah Shaanika

Augusta Negongo

Tabby Moyo

Graphic Design & Layout

Kapinga Maketo

Advertising

Globe Communications Namibia
 (Julien Irion & Selma Mwetu Shilongo)

Contributors

Brigitte Weidlich, Christine-Rita Abankwah, Daisry Mathias,
 Francis Nyaungwa & Tabby Moyo

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 Namibia Chamber of Commerce and Industry (NCCI)
 2 Jenner Street, Windhoek, Namibia, P.O. Box 9355
 Telephone: +264 61 22 8809 Fax: +264 61 22 8009
 Email: marketing@ncci.org.na

The Namibia Business Journal is produced by Globe Communications Namibia cc,
 Unit 9 Tal Terrace, Windhoek, P.O. Box 23698, Windhoek, Namibia
 Telephone: +264 61 245190 / +264 61 247086
 Fax: +264 61 245287 Cell: +264 81 128 0784
 Email: globe@africaonline.com.na

Collaboration is the word



Esteemed reader, I am certain you will agree with me that Namibia's economic stewards are witnessing and experiencing a period of close collaboration and consultations, working together accountably, united to achieving a common vision; the ultimate goal of a "prosperous and industrialised Namibia by 2030".

As the Fourth National Development Plan (NDP4) and its stipulated growth targets near expiry in 2017, we have all entered the near final implementation phase and this may account for the quickening momentum.

Major business support organisations such as the NCCI have taken their position and confidently and courageously assert that they will influence and engage the key stakeholders, to drive the reforms which will reposition Namibia to becoming "Africa's most competitive business destination by 2020". Read more in the *NBJ* feature interview with incoming Chamber president, Sven Thieme.

Namibia Trade Forum is spearheading the unprecedented "Retail Charter" an initiative which upon completion and adoption has the potential to transform the Namibian retail sector, particularly by increasing market access for locally manufactured goods and services. *NBJ* gets an insight from Lاپitomhinda Hashingola, NTF's

Communications & Liaison Officer.

Innovation and research are central to achieving "diversified commodities" as prescribed by NDP4. Fab Lab provides this indispensable service of product development and innovation support to enterprising entrepreneurs. Read more on the profiles of these pioneers in this edition.

NBJ also takes a look at a study commissioned by the Ministry of Trade and Industry into opportunities for beneficiation in Namibia's mining sector. The study reported it is not yet feasible owing to number of prohibitive factors. Finally, serving as a Director in an organisation of economic substance requires good corporate governance guidance, which can now thankfully be obtained from the first ever Namibia Corporate Governance Code (NamCode), a project initiated by the Namibia Stock Exchange.

I conclude that driving reforms is indeed most effective when undertaken as a collaborative effort, in close consultation. It is our hope that this edition of *NBJ* will motivate you to keep driving the reforms within your respective sphere of influence. I am confident of this one thing; our individual impacts are making an indelible and lasting, collective difference.

Daisy Mathias,
Editor

More players enter Namibian banking sector

The Bank of Namibia recently announced that it had granted provisional banking licences to Angolan bank Banco Privado Atlântico – Europa, SA and to Letshego Bank Namibia Limited bringing to nine the number of banks operating in the lucrative Namibian banking sector.

This year alone, the central bank has granted four banking licences after the apex bank granted a permanent banking licence to EBank at the end of May. Ebank led by Monica Kalondo has promised a new generation banking model, which will offer transactions on an agency basis, primarily through transactions at retail outlets and service stations.

This was followed by the granting of provisional banking licences to Letshego Bank Namibia Limited and Banco Privado Atlântico – Europa, SA on 15 July 2014. The latter will be the first to establish a branch of a foreign banking institution in Namibia.

Recently, the Bank of Namibia granted Trustco Bank a licence to operate after the diversified financial services group Trustco announced a takeover of FIDES Bank. The new Trustco Bank was expected to start operations on 1 September 2014.

In an interview with the *Namibian Business Journal* (NBJ), Ana Esteves, Atlantico Europa's Head of Financial Institutions said the bank aims to provide financial services, ranging from traditional banking services to more sophisticated investment banking services to individuals and corporations based outside Angola, which are or plan to be linked to Angola, either by commercial or financial ties.

She said the establishment of a banking operation in Namibia is part of Atlantico's strategy to expand its presence in the SADC region.

Atlantico started its banking operations in 2006, in Luanda, with the launch of Banco Privado Atlântico, a fully licensed Angolan Bank. In 2009 Atlantico started its international expansion, by establishing Banco Privado Atlântico - Europa, in Lisbon, a fully licensed Portuguese Bank.

Esteves said the opening of a branch in Namibia fits the bank's strategy of targeting market segments with close relations to Angola.

Although she could not go into details about the



OPENING UP: The Bank of Namibia has granted four banking licences his year alone

bank's operations in the country, Esteves said Atlantico Europa had identified concrete opportunities to develop its strategy, within a well-established and tested legal and regulatory framework, both conditions favourable to business.

"Atlantico Europa is committed to Namibia and its people, and wishes to build perennial business partnerships that lead to mutual value creation," is all that Esteves could say.

Atlantico Europa is part of Atlantico financial group. Banco Privado Atlântico was awarded Best Investment Bank in Angola in 2014 and Best Trade Finance Bank in Angola by Global Banking & Finance Review.

The bank was also awarded the Best Investment bank in Angola 2014, Best Customer service bank by International Finance Magazine and Best Wealth Management Team in Angola 2014 by Capital Finance International.

Despite having nine commercial banks serving a population of just over two million people, Ndangi Katoma, the Director: Department of Strategic Communications

and Financial Sector Development at Bank of Namibia, said recently that the Namibian market is under-banked and does not enjoy financial inclusion to the extent that it should.

He said: "Recent research has revealed that a significant proportion of Namibia's population, especially low-income individuals and small businesses, still has no access to affordable banking and financial services. This calls for the introduction of low-cost banking solutions with the ability to reach the unbanked segment of the population.

"New entrants will also bring more competition into the mainstream banking space, which has potential benefits of reducing overall costs of banking and financial services. Other countries with population sizes lower than that of Namibia, such as Seychelles and Mauritius can be cited as examples, where there are more banking institutions than in Namibia. This means that if new banks find a different way of doing business, they will be able to penetrate the market."

NCCI president says dialogue key to success



LET'S TALK: Sven Thieme, the recently elected president of the NCCI

Greater dialogue between the Namibia Chamber of Commerce and Industry (NCCI) and all its stakeholders is key to achieving the country's vision, Sven Thieme, the recently elected president of the Chamber has said.

In an interview with the *Namibia Business Journal* (NBJ), the NCCI president said the value of dialogue between the Chamber and its stakeholders cannot be underestimated.

"We need to talk a lot more amongst ourselves so that we embrace a common vision for this country and ensure that we all pull in the same direction by consulting exhaustively and ensuring that every stakeholder is on board as far as reaching our vision is concerned," he said.

Thieme pledged to work with his colleagues on the 15 member NCCI Board and within the business community to intensify dialogue with the Government.

Despite the success achieved by his predecessors in engaging Government, Thieme said his tenure will focus on improving dialogue with Government and other stakeholders.

"I know that my predecessors have made enormous contributions towards facilitating effective dialogue between the private sector and Government, but I feel that I should continue to push for greater dialogue.

"We will work towards further cementing our partnership with Government so that together we can

make Namibia a more competitive destination for investment and the best country to do business in," he said.

"I also believe that the NCCI provides an opportunity for larger businesses to support the growth of smaller enterprises through the creation of a favourable business environment, business support through procurement, as well as mentorship and coaching."

He said the role of the private sector in the Namibian economy was crucial as the growth of the economy depends, to a large degree, on the growth of the private sector.

In addition, the president said the Chamber provides a platform for the mobilisation and articulation of the collective contributions of the private sector towards legislation and policy formulation.

"It is therefore important that the private sector is sufficiently organised and is able to make collective contributions towards legislative and policy formulation in order to ensure that our legislative and policy environment is supportive of private sector development and growth," Thieme said.

The president called upon other members of the NCCI board to work with him to ensure the success of the Chamber as "the Chamber president cannot just have his own vision but he/she is expected to be part of a collective leadership."

Thieme said focus will also be on developing skills of employees of the Chamber to create the required capacity needed to provide effective services to the NCCI's members. He said this will in turn deliver greater positive impacts on the business environment.

Thieme said the Chamber had done well in mobilising the private sector and creating avenues for this important sector to make meaningful inputs.

"We have managed to make the Chamber a genuine partner to Government and other stakeholders in the economy as far as the economic development agenda is concerned. We have been able to work with Government to promote investments into our economy through various initiatives.

"We have also been working with Government to push our products into export markets and promote increased trade with other nations.



"The Chamber has played a role in providing support to the Government during trade negotiations with various partners including the EPA negotiations," he said.

Despite these successes and achievements of the Chamber over the past 24 years, the 10th president of the NCCI acknowledged that there are still a number of challenges or hurdles, both small and complex, to be overcome.

"Amongst these, we need to address the challenge of access to, and affordability of land both for housing and commercial purposes, in our urban areas.

"We also need to address the challenge of access to capital for SMEs and start-ups. The other big challenge is that of the availability of electricity and its cost in relation to our competing economies elsewhere.

"Skills acquisition is a further large hurdle which results from inadequate internal capacity building as well as insufficient importing and transfer of skills."

He said all these challenges can only be overcome by a collective effort and not as individuals.

The NCCI held its 24th Annual General Meeting at the end of June which was themed "Doing Business in Namibia: Improving Value Chains & B2B Linkages".

Thieme believes that the creation of value chains in the Namibian economy is critical to industrialisation and faster economic growth.

"It will also be very helpful in our efforts towards employment creation," he said and added that creating sustainable value chains in the economy requires greater confidence of the Namibian market in our locally produced goods and services.

"We cannot expect local businesses to grow if we do not support them through procuring goods and services from them. So, in my view, the solution to improving value chains and business to business linkages lies in our strong support to our own businesses ensuring that Namibian products are generally known for quality and global competitiveness."

At the same meeting, the Chamber made a resolution to make a bigger impact on policy and legislative reforms required for continuous improvement in the local business environment.

"At our recent AGM, the Chamber undertook to mobilise its members and all stakeholders towards making necessary improvements and reforms in both public and private sectors aimed at creating the most competitive economy and making Namibia the best country to do business in on the African continent by the year 2020.

"The Chamber has started more intense engagements with our stakeholders and we are jointly pushing for greater reforms in our system. We have been making reforms since independence, but we believe that the foundations have been laid to do even better.

"I am pleased that it is not only the Chamber saying we should make further reforms, but that Government has also been visibly pushing for greater reforms which will make us an attractive destination for business," Thieme said.

The Chamber was established in 1990 as a business representative body with a view to provide a platform for a collective voice of the Namibian business sector. It represents and speaks on behalf of Namibian businesses on a variety of issues, especially those affecting the business environment in the country.





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The above, however is a very simplified version. Should you wish to find out more about this type of scheme, do not hesitate to contact our Risk Administration Department at (061) 294-7233 / 7257 / 7522 / 7231 who will discuss your company's options with you. Remember that this type of scheme is available only to organisations.



Namibia

Thinking ahead

Blue economy for food security



Professor Gunter Pauli

Entrepreneurs need to shift their focus away from standardisation and cutting costs, to pursuing ways of generating more value using the resources at their disposal, an international visionary said in Windhoek recently.

It's also important to move away from the core business principle, where each business only focuses on one specific thing.

Speaking at a public lecture organised by the Polytechnic of Namibia recently, author and initiator of The Blue Economy Professor Gunter Pauli emphasised the importance of creating new business models to address issues such as water scarcity in Namibia.

