



Unit Trusts as a Road to FIRE



New NAMPOA board set to steer oil and gas industry



Gloria Heita appointed as Change Management Specialist at NAMFISA

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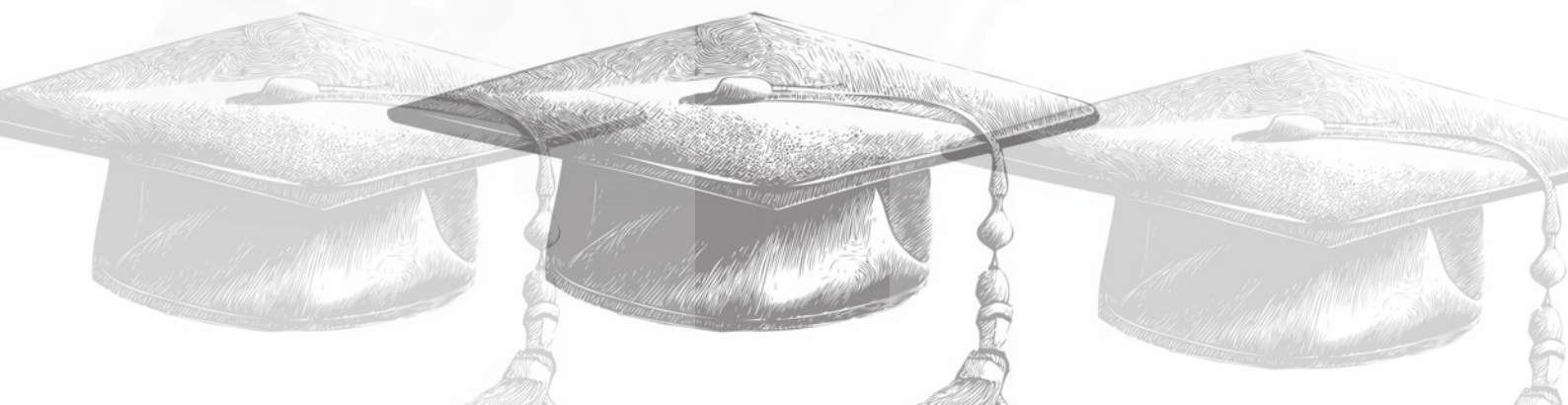
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From Passion to Profession: Choosing Sustainable Careers Over Overcrowded Fields

Junias Erasmus



The Daily Roundup CHOOSING THE RIGHT CAREER PATH



From Passion to Profession: **Choosing Sustainable Careers** Over Overcrowded Fields

JUNIAS ERASMUS

In Namibia, the pursuit of a fulfilling and sustainable career is becoming increasingly important as the country navigates economic challenges and technological advancements. The concept of aligning one's passion with their profession is not just an idealistic pursuit but a strategic approach to ensuring long-term job satisfaction and stability. By choosing sustainable careers over overcrowded fields, Namibians can find meaningful work that contributes to both personal fulfillment and the country's economic growth.

Overcrowded career fields in Namibia, such as education, nursing, law and certain government positions, often see a high influx of job seekers. This saturation leads to intense competition, limited job opportunities, and ultimately, job dissatisfaction. On the other hand, sustainable careers like those in industries with steady demand and growth potential offer pathways to stability and career growth. Fields such as renewable energy, information technology, and agriculture are experiencing significant development and require skilled professionals to support their expansion.

Identifying sustainable careers in Namibia begins with understanding the local market trends and future job projections. For instance, the healthcare sector is seeing an increasing demand for qualified professionals due to the country's ongoing



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efforts to improve healthcare infrastructure and services. Similarly, Namibia's abundant natural resources provide immense potential for growth in renewable energy sectors, including solar and wind energy, which are crucial for the country's

sustainable development goals.

Aligning one's passion with these sustainable fields is essential. Passion drives perseverance, innovation, and resilience, the key qualities for long-term career success. Individuals who are passionate about their work are more likely to engage deeply, innovate, and excel, thus enhancing their professional trajectory and job satisfaction. Moreover, a passionate workforce can significantly contribute to addressing Namibia's unique challenges and opportunities.