Pauli is also the founder of Zero Emissions Research and Initiatives (ZERI). ZERI has identified 100 innovations that within a decade (2010- 2020) could generate 100 million jobs. Through ZERI there have been more than 188 projects implemented, and €4 billion mobilised into new competitive concepts worldwide.

Unlike the green economy which aims at reducing environmental risks and ecological scarcities, Pauli's blue economy states that a country should respond to its basic needs with what it already has.

The blue economy further introduces innovations inspired by nature, generating multiple benefits (including jobs and social capital) and offering more with less.

"What I want to get away from is the green economy. I have nothing against green but I think the green economy is not delivering enough. With the green economy, what's good for the economy is expensive, and that has a flaw. It has to be cheaper and deliver better," Pauli said.

He added that the economic gap in countries such as Namibia was widening, and that if a nation was importing more than 50 percent of its food needs, it had



FRUIT FLOUR: Grape seed flours are used in the baking of bread in some countries. Could Namibia follow suit?

entered into a poverty trap with at least 25 percent of its population.

Food production could not be separated from water, not only in Namibia but in the case of other countries, he said.

Waterless urinals

"The amount of water that is being flushed through urinals is shocking; we really do not need drinking water to be flushed down the drain with urine," Pauli said.

"The Swiss developed a water-free urinal. You see this sign saying that 'by using this urinal you are saving so many thousands of litres of water every year'. What they don't say is that instead, they are using chemicals that cost about double the price of water. This is the typical green economy; you feel good, you are saving water but you pay," Pauli said.

He explained that to counter water waste, people needed to use business models that did not need water in the first place, and rather adopt solutions that provided multiple benefits.

"So that is the solution we have developed with students in Germany. We take the inner tubes [of bicycle wheels] that cannot be repaired and heat-press them into a system that is very simple: when the urine goes through, it opens up and when you don't have anything to deliver it [clamps shut]. The same thing the Swiss did with an expensive system with chemicals is now done with an inner tube from a bicycle. The Ministry of Environment in Germany was the first to install 3,000 of these units. Use what you already have- it is embarrassingly simple," he said.

Breaking bread with beer

Pauli noted that Namibia Breweries was one of the most efficient water-use breweries in the world, using 3.5

litres of water per litre of beer. However, he said, the brewery could still do more to utilise its resources more efficiently.

"What do you do with the 3.5 litres of water... send it to the water treatment plant, or do they realise that for every 2 kg of bread you need 3 litres of water? Do we realise that with the malt and barley, after having extracted the malt with which you made the beer, you still have the protein and the fibres left which can be put into our bread? Can we get this logic back to the 16th century when this was normal? In the 16th century it was considered insane to throw the malt and barley [away] after extraction...it was insane to give it to the animals, it was used to make bread," he said.

Some breweries in Germany had taken up this principle again, in recent times, he explained. The malted grain was of superb quality because it had not come into contact with any chemicals.

Seed flours

Another innovation related to food security that Pauli highlighted was the use of seeds to make flour. Fruit seeds in particular were often thrown away, but they could be dried, crushed and ground into flour.

"What we do in Algeria and Mexico today? We use the seeds of fruits to [turn them] into flour and mix it for bread. Are we interested in delivering bread cheap, with high quality or you will have bread cheap, at low quality? Now the seeds of avocados, grapes and 21 other fruits are all certified to be made into fortified bread," he said, implying that grape-producing Namibia could do the same.

To be innovative, Pauli concluded, required a vision. "You see things in your mind and they could [exist], provided that you rely on science and risk taking," he said.

NamCode: corporate governance code for Namibia



SETTING THE AGENDA: Retired Supreme Court of South Africa Judge Mervyn King

Namibian companies can find guidance for good corporate governance by means of NamCode, a drafted manifesto targeting board members.

It was initiated by the Namibian Stock Exchange (NSX) and will be applicable for NSX listed companies. Other companies and state-owned enterprises are encouraged to follow the NamCode, but it is a voluntary exercise.

It was launched in July and in August Deloitte & Touche held a seminar in Windhoek to discuss the salient details of the NamCode. Back in 2009, the NSX identified the need for a Namibian corporate governance code, as the implementation of the amended Namibian Companies Act was then imminent. Another reason was the introduction of the third King Report (King III) in South Africa five years ago.

“The reason why King III could not simply be applied here was due to certain new concepts not being provided for under Namibia’s existing legislation; the provisions relating to business rescue and the statutory nature of the Audit Committee,” said Hans-Bruno Gerdes, Vice-Chair of the NSX.

The King reports are named after retired Supreme Court of South Africa judge Mervyn King, who chaired the first Committee on Corporate Governance in Johannesburg. Three King Reports were issued – the first one in 1994 (King I), King II in 2002 and King III in 2009.

The King Reports are regarded as among the most effective summaries available on international corporate governance best practices.

In drafting the Namibian document, the NSX requested the input of the Institute of Directors of South Africa (IDOSA), which has the copyright for King III. Local auditing firms, various corporates and the legal fraternity were also requested to give input.

The NamCode details the importance of corporate governance in achieving financial objectives and fulfilling corporate responsibilities. This is to ensure that

Corporate governance

Embracing the power of information



corporate governance requirements are met and that the core principles of accountability, integrity and transparency are adhered to. The NamCode will from time to time be updated by means of practice notes.

Boards of directors are confronted with many difficult decisions on a regular basis. "The right choice is not always obvious," says Tiaan Bazuin, CEO of the NSX.

There is no statutory obligation on companies in Namibia to comply with the NamCode. The underlying intention of the NamCode is not to force companies to comply with recommended practice, but rather for companies to 'apply or explain'. Directors are accountable to shareholders and other stakeholders, and where directors opt not to implement the recommended practices as set out in the NamCode, they should be able to explain their reasoning and motivation to the shareholders. Namibia's own Corporate Governance Code (NamCode) provides a list of best practice principles to assist and guide directors to make the right choice for their companies including:

- Ethical leadership and corporate citizenship;
- Boards and directors;
- Audit committees;
- Governance of risk;
- Governance of information technology;
- Compliance with laws, codes, rules and standards;
- Internal audit;
- Governing stakeholder relationships; and
- Integrated reporting and disclosure.

Most, if not all of the recommended best practice principles set out in the NamCode relate to the legal duties of directors to exercise their powers and perform their functions in good faith and for a proper purpose in the best interest of the company. These are to be carried out with the degree of care, skill and diligence that may reasonably be expected of a director. As such, the NamCode constitutes a valuable guide to directors and other office bearers to ensure compliance with corporate law. "It is recommended that directors pay close attention to the enumerated principles, and aim to apply all such

principles," the NamCode brochure advises.

The NamCode builds on the principle of the 'triple bottom line' by emphasising sustainability. The concept of the triple bottom line was introduced into King II to emphasise the need for companies to account not only for economic and financial issues, but also for social and environmental matters.

Directors have accountability to shareholders and an obligation to all stakeholders to ensure that the company's resources are utilised in a manner in which the continuing viability of the company is safeguarded. This involves not only environmental sustainability (resource management with an eye on future needs), but also issues such as social responsibility (ensuring a positive impact on the community within which the company operates), respect for human rights, and the effective management of stakeholder relationships. These include the utilisation of alternative dispute resolution mechanisms to resolve potential disputes efficiently, expeditiously and inexpensively.

"Governance, strategy and sustainability have become intrinsically linked, and directors should ensure that the company's strategy accounts for sustainability issues and report all such issues to the relevant stakeholders," according to the NamCode.

"The economic value of a company can no longer be based on the balance sheet only. Rather, the economic value will be impacted by a range of non-financial issues such as brand and reputation, stakeholder relations and goodwill, an evolving and forward looking strategy, environmental sustainability, social responsibility and quality of governance," according to the NamCode.



Namibian Retail Charter advances, as stakeholders meet



Lapitomhinda Hashingola, Namibia Trade Forum Communications & Liaison Officer

In what was widely regarded as an essential step to transforming the Namibian retail sector, stakeholders recently met in Windhoek to advance plans for a negotiated transformational model for that sector. The stakeholders meeting was facilitated by the Namibia Trade Forum (NTF), an agency of the Ministry of Trade and Industry, with the objective to map out the formation of Task Teams, their terms of references, as well as the guidelines to guide the development of the Namibian Retail Charter.

Extensive sector consultations commenced in 2013 through a broad stakeholder consultative meeting lead by Calle Schlettwein, Minister: Trade and Industry, and a ministerial delegation. This latest meeting aimed to bring together retailers and wholesalers representing the

segments food and beverages, clothing and apparels, as well as building and hardware, joined by distributors, organised labour, business associations, and regulators. The aim was to create a platform through which these stakeholders could actively impact the proposed plan and process leading up to the development of the Namibian Retail Charter.

Namibian Retail sector

A recent analysis and research of the Namibian retail sector commissioned by the Namibian Competition Commission highlighted the continuance of the Namibian economy's reliance on South Africa. And although significant strides have been made since Namibia's political independence in 1990, there are still key dependencies on Africa's economic powerhouse. The analysis pointed out that the influence of South African retailers, relative to Namibian retailers, is in fact expanding. The research states that a key aspect of this regional expansion appears to be the vertical integration of major retailers into their own distribution operations. This backward integrated operation, together with their retail supermarkets, is then introduced into the region. This means that the major retailers often control their own distribution operations. This strategy, the study points out, is potentially to the detriment of local Namibian suppliers, producers and manufacturers.

4th National Development Plan (NDP4)

NDP4 sets the framework for transforming Namibia's retail sector; it mandates the Ministry of Trade and Industry to initiate growth in the manufacturing sector. Subsequently Namibia's principal national development plan has identified a need to diversify locally produced commodities, as well as to increase their shelving and availability in the local retail market. The proposed Namibian Retail Charter seeks to create a suitable

climate for local contributions to the retail sector's supply chain as well as to facilitate job creation amongst other growth targets.

Lapitomhinda Hashingola, Liaison Officer at NTF, says this will best be achieved through a meaningful dialogue and closer cooperation between the public and private sector. "We are an agency of the Ministry of Trade and Industry. And as such we were mandated to lead the development of the Namibian Retail Charter and to support the process through our Secretariat," says Hashingola.

Namibian Retail Charter

He emphasises the Namibian Retail Charter alignment with the Ministry of Trade and Industries' "Growth at Home Strategy/Industrial Policy", and NDP4. The "Growth at Home Strategy" aims to transform the broader Namibian economy and explicitly designates the development of a retail charter as a key priority action. In recent years, despite various initiatives, such as the listing agreement between the Namibia Manufacturers Association (NMA) and retailers, local enterprises still face many barriers in listing their products.

Hashingola explains that, "Our objective is thus to facilitate the development of a Namibian Retail Charter so as to enable locally produced goods to get greater shelving." It was agreed that the development be based on broad sector consultations and with focus on challenges such as merchandising Namibian products, minimum local procurement requirements, transparency and fairness, local accounting offices, supplier development programmes, and a clear monitoring system. Appointment to the Task Teams is voluntarily and is based on retail activity in the Namibian economy.



Some of the few Namibian products in retail outlets



"The Namibian Retail Charter is a voluntary measure, but with binding targets which will help us achieve the transformation we seek," says Hashingola. It however remains the prerogative of the Ministry of Trade and Industry to implement legal instruments should the "voluntary" route fail to realise the desired aim within a feasible time frame. Hashingola says: "We thus need the retailers' visible support and active participation in this. Retailers who support Government are fine; and of these we have plenty good

examples. Those who don't are missing an opportunity to cooperate."

The Project plan sets the launching of the negotiation phase for October 2014 as well as regular meetings of the Task Teams. Upon completion and sign-off by the signatories in the third quarter of 2015, the Namibian Retail Charter will then be applicable across Namibia. The charter will be reviewed by end 2017 and its requirements are expected to cease at the end of 2030.

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NCCI /NBC Stakeholder Engagement

NCCI Northern Branch, in collaboration with NBC held a stakeholder engagement on 28 July, to raise awareness of their products and services and to promote northern Namibia enterprises onto the national market.

Koneka Tomas Lindji, Chairperson of NCCI Northern Branch, said the Chamber wants to create value for its members through useful projects and initiatives. "The way forward is to cooperate and synergise with other entities to build good constructive projects which will promote and enhance business growth for our members," said Lindji.

He said the NCCI Northern Branch as the "Voice of Business" of the four northern regions, would like to facilitate a promotional platform for businesses in the area to market their products and services.

"We propose a tripartite cooperation between NCCI, a production company and NBC to establish a TV programme, which would on a weekly basis compile appealing profiles of outstanding Namibian business leaders and their enterprise as well as inform about products and services rendered. The aim is to promote Namibian enterprises and business personalities while creating providing case studies and references to aspiring entrepreneurs" he proposed.



Koneka Tomas Lindji

NCCI Oranjemund Gala Dinner

On Saturday, 26 July 2014, NCCI Oranjemund Branch in conjunction with Namdeb hosted the annual fundraising dinner at the Recreational Club Hall. The guest of honour at this year's gala dinner was the Minister of Trade and Industry, Honourable Calle Schlettwein.

Other dignitaries in attendance included Oranjemund Town Mayor, His Worship Councillor Henry Coetzee, Oranjemund and Rosh Pinah Constituency Regional Councillor, Eliphias Iita, Peter Katjavivi (MP), Namdeb CEO, Inge Zaamwani-Kamwi, and NCCI CEO, Tarah Shaanika.

New Members join Chamber business network

The NCCI welcomes the Namibia Institute of Pathology (NIP) and the Motor Vehicle Accident Fund (MVA) who upgraded their membership to National Corporate during July/August 2014.

The NCCI also welcomes DPF Energy & Minerals (Pty) LTD and NamPost who joined the Chamber as Corporate members.

National Corporate Forum

The NCCI National Corporate Forum was held this year on 31 July 2014 in Windhoek.

This Forum was created for the Chamber's National Corporate members to provide advice and leadership on issues pertaining to key stakeholder engagements especially with the political leadership of the country. It also provides a very good opportunity for networking amongst the Chamber's National Corporate executives.

NCCI President Sven Thieme reiterated some of the key resolutions taken at the June AGM. Among them, was the need to prioritise engagements with key stakeholders in our economy especially Government and labour; the Chamber's commitment to mobilise the private sector and stakeholders to drive an agenda aimed at making Namibia most competitive economy and the best country to do business

with on the African continent by the year 2020. Thieme stressed that it was important for Namibia to continuously improve its business environment to accommodate constant changes that are taking place in the world in order to attract investments that could lead to higher economic growth and employment creation.

The NCCI President also used the opportunity to express NCCI's serious concern regarding the recent development related to labour relations in the country and their potential impact on the country's economy. Thieme expressed that while Namibia has enjoyed a relatively stable labour environment; the then imminent labour strike at Namdeb in the south had sent a serious alarm signals as he called on stakeholders to work hard to resolve the dispute swiftly.

The Forum was also called on to particularly deliberate and provide advice on the structured



Public Private Sector Dialogue platform, which the NCCI proposed to Government.



NCCI President Sven Thieme

APPOINTMENT OF NEW BOARD MEMBERS

The Chairman and Directors of National Housing Enterprise warmly welcome Ms Anne Shilengudwa and Ms Elmarie du Toit to the Board of Directors with effect from 01 August 2014 to 31 July 2015.



Ms Anne Shilengudwa



Ms Elmarie du Toit

Ms Shilengudwa is a renowned legal practitioner holding B.A. LLB degrees from the University of Stellenbosch. She is a shareholder and director at ESI Commercial Law Firm, co-heading the Conveyancing/Property department. Anne is an admitted legal practitioner and conveyancer in the High Court of Namibia. The versatile Ms Shilengudwa also sits on the Bursary Committee of the Law Society of Namibia and serves on the Nam-Mic Board, chairing the Remuneration Committee.

Ms du Toit holds a Masters Degree in Town and Regional Planning from the University of Stellenbosch. She is the Principal Partner of du Toit Planning Consultants, a reputable Town Planning Consultancy Firm with projects nationwide. Ms du Toit brings to the board a wealth of town planning much valued knowledge of the housing industry and dynamics.

Ms Shilengudwa and Ms du Toit are replacing Ms T. Mushelenga and Ms B. Daes Pienaar. Ms Daes Pienaar was appointed Ambassador to Zimbabwe and Ms Mushelenga has become a Member of Parliament.

NHE BOARD MEMBERS



1 Mr. Jason Nandago- Chairperson, 2 Dr. Andrew Niikondo-Director, 3 Mr. Ebson Uanguta-Director and Chairperson of Board Audit Committee, 4 Ms. Anne Shilengudwa-Director, 5 Ms. Elmarie du Toit-Director



BRANDS BUILDING NATIONS

In a continent that is transforming itself from being a consumer to becoming a producer, brands have demonstrated their ability to influence consumer purchase decision making and have positioned themselves as important catalysts, propelling economic growth and both directly and indirectly growing winning nations.

Brand Africa, an independent brand valuation consultancy, recently revealed South Africa's Top 50 Most Valuable Brands. The top brands named are corporations listed on the Johannesburg Stock Exchange (JSE) that contribute to the country's GDP and the sustainability of the economy.

Team Namibia aims through its vision of "Making Namibian products and services part of everyday life," to facilitate the increased consumption of Namibian products and services, both locally and abroad, by inspiring competitive standards, stimulating consumer confidence and in so doing, impacting our country's sustainable economic development. The function of promoting locally made, safe products of good quality requires a symbol to represent an endorsement, hence the initiative that saw the public voting for the logo which represents Namibia the best. The select choice was subsequently adopted as the new Team Namibia logo.

Some of the factors undermining Namibian brands (products and services) from thriving and excelling in the competitive domestic and export markets include, but are not limited to: quality standards, pricing, packaging, the ability to supply the local demand (productive capacities), branding of products and services and limited access to markets.

According to branding expert for South African brand leadership school Vega, Gordon Cook "Namibia has huge opportunities but the perceptions around the country are still very generalised, stereotyped and clichéd". It is therefore important to identify where and how Namibia wants to compete as a national brand. Adding to this notion, Daisry Mathias, Chief Executive Officer of Team Namibia informed that "as a nation we should aim to



Some proudly Namibian brands

excel in what we do well and use our country of origin as a competitive advantage to market our products and services". Team Namibia provides country of origin endorsement to businesses seeking to endorse their products with the "Team Namibia Product" logo. These businesses must confirm the country of origin and prove that they are fit for purpose through a conformity assessment. This is one way that we can assure confidence and create consumer preference and in the long term, build our nation through formidable brands.

Contact us on: info@teamnamibia.com

Tel: 061-307246

www.teamnamibia.com

Team Namibia supports the development objectives of the Government as set out in Vision 2030, NDP4 and the Ministry of Trade and Industry's Growth at Home Strategy. Our strength lies in what we achieve together as a team, hence our underlying principle of UUKUMWE (collaboration / working together).



President Pohamba visits mass housing project at Walvis Bay

Higher economic growth projected for Namibia

Government and independent analysts are upbeat about Namibia's economic growth this year, with figures revised upwards to around six per cent growth and higher.

Local financial institution IJG Securities views Namibia's economic growth to reach around 6.9 per cent for 2014, up from its own prediction of 5.2 per cent growth in January.

In its latest 'Elephant Book' – an in depth analysis of the local economy – IJG notes its forecast revisions come after the release of rebased national accounts (base 2010 from base 2004) by the National Statistics Agency. The rebasing resulted in marginally higher growth figures for most categories in the National Accounts.

"Our growth projections for 2014 have seen

a major upward revision, from 5.2 per cent in January to 6.9 per cent," said IJG. "For 2015, we are looking at a growth of 4.5 per cent for Namibia, largely on account of base effects and a slowing of growth in wholesale and retail trade and construction, as the high base of 2014 dampens new growth levels."

IJG's upbeat outlook is based on several factors. Government announced a major budget expansion of 26 per cent for the 2014-15 financial year by 26 per cent when compared to the 2013-14 financial year. Much of the expansion is on account of increases in salaries and wages for government officials. It is projected that their spending due to higher salaries would go into retail, property, vehicles and other consumer goods. Thus, IJG predicts a strong expansion in wholesale and

retail trade, as well as public administration – both large weightings in the national accounts. Low interest levels until June 2014 (with a hike of 25 points to 5.75 per cent that month); unprecedented increases in private sector credit extension were above expectations.

“Namibia’s external position has continued to weaken on account of unprecedented fiscal and monetary stimulus, a boom in construction and weakening export earnings on account of falling commodity prices for minerals,” IJG noted.

A major rebound in agriculture is expected in the National Accounts on account of base effects. Following the 2013 drought, large livestock sales took place. This year has seen the beginning of the rebuilding of the national herd. “This growth in the national herd should record positively in the national accounts, and we are expecting a rebound in growth, to 28 per cent in real terms,” notes IJG.

Construction figures for 2014 were revised by IJG, despite the vast base set by the 35.2 per cent growth seen in 2013. The 2014 expansion is based on the construction figures coming through from various municipalities to date this year. The ongoing construction of the three new mines (Husab, Tschudi and B2Gold), the major increase in the national budget, abnormally large import figures seen for 2014 to date would see the construction sector grow by 27.3 per cent this year.

“After 2104, we believe growth in the construction will slow. In late 2016 and 2017, we expect a contraction in construction, as construction for two of the three new mines come to completion,” notes IJG.

The Ministry of Finance in its mid-year review is also quite optimistic about Namibia’s economic growth for 2014. “Real GDP growth forecasts for both 2014 and 2015 have been revised upwards, largely on the back of a more positive outlook for primary industries,” the Ministry notes in its review.

“Having previous projected real output growth of 5.0 per cent for 2014 and 4.8 per cent for 2015 in the Medium Expenditure Framework (MEF), growth has now been upgraded to 5.7 per cent for 2014 and to 5.1 per cent for 2015.”

Mining and quarrying is now forecast to grow by 3.6 per cent in both 2014 and 2015, up from previous expectations for growth of 1.6 per cent and 1.5 per cent. However, the Ministry’s growth forecast for fishing and fish processing, on board have remained unchanged at 1.2 per cent for 2014 and 1.3 per cent in 2015.

Growth forecasts for transport and communication have now been doubled from 5.2 per cent to 10.5 per cent in 2014 and revised from 6.1 per cent to 11.4 per cent in 2015.



CONSTRUCTION BOOM: Construction activities have surged in 2014



RESTOCKING: This year has seen the beginning of the rebuilding of the national herd

Due to a more expansionary budget for 2014-15 than originally anticipated in the MEF, “projections for consumption expenditure were revised upward for both 2014 and 2015,” the Finance Ministry wrote in its mid-year review report. “Government spending is now expected to grow by 13.7 per cent in 2014, up from the 6.8 per cent forecast in the MEF, and by 5.3 per cent in 2015, up from previous projection of 4.4 per cent expansion.” Growth forecasts for final consumption expenditure have consequently been revised upwards from 8.8 per cent to 10.5 per cent in 2014, and from 7.4 per cent to 7.6 per cent in 2015.