For example, someone passionate about environmental sustainability might explore careers in renewable energy, environmental policy, or conservation science. These fields not only align with personal values but also promise continued relevance and growth as Namibia strives to achieve its environmental and sustainability goals. Similarly, an individual interested in technology might pursue roles in software development, cybersecurity, or data analysis, the areas that are becoming increasingly important in Namibia's digital transformation. Making the transition from passion to profession requires strategic planning and self-awareness. Namibians must assess their skills, interests, and values and then research how these align with sustainable career paths. Educational and training programs, internships, and networking opportunities are crucial in gaining the necessary knowledge and connections to succeed in these fields.

The importance of lifelong learning and adaptability cannot be overstated. As industries evolve, professionals must continuously update their skills and knowledge to stay relevant. Embracing a mindset of lifelong learning ensures

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that one remains competitive and adaptable in a dynamic job market.

Choosing a sustainable career over an overcrowded field is a prudent strategy for long-term professional fulfillment and stability in Namibia. By aligning personal passions with sectors that promise growth and demand, Namibians can carve out meaningful and rewarding career paths. Strategic planning,

continuous learning, and a commitment to personal values are key to transforming passion into a profession that not only sustains but also thrives in the face of change.

Junias Erasmus works in the Financial Sector. He is a Strategic Scholar & a Motivational Speaker. This article is written in his personal capacity. For inquiries, contact him at Junias99@gmail.com

Namport and UNAM in collaboration to preserve Walvis Bay Lagoon

STAFF WRITER

The Namibian Ports Authority (Namport) and the University of Namibia (UNAM) have entered into a three-year agreement valued at N\$3.7 million to safeguard and preserve one of Namibia's most vital ecosystems. The agreement signed earlier this week forms a partnership which aims to conduct a comprehensive study on the health and biodiversity of the Walvis Bay Lagoon.

The collaboration between Namport and UNAM is not new; the two entities previously had a Memorandum of Understanding from 2016 to 2021. The renewal of this agreement stresses a continued commitment to environmental stewardship.

Namport's Chief Executive, Andrew Kanime, during the signing of the new agreement, reiterated the importance of balancing economic progress with environmental conservation.

"The extension serves as a reaffirmation of our shared responsibility and commitment to the preservation of Namibia's ecosystems, environmental stewardship, and sustainability through the promotion of scientific research," he said. The Walvis Bay Lagoon is well-known for its unique ecosystem, supporting a diverse range of marine life and serving as a habitat for millions of migratory birds. It also plays a crucial role in the local economy, contributing to tourism, fishing, and various other marine and commercial activities.

"The Walvis Bay Lagoon is an ecological and socio-economic treasure for the region," he said. He added that Namport's operations in close proximity to the lagoon make understanding and mitigating any potential environmental impacts imperative.

"We have an obligation to balance



Namport's Chief Executive Officer, Andrew Kanime and Unam Vice-Chancellor, Professor Kenneth Matengu signing the agreement. -Picture: Namport

economic progress with environmental sustainability by ensuring that our port operations continue to co-exist harmoniously with the natural environment," he acknowledged. Kanime reiterated the proactive nature of the partnership.

"With this partnership, we are taking a proactive step in ensuring that conservation efforts are guided by data, informed by research, and driven by science," he said. Kanime added that in collaboration with UNAM, it would be guaranteed that the lagoon remains a vibrant and healthy ecosystem for generations to come." UNAM's Vice-Chancellor, Professor Kenneth Matengu, expressed the university's dedication to protecting marine life through rigorous research.

"Through the agreement, we reaffirm our collective commitment to safeguarding this fragile and invaluable marine environment, building on research and ensuring that the evidence provided for decision-making is not just valid but reliable," he said. According to Matengu, the partnership will see UNAM's Sam Nujoma campus in

Henties Bay play a key role in implementing the monitoring programme. He said the programme involves the conduct of field research and analysing critical environmental parameters, which will inform Namport's operational decisions. "The data collected will also guide conservation strategies, contribute to international research on coastal ecosystems, and support Namibia's obligations under the Ramsar Convention on Wetlands," he said. The Walvis Bay Lagoon holds the designation of a Ramsar site, recognising its international significance as a wetland. According to Matengu, the Ramsar status demonstrates the lagoon's importance as a habitat for diverse marine life and its role in sustaining local fisheries. "The Walvis Bay Lagoon is not only a national treasure for Namibia but also a Ramsar-designated wetland of international significance," he said. Matengu added that the renewed collaboration between Namport and UNAM exemplifies a commitment to environmental stewardship, scientific excellence, public health and safety, and sustainable development.