Growth projections for exports were revised sharply upwards for 2014 and 2015 following stronger-than-anticipated growth in 2013. Exports were originally forecast to grow by 5.5 per cent in 2014 in the MEF, but are now expected to expand to 13.0 per cent, while export projections for 2015 were raised from 9.2 per cent to 13.8 per cent.

Import growth is to slow marginally for 2014, from 17.7 per cent to 17.5 per cent. Namibia’s net imports for 2014 are to fall from 32.3 per cent to 28.7 per cent, and in 2015 from 17.1 per cent to 12.4 per cent, according to the Economic Policy Advisory Services directorate in the Finance Ministry.



**Namibian
Competition
Commission**



KNOW THE NAMIBIAN COMPETITION COMMISSION

INTRODUCTION

The Namibian Competition Commission (NaCC) opened its doors in December 2009, six years after the Competition Act was passed in 2003. Its main duty is to safeguard and promote fair competition across all sectors of the Namibian economy, having regulatory oversight over 80,000 business entities.

The Commission aims to promote a competition culture to protect competition using available recourse and tools provided for in the Act. The Commission also aims for efficiency in terms of allocating resources thereby realising best possible quality of products, service for consumers, competitively priced products and adequate supplies to consumers.

The Commission now comprises five Commissioners and 32 staff professionals administering and implementing the competition law. Since its inception in December 2009, the Commission has handled a total of 313 mergers and acquisitions as well as over 20 cases on enforcement of restrictive business practices. The Commission is proud to state that these cases were undertaken, investigated and concluded through ensured local Namibian capacity.

In its almost five years of existence, the Commission has handled significant mergers and acquisitions. The NaCC handles, 8 to 10 cases monthly, including those approved with conditions and others that are prohibited.

The Commission views its developmental agenda to NDP4 and Vision 2030 as one where competition not only thrives but that some local manufactured produce such as wine, Namibian-produced hair, processed agricultural items, handicrafts, and basic small manufactured products get a fair opportunity of supplying retailers broadly in Namibia and beyond where Wal-Mart is operating. The Commission

notes that the competition law also caters for small businesses in instances where they are competitively unfairly treated by large firms in Namibia.

In terms of its price mandate, the Commission is putting in place price monitoring mechanisms to understand retailers' pricing strategies and also to understand the pricing trends of sensitive but economically protected sectors such as cement, dairy, meat, and poultry.

COMPETITION ADVOCACY

There is still a dearth of understanding of the competition policy and law in Namibia and the work of the NaCC does not appear to be well known by the public.

It is imperative that the public has a fair understanding of the benefits of competition and as such provides broad-based support for a strong competition policy. Therefore, competition advocacy, whose ultimate aim is the development of competition culture, is one of the strategic focus areas of the Commission.

Efforts of competition advocacy are inclusive of all parts of a society and should address consumers, businesspeople, trade unions, educators, the legal community, government, regulatory officials and the judiciary. We developed a corporate identity as well as the website (www.nacc.com.na).

RECENT ACHIEVEMENTS

Namibia passed the Competition Law Peer Review Test from 193 countries at the Experts Meeting on Competition Policy and Law of the United Nations Conference on Trade and Economic Development (UNCTAD) meeting which was held in Geneva, Switzerland from 08-11 July 2014, and the NaCC is now an internationally certified competition authority. In July 2013, UNCTAD approached Namibia for a voluntary peer review as it is considered

one of the fastest growing competition authorities in the world. Namibia formally consented to the proposal and the review exercise was carried out by UNCTAD in November 2013.

During the UNCTAD peer review meeting, the Chief Executive Officer of the Commission, Mr Gaomab II, was elected as the Vice-President and Cum-Rapporteur of the Experts Meeting on Competition Policy and Law of UNCTAD. The UNCTAD Experts Meeting on Competition Policy and Law seeks to further the understanding and nature of competition law and policy, and its contribution to the development and creation of an enabling environment, for efficient functioning of markets of the UN Member States.

CONCLUSION

Competition is the grain of progress and development. It is embedded in our quest to improve organisationally, personally and professionally. When competition is fair and just it creates room for survival and assists in economic evolution, development and innovation.

Namibia is the second country to implement the competition law after South Africa in SACU and is the sixth country to do so in the SADC region after RSA, Malawi, Tanzania, Zambia and Zimbabwe. Namibia is among the 130 countries in the world that has a competition law that is administered effectively by an independent, credible and impartial competition authority.



We are with you every step of the way.

Guaranteed time frames for payment of benefits >>>



The Commission aims at improving the lively-hood of the Namibian workforce through the successful management of all Funds as per Social Security Act.

CUSTOMER SERVICE CHARTER

This Customer Service Charter defines the services levels that customers can expect from the Social Security Commission.

It is a tangible demonstration of our commitment to provide value added service and ensure maximum utilization of the benefits we offer.

It is regularly reviewed in order to keep in touch with the changing needs of our customers and the organization's ability to meet such with the available resources and to allow for improvement.

Employers' commitment to us >>>

- ◆ To ensure that their employees are registered with the Commission on time.
- ◆ To ensure that all contributions are paid over to the Commission.
- ◆ Employers have an obligation to terminate their registration with the Commission should they terminate employees membership within 30 days, to avoid the unnecessary accumulation of debt/interest with the Commission.
- ◆ Employers should inform the Commission on any changes to their busi-

Employees' commitment to us >>>

- ◆ To always verify with the Commission whether their work history is up to date;
- ◆ To always have the social security card or social security number at hand whenever making an enquiry;
- ◆ To complete the suggestion book to enable the Commission to improve on its service delivery.

Our commitment to them >>>

- ◆ To be honest, friendly & presentable at all times and treat our customers with respect and dignity;
- ◆ To value the privacy and confidentiality of our customer information in terms of Section 15 of the Act.
- ◆ To enable our customers to recognize all staff by Social Security Identification cards.
- ◆ To bring our services closer to the customers by reducing the distances between customers and the service points.
- ◆ To issue social security cards & certificate of registration within two weeks from registration or request date.

Type of benefits	Time Frame
Maternity	7 Days
Sick Leave	10 days
Death Benefit	33 days
Retirement / Disability	10 days
Medical expense	44 days
Transportation of injured employee	22 days
Temporary Disablement	22 days
Permanent disablement	22 days
Burial Expense	22 days
Pension/Compensation to survivors (initial award)	44 days

The abovementioned benefits are payable within the prescribed time provided that the claim was correctly filed, on time and the member's contributions are fully paid up.

Service Levels >>>

- ◆ To transfer calls to next available staff when not in office.
- ◆ To receive visitors to our offices (those coming for meetings/ appointments) promptly.

Funds and Programmes to be implemented

- ◆ National Medical Benefit Fund, Section 32 of Social Security Act 1994, Act 34 of 1994.
- ◆ National Pension Fund, Section 34 of Social Security Act 1994, Act 34 of 1994.

Some programmes to be implemented in future are:

- ◆ Return to Work, and
- ◆ Unemployment Insurance.

Service Level >>>

- ◆ To assist our customers within 15 minutes of their arrival at any service point
- ◆ To issue Good standing Certificates within 2 working days
- ◆ To acknowledge and respond to written communication within 7 working days
- ◆ To answer telephone calls within three rings and identify the organization, staff member's name and work area.
- ◆ To ensure that our written communication is clear and includes contact details.
- ◆ To keep our customers updated on new and improved procedures, services and benefits.
- ◆ To treat all customers fairly, with integrity and fairness.

Core Values

OUR CORE VALUES ARE:

Integrity:

We are always honest in everything we do and never compromise on ethical or moral principles.

Efficiency:

We do things right the first time, every time.

Accountability:

We take responsibility of all our actions and shall account for it. We accept the consequences of our actions.

Customer centric:

Customer satisfaction is our primary concern therefore, we deliver on our service promise.

Mutual respect and trust:

We value the many things that make us different from one another and therefore we shall always uphold the constitutional rights of all people.

Let us Introduce Ourselves!

VISION

To be a world class provider of compensative, preventive and integrative social security benefits and services to its members and beneficiaries by 2020.

MISSION

To professionally administer the Funds for the efficient and sustainable provision of social security benefits to the Namibian Workforce and other beneficiaries, consistently expand coverage and benefits, meaningfully contribute towards socio-economic development, and improve quality of life.

Contact us at:

- Windhoek: 061-2807074 / 77/78/79/80
- Katima Mulilo: 066-252463
- Keetmanshoop: 063-225195
- Luderitz: 063-204190
- Oshakati: 065-222043
- Otjiwarongo: 067-304741
- Rundu: 066-256185
- Walvis Bay: 064-206184
- Groofofontein: 067-242194
- Outapi: 065-251416
- Gobabis: 062-577150

or

On SSC e-mail: corporate@ssc.org.na

Windhoek (Head Office)
Cnr J. Haupt & A. Kloppers Street,
Khosmasdal



**You are protected!
We have you covered !**



**Should you encounter any service which does not meet the standards set out in this Charter, please contact ;
Mr. S.T Ndjavera @ 061-280 7236**

Customer Service Charter



Fab Lab – equipping you with tools to accomplish your dreams



Kirsten Wiedow, Fab Lab Namibia co-founder and Chief Creative

When Bjorn and Kirsten Wiedow experienced a fabrication laboratory (fab lab) at the Cape Craft and Design Institute in Cape Town, South Africa, they knew they wanted to establish something similar in Windhoek. They were both working in the creative industry at the time and saw the need for the same advanced technology, particularly in developing the skills and creativity of Namibian entrepreneurs.

Fab labs are small-scale workshops that are equipped with an array of computer-controlled tools and machinery that enable individuals to create and assemble almost any invention using digital fabrication.

The concept, which emanated from the Massachusetts Institute of Technology (MIT) in the US, was initiated to explore the relationship between the content of information and its physical representation.

Further, fab labs aim to explore how under-served communities can be empowered by technology. Fab labs, located worldwide, employ the use of machinery such as laser cutters, computer software and vacuum forming machines to assist entrepreneurs in the development of their products.

“About five years ago, Bjorn and I decided to set one up,” Kirsten Wiedow, Fab Lab Namibia co-founder and Chief Creative explains. “We first spent time developing a model and canvassing for funding. Eventually, we came to the Namibia Business Innovation Centre (NBIC), which basically incubated us. We carried on building this idea and started running workshops with them for SMEs which were product-driven. We looked at what their needs were and what products they were using, and of course how we could strategically place ourselves to be of assistance,” she says.

Their years of persistence finally paid off when the German Society for International Cooperation (GIZ) funded their building and office furniture, currently located at the NBIC, at a cost of N\$2 million. The Ministry of Trade and Industry (MTI) funded their machinery and equipment, ranging from 3D printers, laser cutters, computer software and a textile studio including sewing and embroidery machines, at a cost of N\$7 million. The fab lab was officially launched in February 2014.

“We already have 75 confirmed SME members and 200 members waiting to come into the lab,” Wiedow says. The lab

operates with only three fulltime staff, which makes for a heavy workload considering the hours of intense mentoring needed by entrepreneurs, as well as time spent engaging with high-level stakeholders.

“We sit down with an SME to find out what their product is and how we can help them advance their techniques and become more competitive. We do this through our in-house design expertise and other professionals we work with. But from doing that, we sometimes realise the person doesn’t have a SWOT (strengths, weaknesses, opportunities and threats) analysis, doesn’t have a market plan and may not even have a business plan. They don’t have a logo, or a brand identity. So we have to take them through a process where they can have a market-friendly prototype, with which they could then get funding for better machinery and grow their business. However, we only facilitate- you retain ownership of your brand,” she says. SMEs are provided with training and advice on the specific machinery they should use, and on the importance of maintenance of the equipment. Fab Lab Namibia assists seven entrepreneurs over three month cycles.

Taking a walk around the lab presents views of colourful handicrafts juxtaposed against 3D machines straight out of a Sci-Fi movie, and microcomputers stacked in cupboards. Prosthetic hands, shoes and animal likenesses (made out of plastic and wood) lie about, presumably to provide inspiration for product development. Dust flies into the air as wood is sawed to build future-centric furniture, and stylish, freshly-dyed woollen handbags hang serenely at the entrance. This is a place of intense creativity and innovation.

SMEs can come from any product sector that is innovative and adds value. Fab lab assists with important issues such as visual appeal and adherence to NSI standards. The company does not do mass production, but rather produces short runs. A limited number of labels can be printed in-house for jam manufacturers, for example. The company can also assist with ordering packaging that cannot be made in-house, but, Wiedow stresses, an SME must come with a product they want to improve, and already have access to raw materials.

“For the mahangu miller we have, we’ve done packaging prototypes from the machines we have, but ideally she now needs to go for funding to get the proper machines so she can package them in her own factory. In essence, an SME should be able to deliver something people can see and touch. We are busy negotiating a strategic partnership with the SME Bank, where our members can be assisted with funding to get the right machines- not overly expensive or unrealistic,” she notes.

According to Wiedow, the project is funded by the MTI, Polytechnic of Namibia (to which it is currently



Woollen bags made from Fab Lab Namibia’s wool campaign, in conjunction with Agra. SMEs use discarded wool shavings from sheep to make various products. The campaign is funded by the Finnish government. Fab Lab provides intensive training on how to process the wool and turn it into bags.

attached), the Finnish and German governments, as well as the private industry.

However, they don’t intend to be funded for long, she points out. “It’s nice to be funded when you are setting up, but there are also a lot of expectations to deliver. We are looking at a five-year period of support. For now, it’s about free services to SMEs. We have an intensive monitoring and evaluation system. Every time we sit with someone, we track and record that time according to each service provided. You need to understand what the industry rates are and what the MTI is spending. In the future, it would have to be charged. That is, the SMEs, the corporates and the public would have to pay.”

In the meantime, they generate income by doing branding and product development for larger companies, at market rates.



A wooden chair, first conceptualised by a 3D printer



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MVA FUND ACCIDENT RESPONSE NUMBER

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21 and 60 years
were **killed**
and **4,373**
injured
in **2013**,
would you act more
responsibly on the road



MVA Fund

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Driven to find a helping hand



The brand new COSDEC facility at Swakopmund (Mahetago) built with financial assistance from the Millennium Challenge Corporation (MCC) through MCA Namibia.

MCA Namibia boosts vocational skills training with COSDEC support

Millennium Challenge Account Namibia (MCA-N) has rendered support to the Community Skills Development Foundation (COSDEF), which runs Community Skills Development Centres (COSDECs), to help improve the training facilities as well as properly equip the centres to enable them to offer improved training.

MCA-N support has seen the construction of four new COSDECs in the country - Swakopmund (2), Rundu and Gobabis, while five existing ones have been upgraded at Opuwo, Ondangwa, Oshakati, Otjiwarongo and Windhoek.

In addition, MCA-N has provided the COSDECs with loads of equipment and tools for the various training workshops and brand new computers. At the administration level, the MCA-N programme has supported the training of COSDEF managers, administrators and financial officers in the areas of financial administration and controls, database management and performance assessments.

COSDECs offer skills development to thousands of youth from previously disadvantaged backgrounds, particularly those with academic credentials that do not qualify them to enter Vocational Training Centres (VTCs).

Training programmes offered by the COSDECs include skills areas such as computer literacy, welding, building maintenance, bricklaying, plumbing, hairdressing, food preparation and needlework.

COSDECs have helped several youths gain employment while others have been able to start up their own businesses in fields such as clothing design, plumbing, welding and construction.

Tusnelda Kamatui, centre head of the Otjiwarongo COSDEC, applauds MCA-N for helping her centre increase the capacity to enrol more trainees as well as for providing state-of-the-art equipment that has made training easier and more effective.

"We had a big problem of space but MCA-N helped us to renovate our centre and build new plumbing and welding workshops. We are now able to offer more classes, enrol more trainees and even offer more courses," she says.

Swakopmund (Mahetago) COSDEC head Herman Honeb says as a result of MCA-N's intervention the centre is now able to increase the intake of trainees and undertake commercial activities that can help sustain the centre, such as providing catering services and manufacturing bricks for sale.

Nineteen-year-old Simon Kaurema, a bricklaying trainee, says MCA-N's intervention has meant that he now no longer has to share tools with his classmates.

"The tools we got from MCA have made our training easy as we no longer have to waste time while waiting for tools from our colleagues. Everyone has his own tool and we can all be busy at the same time," explains a beaming Kaurema.

Berns Tjivera says the welding skills he has acquired at the Otjiwarongo COSDEC will enable him to start his own business: "I want to start my own business but first I want to gain industry experience. We are lucky that MCA has made it possible for us to have the latest, easy to use equipment which is used by big companies so that will make it easy for us when we get jobs with the big construction companies."

Melissa Gaweses, an office administration trainee, is excited about the new improved learning environment and the computer equipment made possible by MCA. "This building was in a bad state but now it has been renovated and we have a nice, clean environment for learning. We are the first to use the new computer equipment and we are learning a lot of things that will help us start our careers," says Gaweses.



A new computer lab at the Otjiwarongo COSDEC funded by MCA-N



Ronny Martin, Instructor for Joinery and Cabinet making at Otjiwarongo COSDEC with some of the tools procured by MCA Namibia.



Proud Otjiwarongo COSDEC head Tusnelda Kamatui

Egumbo takes over as Group CEO at Old Mutual Namibia



NEW BOSS: Kosmas Heinrich Egumbo takes over as Group CEO of Old Mutual Namibia with effect from 1 November 2014

Kosmas Heinrich Egumbo has been appointed as Group CEO of Old Mutual Namibia with effect from 1 November 2014.

Egumbo, an engineer by profession, will succeed South African Gim Victor, who has been appointed Head of Distribution for Old Mutual Africa following his Namibian secondment.

Egumbo joined Old Mutual four years ago and is currently the Chief Executive of Corporate Business. In prior roles, he served as CEO at Air Namibia and prior to that held senior executive roles at the City of Windhoek and GTZ (a German development cooperation agency). His career spans roles he held across sectors such as finance, aviation, energy and development.

Johannes !Gawaxab, Old Mutual Africa MD expressed delight at the appointment of a fellow Namibian to head Old Mutual Namibia.

"Kosmas brings with him passion to lead the team to greater heights and to make Old Mutual Namibia an even greater place to work. His high drive to achieve results and diverse leadership and management experience, will serve him well as he takes over the helm in Namibia and successfully engages all our stakeholders.

A key part of Kosmas' responsibility will be to help OM Namibia deliver on its stated strategic objective of maintaining its market leading position, accelerating the delivery of its corporate strategy including digital distribution strategy and the continued strengthening of local talent development," said !Gawaxab.

Egumbo was one of the first black Namibians to obtain a degree in Electrical Engineering and this came just after Namibia attained her independence.

Since graduating from the University of Natal (now University of KwaZulu-Natal), Durban, the former Concordia College headboy has gone on to hold several junior and senior executive positions at different companies in the private and public sector.

Egumbo has also served as director at several



companies, among them Standard Bank Namibia, Elgin Brown & Hamer Namibia, as well as a trustee of the Windhoek International School and the two Government Institutions Pension Fund (GIPF) trust funds for which Old Mutual obtained a mandate. He had employment stints with Consolidated Diamond Mines (now Namdeb) as well as the City of Windhoek, where he worked his way up from Senior Electrical Engineer: Planning and Design to Strategic Executive: Planning, Urbanisation and Environment.

In his current role as Chief Executive of Old Mutual Namibia's Corporate Segment and a member of the financial services giant's EXCO, Egumbo is responsible for driving this business unit which provides retirement funding investment solutions, group life assurance, risk benefit solutions and specific investment innovative solutions for the changing corporate needs.

Born at Usakos some 46 years ago of parents who were both teachers and religious leaders at Goas Roman Catholic mission school, Egumbo grasped the basic principles of life at a tender age.

At Old Mutual, Egumbo is responsible for leading Corporate Segment strategy design, development and execution and most importantly, leading and inspiring his team to make Old Mutual Corporate the leader in the provision of retirement funding solutions, group risk solutions and other financial innovative and emerging corporate solutions to meet ever-changing customer needs.

Egumbo is proud of the Old Mutual brand, which he says "talks volumes".

"We are customer driven. Our customer eccentricity has been key to the success of the Old Mutual Group. One of our values is to constantly push beyond boundaries. We walk the walk and take ownership of what we say," he told **NBJ** in an earlier interview.

For Old Mutual, integrity is key, Egumbo says.

"We are entrusted with assets by many of the people you meet on any street or road in this country. The confidence we receive from people derived from how we go about doing our business. We treat our customers, shareholders, fellow employees, the communities we operate in and the broader society with respect," he stated.



CHANGE OF GUARD: Johannes !Gawaxab, Old Mutual Africa MD (middle) with Kosmas Egumbo who take over from Gim Victor (right) as group CEO of Old Mutual Namibia





ADD VALUE: Namibia must look beyond its borders for possible regional cooperation with regard to beneficiation of zinc, diamonds and iron ore

Limited chances for beneficiation of minerals, says study

The dream of the Namibian government to nudge the mining sector towards adding value to locally to extracted minerals and metals found within the country has been dampened.

A study undertaken by Scandinavian experts and made public in August during a stakeholders meeting in Windhoek, showed that potential existed but countries like China, India and South Africa have firmly established such industries. These countries already produce excess capacity of copper cable and wire rod. China particularly has refining capacity for several metals and for uranium.

Beneficiation of metals and minerals entails processes like smelting, refining and manufacturing from a raw product like copper ore into copper cables as an example.

Namibia's Ministry of Trade and Industry (MTI) had

commissioned the study, undertaken by the Raw Materials Group (now part of SNL Metals & Mining). The MTI has specifically tasked the experts to look at beneficiation possibilities within Namibia for copper, diamonds, gold, iron ore, lead, zinc and uranium.

According to Namibia's fourth National Development Plan (NDP4), Government would look into exploring local "beneficiation in the minerals sector, especially uranium and to develop a strategy and implementation plan." The NDP4 further lays down that studies for mineral beneficiation should be carried out, including the diamond sector. The NDP4 runs from 2012 to 2017.

Namibia's Chamber of Mines (CoM) proposed the establishment of a joint value addition committee (JVAC) to the MTI, with representation of Government and the mining sector to look into the possibilities. The JVAC was set up in the latter half of 2013. The permanent secretary at the Ministry of Mines and Energy (MME), Kahijoro Kahuure chairs it.

While the debate about who should do beneficiation – mining companies or companies with the required skills, welled up at this year's annual mining conference in Windhoek in May, MME Minister Isak Katali provided clarity.

"Who is responsible for value addition? Is it the mining sector? The answer is 'no' – it is the Ministry of Trade and Industry and the mining sector must provide the raw materials."

In the study on possible beneficiation for Namibia's minerals, the experts noted, "for most commodities mined within Namibia, downstream beneficiation is already firmly established outside the country and in the (SADC) region. This (fact) can create a significant hurdle in developing new local capacity in the face of competition from cheaper imports."

Electricity and water consumption would be high for beneficiation, Charles Cooper - author of the study report - told the stakeholders meeting. In addition, huge investments would be required.

"Substantial increases in electricity tariffs over the next few years are a major concern for international investors seeking to construct processing facilities (in Namibia)," Cooper noted.