NAMPOA elects new board

STAFF WRITER

The Namibian Petroleum Operators Association (NAMPOA) has elected a new board at its recent Annual General Meeting (AGM), positioning the organisation for a crucial role in Namibia's rapidly expanding oil and gas sector.

With Namibia's oil and gas sector on the verge of significant growth, the newly elected NAMPOA board has pledged to continue advocating for industry best practices and fostering an investment-friendly environment. The newly elected board comprises distinguished industry leaders, including Klaus Endresen, Country Chair of BW Kudu; Eduardo Rodriguez, Shell Namibia Country Chair; Diogo Martins, Galp Country Manager; Selma Usiku, Eco Atlantic Director; and Laurent Roché, TotalEnergies Namibia Country Chair. The new leadership team will assume office in January 2025 and will serve for a maximum of two years, building upon the foundations laid by their predecessors.

Their collective experience and expertise are expected to play a vital role in promoting industry best practices, strengthening collaboration with key stakeholders, particularly the Namibian Government, and refining technical and legal frameworks to support the sector's expansion. NAMPOA's leadership transition comes at a critical juncture, as the discovery of substantial oil reserves in Namibia since February 2022 has set the stage for an economic transformation.

The board's key priorities will include shaping a mutually beneficial local content policy, increasing industry knowledge dissemination, and ensuring that Namibians benefit from the anticipated growth.

The association is committed to maintaining Namibia as an attractive investment destination while fostering sustainable development in the petroleum sector.



Klaus Endresen, Country Chair of BW Kudu will chair the newly elected NAMPOA board.

Established in 1992, NAMPOA serves as the voice of Namibia's upstream oil and gas industry, acting as a conduit between the industry, the public, and government institutions, particularly the Ministry of Mines and Energy.

The association currently represents eleven major petroleum operators, including BW Kudu, Chevron, Eco Atlantic, ExxonMobil, Galp, NAMCOR, Recon Africa, Rhino Resources, Shell, TotalEnergies, and Tower Resources, alongside three associate members – Custos, Impact Oil and Gas, and Woodside.

Over the past three decades, NAMPOA's members have collectively invested over N\$80 billion in Namibia's economy.

The association has also played a key role in skills development, with its members funding the Petroleum Training and Education Fund (PETROFUND), which has contributed more than N\$114.8 million to the upskilling of Namibian youth since 1994.

The fund currently holds a value exceeding N\$323 million, underscoring the industry's long-term commitment to national development.

NAMPOA's leadership will be instrumental in positioning Namibia on the global petroleum map while also ensuring that the country's natural resources contribute meaningfully to its economic and social development.



FNB Namibia named top employer in Namibia and Africa for 2025

FNB Namibia top employer in Namibia and Africa for 2025

FNB Namibia has been crowned the Top Employer in Namibia and Africa for 2025 by the Top Employers Institute (an organisation that recognizes companies that have excellent people practices.). According to FNB Namibia, the accolade highlights its commitment to fostering an inclusive and innovative work environment, prioritising diversity, and providing opportunities for professional development, while further cementing the company's role as a benchmark in the financial services industry for human capital excellence.

"This recognition is a true testament to our incredible team and the collective effort we've put into building a workplace where every individual can grow, succeed, and make a meaningful impact," said Conrad Dempsey, Group CEO of FirstRand Namibia.

"At FNB Namibia, we believe our employees are our most valuable assets. By investing in their wellbeing, offering continuous development, and encouraging innovation, we've created a supportive and inclusive environment where everyone can reach their full potential." Isdor Angula, Chief Human Capital Officer of FirstRand Namibia, added, "Employee wellbeing is a cornerstone of our culture.