The study recommended that Namibia should investigate the potential for three commodities only: zinc, diamonds and iron ore. Cooper proposed a typical Namibian cut for its diamonds for jewellery and a larger supply of local diamonds to diamond cutting and polishing companies. However, labour costs in Namibia were higher than in China and India, where diamonds were also polished and cut.

Namibia should also look beyond its borders for

possible regional cooperation with regard to beneficiation of zinc, diamonds and iron ore.

Iron finds were made in Namibia but no iron mining has taken place yet. Over many years, geologists and mining experts noted that iron ore reserves found in Namibia were of low grades. The study noted that – should iron ore be mined in Namibia – processing it into iron pellets was however a possibility.

With regard to zinc, the two operating zinc mines in Namibia - Rosh Pinah and Skorpion Zinc - produce over 200,000 tonnes of zinc annually. This is roughly 62% of the Africa's total zinc output and 1.6 % of global mined zinc supply, which was 13.57 million tonnes in 2013.

Skorpion produces refined zinc ingots at its refinery, which are exported.

"If Namibia could demonstrate that the economics of smelting and refining were more advantageous than in South Africa and elsewhere, due to low transport and energy costs for example, there would be a strong case to move operations to Namibia, which would allow local mines to take advantage of local processing," the study for possible beneficiation noted.

While Namibia had significant opportunities to further beneficiate domestic supply of minerals, the current and medium term local supply of most commodities was not big enough, unless additional volumes would be imported in order to warrant construction of capital and energy/water intensive facilities, the experts concluded. The possible exceptions would be iron ore pellets, refined zinc and cutting highest quality diamonds.

Namibia's push for local processing of its minerals and ores is not in isolation. In 2009, African heads of state adopted the African Mining Vision (AMV), and the Africa Union (AU) endorsed it.

The aim is the structural transformation of African economies by using mineral resources to catalyse broad-based and inclusive growth and development of Africa's resource markets, and foster economic diversification and industrialisation throughout Africa.





GAINING EXPOSURE: One of the companies represented at this year's Made in Namibia Expo, the Local Economic Development Agency (LEDA)

Made in Namibia Expo: A step in the right direction

Team Namibia CEO Daisry Mathias said she is satisfied with the outcome of the 2nd Made in Namibia Expo which was held at the end of July in Windhoek.

Mathias said the Expo was an important event on the local business calendar as it exposes the various local manufacturers and SMEs to procurement officers from both the public and private sectors. She said the Expo also gave the Ministry of Trade and Industry the opportunity to create a database of products and services available from local manufacturers and SMEs.

"Through their individual participation, the organising Ministry (of Trade) and its strategic

partners access information and gain understanding about the various products and services existing in the economy. Exhibitors [also] use the opportunity to create awareness of the wide variety of locally available products and services," she said. The fourth National Development Plan (NDP4) has identified a need to diversify locally produced commodities, so the first necessary action is to gain knowledge on the existing.

Mathias added that the Expo was a valuable exposure and networking platform for manufacturers and an opportunity for exhibitors to identify prospective suppliers/partners and investors further enabling them to establish B2B

linkages and identify/plug into existing value chains.

There is a general perception that local products are of an inferior quality and expensive which has seen local products struggle to get shelf space.

To address quality challenges, Team Namibia has teamed up with the Namibia Standards Institute (NSI). "If local goods and services are to win the preference of consumers, competitive products are mandatory," Mathias said.

"Standards accreditation and certification is one way to enable local producers to comply with international standards for best practice and also to win consumer confidence. [To this end], Team Namibia has changed its membership qualifying criteria, and has introduced standards and compliance as a prerequisite for membership.

"This has been done with the consideration that Team Namibia endorses goods and services that are fit for purposes and safe for use," Mathias added.

In his speech delivered at the Made in Namibia Gala Dinner and Awards ceremony, the Minister of Trade and Industry Calle Schlettwein said the country should continue to build a competitive business environment to promote investment, growth, jobs and incomes, durable benefits for consumers; an economy built on opportunity to thrive and prosper and not on unfair trade practices/financial muscle/market power.

"Therefore our producers must be given the confidence they need in the domestic market such as through infant industry protection measures, marketing assistance and access to distribution and retail chains and networks," Schlettwein said.

He added that promoting local investments was important as manufacturers have to compete against sophisticated products that are well established and which are manufactured by large companies who have had the benefit of more experience and economies of scale and perhaps also a level of support from their governments which can't be matched locally.

The minister said complications in the supply chains of local retailers make it difficult for a local manufacturer to get their goods onto the retail shelves because procurement by these retailers are centralised somewhere else and are often done in a manner which effectively excludes local producers.

In recognition of this fact, organisers of the Made In Namibia Expo arranged what they described as a Buyers Night at the just ended Expo where buyers from the public and private sector could meet and discuss business with potential suppliers.

While, the granting of Infant Industry Protection is key in encouraging investors to set up shop in the country, the recent challenge in the courts of the protection given to the dairy and cement industries has left a bitter taste in the mouth of local investors something that has the potential of discouraging investment.

Even worse, Namibia is part of Southern African Customs Union which provides for the free flow of goods across the borders of member states something that disadvantages local manufacturers.

Schlettwein insists that infant industry protection should be used to put an additional duty on the import of the same goods that are manufactured locally where there is proven domestic manufacturing capacity to supply the local market efficiently, to enable local manufacturers to establish in the local market.

"Such measures are almost always challenged by the importers and consumers do not always support infant industry protection because they fear prices will go up and some of them may prefer the imported products.

"In the interest of achieving growth at home and creating jobs as well as protecting investments made in manufacturing as well as jobs created, we nevertheless need to recognise the importance of this policy measure. From my side I am also encouraging all Government entities to procure locally manufactured goods in the interest of strengthening our manufacturing sector."

Besides market access and competition against established products, local manufacturers face a plethora of other challenges such as cost of land, labour and utilities, as well as productive capacity issues, amongst others.

Mathias is optimistic that the envisaged Retail Charter has the potential to solve the major challenge of market access, by opening up the retail shelves to local products.

She, however, said there are a number of considerations worth noting. "It [Retail Charter] is voluntary. Therefore the understanding and commitment must come from the retailers. Also, the Charter would need to factor in incentives to secure buy-in from this key stakeholder. Once the products are on the shelf, consumer demand needs to be stimulated through awareness creation. Once in-store, Namibian products also need to be visible and competitive in (quality and price) in order to win preference, Mathias said.

Despite this, the Team Namibia CEO believes that Retail Charter is a step in the right direction and is a critical instrument to overcome the challenge of a lack of retail space currently faced by manufacturers.



DEADLINE MISSED: Namcor MD Obeth Kandjoze with Namcor Board Chairman Johannes !Gawaxab

Namcor farmout process delayed

The National Petroleum Corporation of Namibia (Namcor) has missed its seven month deadline for the conclusion of a farmout agreement for its stake in the Kudu Gas Project. Namcor, with a 54 percent stake in the Kudu Gas field, announced last year September that it was looking for a partner to buy 70 percent of its current shareholding in the project.

The national petroleum company appointed London based Deloitte LLP as the lead advisor to manage the farmout process which will see the dilution of its 54% shareholding in the Kudu Gas Project to around 16 percent.

Besides Namcor's 54 percent stake in the project, London headquartered Tullow Oil has a 31 percent interest while Japan's trading company Itochu holds the remaining 15 percent stake in the US\$1.258 billion project.

During a presentation of the company's financial results for the year ended 31 March 2013 in September last year, Namcor Chairman Johannes !Gawaxab gave timelines in which the farmout process should have been completed.

The farmout process is crucial to the success of the Kudu Gas

Project as Namcor does not have the financial resources to finance its current and future obligations in the project.

!Gawaxab said at the time: "The process of soliciting a strategic partner is expected to take five to seven months to complete. Deloitte is leading the process in Namcor's stake on the basis of a 70/30 ratio, of which 70% is for sale. Namcor retains 30% of this 54% stake as its final equity in the project."

Earlier that year in April, Namcor Managing Director Obeth Kandjoze told participants at a conference in the capital that the petroleum company wanted to resolve the sale of its interest in Kudu in a matter of weeks.

Kandjoze was quoted by Bloomberg as saying. "We don't want to keep it open for longer in order to move things along."

At the same conference, the project operator Tullow Oil presented technical and commercial aspects of the project. It also provided the project partners with all the data for the setting up of a data room, which will be utilised in the farmout process.

A follow-up credit support and guarantees' workshop was also held in London between Namcor, Tullow Oil and the African Development Bank (AfDB). The workshop considered alternative structures and strategies for the credit support and guarantees with a view to provide the best scenarios to government.

The African Development Bank was roped into the project to assist the Ministry of Finance to assess the level of guarantees required by Namcor and NamPower, while seeking the best strategy and practical implementation of the required guarantees from the shareholder.

Once this exercise was complete, Namcor was supposed to have submitted a final proposal on its required support to the Ministry of Mines and Energy. It was not immediately clear what progress had been made in this regard, but the funding required would fund Namcor's share of costs for joint upstream operations up to Final Investment Decision which is now expected around December, and Namcor's share of development costs which are yet to be established

While Namcor has already missed its own deadline to secure a partner in the Kudu Gas Project, project leader Manfredt Muundjua told a local weekly recently that the farmout process had attracted several interested parties.

Muundjua said Namcor and Deloitte were reviewing a funding proposition from an unnamed European-based oil and gas company. He said the company provides upfront capital for oil and gas companies and in return receives an oil and/or gas stream on a specific license, lease or field.

Deloitte is said to have identified a number of financial elements that have a significant impact on the expected

rate of return of the new partner. These included past costs reimbursement, post-FID financing and percentage of carry.

The interested party is expected to perform its own analysis and determine for itself the right price for investing in the project. In the past, foreign partners have asked for a guaranteed price. They wanted a pre-determined price at which NamPower would buy gas so they would have a guaranteed return on investment.

Meanwhile, State owned power utility NamPower said it has raised the capacity for its planned gas-fired electricity plant from the previous plan 800 megawatts to 1,050 megawatts. The power utility also said that it plans to sign a sales accord by December with Tullow Oil Plc. "We have agreed on the basic principles of the gas sales agreement and details on the price range and other issues are still being negotiated," Shilamba was quoted as saying.

The utility is also seeking to sell a bond on the local market and in South Africa early next year to raise cash for transmission projects and its share of capital in the Kudu plant.

NamPower currently holds a 100% equity interest in Kudu Power Company, a company established to design, build and own the Kudu Power Station at Uubvlei, 25 km north of Oranjemund. NamPower intends to reduce its equity in Kudu Power with the introduction of strategic partners.

NamPower will be the sole buyer of electricity from Kudu Power and will enter into power export agreements for the sale of electricity that is surplus to Namibian requirements.



Namcor MD Obeth Kandjoze



ON TRACK: Construction of the Otjikoto mine remains on schedule to commence gold production in late 2014
 Photo: Courtesy of Chamber of Mines

All systems go for B2Gold Otjikoto mine

The open pit Otjikoto gold mine near Otavi in the Otjozondjupa Region currently under construction remains on schedule and within the planned budget range.

Construction is expected to be completed in the fourth quarter of this year. Gold production is scheduled to start in the fourth quarter as well, the Canadian company announced in its half-year report released in August.

B2Gold holds a 90% stake in the Otjikoto gold mining project. The remaining 10% of the shares are owned by the Namibian empowerment company Evi Mining Company of the Evi Group, headed by Dr Leake Hangala.

Construction of the Otjikoto gold mine commenced in January 2013 and the mill and mining offices have been completed by a local Otavi contractor. Construction of all the other administration buildings has been completed.

"Mill construction activities continue to progress, the majority of concrete has been poured in this area," B2Gold stated in its report. Over 16,000 tonnes of concrete were poured, which is more than 90% of the envisaged amount of concrete.

Rain water harvested during the previous rainy season will be used to start the mill.

All leach and carbon in pulp tanks have been erected. The diesel and water reservoir tanks have also been completed. Construction of the primary crusher is also done. Erection of the pre-leach thickener and the tailings thickener is in progress.

The tailings facility is materially complete encompassing 1.5 million cubic meters of earth movement, and including the placement of an impermeable liner to protect the environment. This is to prevent tailings to leak into the soil.

About 1,000 employees and contractors are currently busy on the construction site.

A construction camp about two kilometres northeast of the mine has been set up, housing approximately 300 construction workers. A large number of workers however come from Otavi and Otjiwarongo and are daily transported in buses to the site for work and back.

"The accommodation camp will only be operational during the construction phase," says B2Gold. After the construction phase is complete, about 500 workers will be employed during mining operations. The Otjikoto project achieved the milestone of 365 days no injuries on 29 June this year, regarded as Lost Time Injury (LTI) free days.

STOCKPILES

Ore mining commenced in June 2014 in order to build ore stockpiles in preparation for planned commissioning.

The current mine plan is based on probable mineral reserves of 29.4 million tonnes at a grade of 1.42 grams per tonne containing 1.341 million ounces of gold at a stripping ratio of 5.59:1 to be mined over an initial 12-year period.

"The current average annual production for the first five years is estimated to be approximately 141,000 ounces of gold per year," the company stated.

However, based on the positive drill results from the adjacent Wolfshag zone to date, the company in January this year announced plans to expand the Otjikoto mine in 2015, increasing ore throughput from 2.5 million tonnes per year to 3 million tonnes. Wolfshag is to have an initial resource estimate of 6, 8 million tonnes at 3, 2 grams per tonne of gold containing 703 000 ounces of gold.

The resultant increased throughput will be achieved through the installation of a pebble crusher, additional leach tanks and more mining equipment. Once the expansion is completed at the end of 2015, the company expects that annual gold production from the main Otjikoto pit would increase to approximately 170,000 ounces of gold per year from 2016.

Pre-production capital set aside for the Otjikoto gold mine is estimated at US\$244, 2 million (approximately N\$2, 5 billion).

The Chief Executive Officer of B2Gold, Clive Johnson described Namibia as "a great and remarkable country for doing business" at an international mining conference in Toronto, Canada recently.

SOCIAL RESPONSIBILITY

Conscious of its corporate social responsibility (CSR), B2Gold has already spent approximately N\$3, 4 million on community projects last year and targets a budget of N\$4 million for 2014. More than 30 CSR projects are supported in the fields of education, health, SME development and conservation.

B2Gold Namibia is the owner of five commercial farms, totalling approximately 16,000 hectares (ha). The Otjikoto gold mine is located within this farming area. This land has been turned into a conservation area – a project, which rests on three pillars: support for scientific research, development of an educational centre of excellence and thirdly conservation.

The conservation project is to illustrate how mining activities can be a direct benefit to the environment and conservation.

"It is B2Gold's aim to demonstrate to the Namibian government and all stakeholders that a well run mining operation can be a positive catalyst for environmental rehabilitation and wildlife conservation," the company stated.

Otjikoto will be the second gold mine for Namibia. Navachab, the first gold mine is situated near Karibib.



Bannerman Resources builds pilot plant at Etango

The developer of the Etango Uranium Project has announced plans to proceed with a pilot plant programme after securing funding for the project. Bannerman Resources, with an 80 percent interest in the Etango Uranium Project, said recently that the pilot plant is expected to be commissioned before the end of the year although the company cautioned that the granting of construction and supply contracts is subject to obtaining the requisite environmental approvals from the Ministry of Environment and Tourism.

It was not immediately clear when these would be granted.

The Australian based Bannerman announced recently that it will soon issue draw down notices after an Extraordinary Annual General Meeting that saw shareholders vote in favour of the A\$4 million in funding to be provided by Resource Capital Fund VI L.P.

The pilot plant, to be located at the old Elf Aquitaine exploration site, is expected to be operational for 12 months only following commissioning and should help bring Bannerman's Etango project to fruition. It will consist of an evaporation pond, a workshop and an on-site laboratory, a re-agent mixing area, silent generators, storage tanks for freshwater, cribs, and an agglomerator.

Bannerman said the benefits of the pilot plant programme will be to confirm process plant performance in scale up from laboratory testing to larger scale operations as well as build internal capability, among other benefits.

"The pilot plant will be constructed to confirm the Definitive Feasibility Study processing assumptions. It should further de-risk the Etango Uranium Project and help to preserve Bannerman's capacity to be an early mover to development in a rising uranium price environment," Bannerman said in a statement.

Etango is the seventh largest uranium only project in the world and the third largest in Namibia after Husab and Langer Heinrich mines, based on ore reserves.

The Etango project has a 16-year mine life with further extensions possible through the inclusion of measured and indicated resources, and the conversion of existing inferred resources.

Bannerman says the US\$870 million Etango project remains one of the very few globally significant projects that can realistically be brought into production in the medium term.

The developers are banking on an improved uranium price which has remained depressed since the Fukushima nuclear disaster in March 2011, as well as on China building nuclear energy capability. The Asian giant has a five-year plan to increase nuclear power from 12.5Gw to 40Gw with multiple new reactors currently under construction.

In addition, Bannerman has also been keeping an eye at Japan's draft energy plan which confirms that nuclear energy is still a key component of that country's future energy mix with 17 applications for starts already lodged.

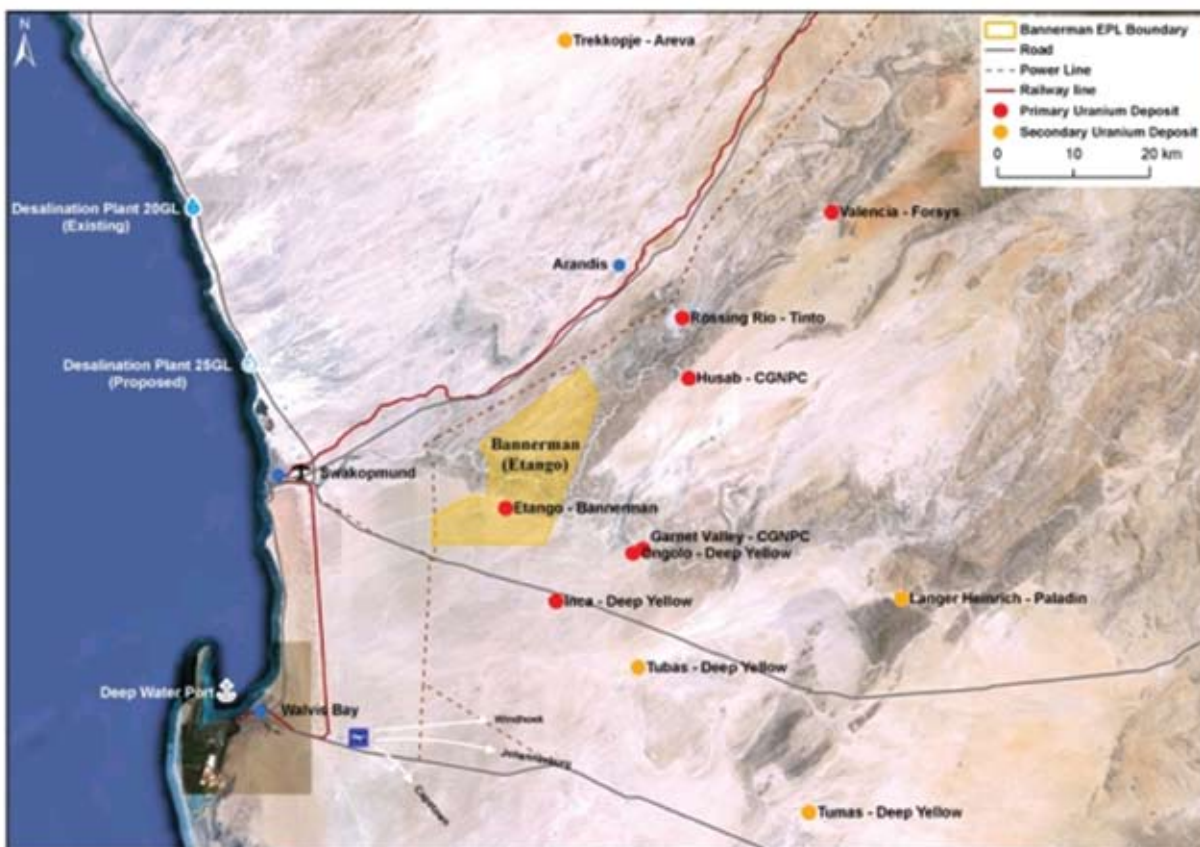
Based on the project's Definitive Feasibility Study carried out in 2012, production at the Etango Uranium Project is expected to be between 7 to 9 million pounds U3O8 per year for the first five years and 6 to 8 million pounds U3O8 per year thereafter.

Etango is considered to be a low technical and environmental risk project, with conventional open pit mining and sulphuric acid heap leaching at 20 million tonnes per annum.

The Etango project is expected to create an average of 800 new jobs, with a maximum of 1,500 jobs anticipated in the construction phase and 1,000 new jobs in the operating phase.

Economic modelling by independent experts has indicated that the mine operating phase will create approximately a further 1,500 indirect jobs in the local communities; mineral royalties to the Namibian Government equal to 3% of net revenues, equating to approximately N\$100-150 million per year at a base case uranium price of US\$75/lb U3O8; company taxes of over N\$4 billion over the life-of-mine at a base case uranium price of US\$75/lb U3O8. The project is also estimated to contribute at least N\$60 million per year over the life-of-mine in PAYE taxes.

The Etango Project, a recent target of Epangelo Mining company, is 80 percent owned by Bannerman Resources through a local subsidiary and 20 percent by Clive Jones. The state mining company was eyeing a 5 to 10 percent stake in the project before it pulled out of the deal after failing to agree on unspecified terms.





PROUDLY NAMIBIAN: *The Pupkewitz Group of Companies is one of Namibia's home-grown success stories*

Pupkewitz Group deepens expansion in Namibia

One of Namibia's most well known companies, the Pupkewitz Group is expanding its business with a new and bigger branch of Pupkewitz MegaBuild opening opposite Windhoek's new Grove shopping mall. In another move, the Group recently obtained the dealership of a leading vehicle brand in the Otjozondjupa Region, but this transaction is still subject to Competition Commission approval.

Two-and-a-half years after the passing on of legendary business tycoon Harold Pupkewitz, who managed the family business for 75 years until April 2012, the Group is continuing his legacy, seizing new business opportunities and developing Namibia's economy. According to Group Managing Director Jerome Davis, who succeeded Pupkewitz, earnings have also excelled.

"We are well ahead of last year's earnings, and substantially better than the overall growth in the economy," Davis told NBJ. He would not disclose figures, though. "We are a privately-owned company and accordingly our trading results are confidential," he said.

Asked about the new Pupkewitz Mega Centre opposite The Grove - Namibia's biggest shopping mall

to open in October - Davis says it would be double the space of the current Windhoek MegaBuild branch, which has just under 3,000 square metres.

"The new Pupkewitz Mega Centre at The Grove will have a floor space of some 6,000 square metres plus 8,000 square metres of yard space," says Davis.

"It will focus more on the 'do-it-yourself' (DIY) customers, which will be a novelty for Namibia." Builders and contractors will however not be neglected, they can shop at both branches.

Recruiting of a new staff complement - about a hundred - for The Grove branch has started. The premises will be occupied by early September to start stocking all the products.

"Stocking the new large shop is a major logistical exercise, five containers alone were required for the shelves and racking from South Africa," says Davis.

The protracted strike in the metal industry in South Africa has had some impact on the opening of the new Grove facility, but the planned opening should not be unduly delayed.

"We are confident the new Pupkewitz Mega Centre will open as planned during the fourth quarter of this year," says Davis.



DRIVING GROWTH: Pupkewitz Group Managing Director Jerome Davis

In August, the Pupkewitz MegaBuild branch in Tsumeb relocated to new premises to create a compelling place for customers to shop. "Management has focused on bringing the Group's trading premises into a state that behoves a Group such as ours, which is looked upon as a leader in the Namibian commercial landscape", he added.

Recently the Pupkewitz Group has revamped and enlarged its MegaTech store in Windhoek, which provides all lighting and electrical needs for the general public, builders and electrical contractors.

As with MegaBuild, MegaTech provides credit facilities for small and medium enterprises (SMEs).

"We help SMEs develop and grow; they not only receive credit under certain conditions, but we also assist and mentor them to prepare their tender documents".

Davis tells NBJ of an electrician who wanted to start a business but could not obtain credit. "MegaTech provided credit and mentored this innovative businessman. His SME grew and today he employs some 75 staff and has an annual turnover of about N\$70 million – a lovely success story."

The Group has vehicle dealerships at Rundu and at Oshakati among others. Very recently, the Oshakati premises of Pupkewitz Toyota were revamped and launched with a new showroom, workshop expansion and enlarged spare parts section. A wash bay to clean the serviced vehicles of customers was also added. The National Development Corporation (NDC) is partner in that business, holding a 40 per cent stake.

"It works very well and the NDC receives regular

dividends," says Davis.

Pupkewitz Toyota Oshakati recently cleaned up a canal going past various businesses in the busy Okatana Road. Grass, plants and debris, causing water overflowing into the surrounding business premises - causing thousands of dollars in damage each year during the rainy season, had blocked the canal.

"We therefore deemed it more that appropriate to contract equipment in excess of N\$70 000 and employees joined in the clean-up exercise with great enthusiasm," said Davis.

Although it is the responsibility of the Oshakati municipality to ensure the canals are clear and that water may flow freely, it is an expensive exercise. Another N\$3m is earmarked for attending to flooding issues - an ongoing problem in the area.

Since its beginnings as a general dealer in 1925, the Pupkewitz Group has grown throughout Namibia and is today the recognised market leader in its various focused markets. It has developed into a significant part of Namibia's economic landscape.

The Group's head office relocated from Ausspannplatz to a new administration building near the Windhoek show grounds providing much needed bigger office space.

With his contract ending by December, NBJ asked Davis if he would renew it.

"Let us see what happens," he says. "I partly grew up in Namibia, spent my early working years here and never lost touch. I have a passion for this country and would like to make a contribution to Namibia's development."

MCA Namibia's US\$67m Tourism Project makes huge impact on local Tourism



CLOSE OFF: Senior Government and MCA-N officials pose for photos at the close of the tourism project

The Millennium Challenge Account Namibia (MCA-N) has formally wound up its gigantic tourism support project, which saw an investment of US\$67 million in various projects aimed at increasing the country's tourism capacity.

Key beneficiaries of the MCA-N funding include the Etosha National Park, which saw several new infrastructure being built, the Namibia Tourism Board (NTB) and various Conservancies.

MCA-N CEO Penny Akwenye said the American-funded

project was proud of its achievements in helping develop the Namibian tourism sector. Namibia was the first MCC country to benefit from tourism funding.

Etosha National Park (ENP), the jewel that attracts tourists to Namibia, received the lion's share of the total tourism funding (over US\$40 million) which was largely utilized for infrastructure development through the Ministry of Environment and Tourism.

MCA-N also rendered extensive support to the development of capacity in Conservancies, where over US\$18 million was spent, while US\$8 million was spent to market Namibia as a prime tourism destination for long-haul international tourists.

Environment and Tourism Minister Uahekua Herunga paid tribute to MCA-N and all tourism players who had worked tirelessly over the past five years to make a positive impact on tourism in Namibia for Namibians.

"The MCA Namibia Compact was a true smart partnership between the people of Namibia and the people of the United States of America," Herunga said, adding that MCA-N and its implementing partners had added real value to reinvigorate Namibia's vibrant tourism industry.

Infrastructure built in the Etosha National Park under the Compact includes brand new staff villages for MET employees working in the park, new roads and entrance gates to the world renowned game sanctuary.

NTB CEO Digu //Naobeb said his organisation was committed to continue with the tourism marketing initiatives started under the MCA-N Compact.

He said NTB will take over the marketing of Namibia Tourism in the United States of America as from September 2014 and that the process to appoint a Representative Agency in that country had already commenced.

Emily Kandjaba from the recently-established Omulunga Palm Route applauded MCA-N for investing in Namibian tourism to further unlock the opportunities in communal conservancies by providing compelling reasons for tourist to visit the conservancy areas.

Three new self-drive routes namely Omulunga Palm Route, Arid Eden Route and Four Rivers Route, were developed with funding from MCA-N and were recently launched by the NTB.

"We are now able to increase the number of visitors from the existing target market and grow the new market segments. We believe that our new route will offer additional opportunities for tourism and will contribute immensely to the realization of vision 2030," she said.

Maxi Louis from the Namibian Association of Community Based Natural Resource Management (CBNRM) Support Organisations (NACSO), one of the organisations that benefitted from MCA-N funded programmes, said the

support from the American government could not have come at better time.

"Thank you MCA-N for launching your project at the time that we really needed assistance after the withdrawal of the USAID support to our programme. The grant from MCA allowed us to work on a number of institutional issues and we were able to strengthen partnerships within various local communities," she said.

Hilda Nathinghe of the Sheya Shuushona Conservancy, one of the three conservancies that border the Etosha National Park, said the training that members of various conservancies in the country received with financial assistance from MCA-N will change the way these community institutions conduct their business for the better.

Nathinghe said MCA-N support had enabled a number of conservancies to build new lodges with better facilities.

Heinrich Hafeni, Managing Director of Swakopmund-based Hafeni Tours and Travel, said "conservancies have been uplifted by the wonderful job done by MCA-N in the country".

"If you look at the bigger picture, MCA-N's contribution has been immense because it has educated local people about tourism. In addition the MCA-N team has done a wonderful job to market Namibia tourism outside the country, in particular in the USA," said Hafeni.

Mawaya Moscow Mulisa an Enterprise Officer for the Mashi Conservancy, in the Kongola area of the Zambezi Region, said the development of new tourism routes, including the Four Rivers Route in his area, will go a long way in attracting more visitors to the region.

"The new traditional village (the Namushasha Heritage Centre & Cultural Village) has increased our capacity to host tourists, while local communities have also benefitted immensely during the construction of the cultural village and he lodge as we were buying the building materials from them," he said.



Women are the Future



Mihe Gaomab II is the Chief Executive Officer of the Namibian Competition Commission

Mihe Gaomab II

The term “Women are the Future” is more pronounced in Namibia than it was ever before. The recent 50/50 quota does strengthen the need for highlighting the role of women after 21st March 2015 in the economic, social and political sphere.

Phases of Women Development

There are however well documented evidence based facts such as the High Level Panel that advocates for a Post Development Agenda 2015, that does attest to the intricacies and manifestations that women have had to go through over the past three decades to get them to where they are today in the world. All is however not done as to what women want in terms of evolution, development, empowerment and advancement.

In the 1970s, research on African farmers noted that, far from being gender neutral, development was gender blind and could harm women. Out of this realisation emerged the Women in Development (WID) approach, which constructed the problem of development as being women’s exclusion from the market sphere and their limited access to, and control, over resources. The key was then to place women ‘in’ development by legislatively trying to limit discrimination and by promoting their involvement in education and employment.

The WID approach led to resources being targeted at women and made particularly women’s significant productive or income generating contribution, more visible. A notable key initiative and deeper implementation of the Women In Development in Namibia must be put squarely on Ms Veronica De Klerk who pioneered and realised women development in Namibia as a result of this approach.

While WID advocated for greater gender equality, it did not tackle the real structural problem: the unequal gender roles and relations that are at the basis of gender

subordination and women's exclusion. In the 1980s, the Gender and Development (GAD) approach arose out of the critique of WID. GAD recognised that gender roles and relations are key to improving women's lives, with the term 'gender' suggesting that a focus on both women and men is needed. As the Namibian Women Summit advocated tirelessly over the past five years in Namibia, the need to understand how gender intersects with other characteristics such as age, ethnicity and sexuality has been noted.

The 1990s witnessed the 'rise of rights' as many governments, NGOs and agencies adopted a rights-based approach to development. Rights increase the recognition that women's demands are legitimate claims. For the majority of large development organisations and agencies, the WID approach has now largely been replaced by GAD, which has been institutionalised within the notion of gender mainstreaming. Mainstreaming involves ensuring that a gendered perspective is central to all activities, including planning, implementation and monitoring of all programmes, projects, and legislation. However, women still lack full and equal participation in economic and political life. Mainstreaming has yet to succeed and there is a need for a continued prioritisation of integrating women into development.

Evidence on Women to Economic Development

The most influential evidence on the importance of women to economic development has come from research used to support the World Bank's 'Gender Mainstreaming Strategy' launched in 2001. This research highlighted that societies that discriminate by gender tend to experience less rapid economic growth and poverty reduction than societies that treat males and females more equally, and that social gender disparities produce economically inefficient outcomes.

For example, the report further shows that if African countries had closed the gender gap in schooling between 1960 and 1992 as quickly as East Asia did, this would have produced close to a doubling of per capita income growth in Africa as it did in the Asian region.

In terms of productivity, for example, if the access of women farmers to productive inputs and human capital were on a par with men's access, total agricultural output could increase by an estimated six to 20 percent. Further, the marginal impact is almost 20 times as large if the income is in the hands of the mother rather than the father. The notion that women are more likely to "put their money to good use" to raise children or buy productive goods

such as food and hardware for reselling are true than the men who tend to buy consumption items that are not productive at all.

Identification of women as being a reliable, productive and cheap labour force makes them the preferred workforce for textiles and electronic transnational corporations as evident from the employment of young women in specialised technology firms producing blue chips for computers in East Asia. Perception of women as 'good with money,' including being better at paying back loans, has led them to be targeted in microfinance programmes as evident with Grameen Bank. Recognition of women as more efficient distributors of goods and services within the household has led to them being targeted with resources aimed at alleviating poverty, such as cash transfer programmes as with the e-wallet or Mobipay solutions in rural areas of Namibia.

The above shows how the justification for including women in development in economic growth has been essential. But the question begs does this solve the equity concerns of women and men? It is important to note that while gender equality will help bring economic growth, economic growth will not necessarily bring gender equality.

Economic fundamentalism, policies and practices that privilege profits over people, also deny women their rights as workers and to work. While political culture is important for bringing change, women continue to have a limited voice at the local and national levels, and women are not able to fully participate in formal systems of power. Hence the support to 50/50 to ensure that political discourse on quota allocations translates into real economic advancement for women in the work place as well as in the overall sphere of the Namibian economy.

Women Advancement at the Commission

The Namibian Competition Commission seems to be ahead of its time to ensure the fulfilment of the 50/50 quota. The Commission has over 70% of women employed and 50% in Executive Management. The Commission sees women advancement on merit and skills and does not employ women because they are women. The Commission's work is highly specialised and professionalised and hence skills deployment in the work the Commission is of utmost importance.

@ Mihe Gaomab II is the CEO of the Namibian Competition Commission. This article is based on a speech presented to the Namibian Women Summit on the 13th August 2014.

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