Here are some of the comments from FNB Namibia's staff Anndine Buckley, platinum, segment Head, FNB Namibia testified that "FNB Namibia's focus on both customer and employee satisfaction sets the standard for excellence. I feel valued and enjoy daily opportunities for personal and professional growth, and I especially appreciated the flexibility to serve our clients effectively.

"FNB is more than just a workplace; it's a place where innovation, growth and collaboration thrive. The company's commitment to its people proud to be part of the FNB Family," says Theo Hidulika, Digital Banking Consultant: FNB Contact Centre

This recognition as a Top Employer underscores the



At FNB Namibia, we believe our employees are our most valuable assets. By investing in their wellbeing, offering continuous development, and encouraging innovation, we've created a supportive and inclusive environment where everyone can reach their full potential.

effectiveness of our human capital and business strategies, which place our people at the centre of everything we do. Our processes and practices empower employees to be the architects of their careers, creating a lasting impact that extends far beyond the workplace." "In the competitive landscape of modern business, FNB Namibia has demonstrated FNB Namibia named top employer in Namibia and Africa for 2025 that fostering employee growth and satisfaction goes beyond financial incentives. "We prioritise mutual respect, inclusivity, and a shared commitment to our mission of building a globally competitive Namibia," said Angula.

The Top Employer Award is presented by the Top Employers Institute, a global authority on recognising excellence in human resources. Organisations are evaluated based on rigorous criteria, including people strategy, work environment, talent acquisition and development, diversity and inclusion, wellbeing, and work-life balance.



NBC Director General Mr Stanley Similo and NUST Vice-Chancellor Prof Eroid Naomab formalised collaboration between the two institutions through the signing of a three-year Memorandum of Understanding (MoU).

NUST and NBC Forge Strategic Partnership

On Monday, 03 February 2025, the Namibia University of Science and Technology (NUST) and the Namibian Broadcasting Corporation (NBC) formalised their collaboration through the signing of a three-year Memorandum of Understanding (MoU).

NUST Vice-Chancellor Professor Eroid Naomab said: “Our journey to this partnership began with a question: How can we use the confluence of our collective strength to make a tangible difference in Namibia? This MoU is more than a formal agreement. It is an alliance between two pillars of Namibian society: NBC, the storyteller of our nation, whose work informs, educates, and connects; and NUST, the shaper of minds, preparing young Namibians to lead in a world that demands creativity, critical thinking, and adaptability”.

The MoU is closely aligned with NUST’s Journalism and Media Technology programmes, which are offered at bachelors, honours, and masters levels, under the Department of Journalism and Media Technology in the Faculty of Computing and Informatics. The University also has a radio station, which will benefit from the partnership by gaining access to wider audiences through the NBC’s digital platforms.

NBC Director General Mr Stanley Similo added: “As the national broadcaster with a daily reach of 2.1 million television viewers and radio listeners, we welcome this initiative to showcase the opportunities available to the Namibian people at the university. We already have a string of students from NUST undergoing

their internship at the NBC, and with this MoU, we aim to further strengthen and empower more students through work-integrated learning - which now will also allow for practical assessment of students by NBC employees. Our staff members have a vast array of knowledge, and the spreading and sharing of that knowledge allows for the transfer of skills to the next generation”. Similo noted that as part of the broadcaster’s mandate to educate, inform and entertain a growing nation, the signing of the MoU reinforces the corporation’s dedication to staying at the forefront of educational developments and advancements, ensuring that Namibian audiences continue to benefit from innovative and accessible broadcasting solutions.

Prof Naomab concluded: “As we formalise this partnership today, let us remember that our work here is just beginning. We are setting in motion a journey that will lead to the launch of advanced media programmes and initiatives. We envision a Namibia where every story that matters is told, and where the voices of our youth are amplified in ways that build bridges, deepen, and inspire action. We hope to see a new generation of media professionals – who are grounded, creative, skilled and deeply committed to the ethics of their craft - emerge from this partnership”. The agreement - which outlines key areas of strategic partnership - seeks to enhance cooperation between the two institutions, fostering capacity-building, industry integration, and knowledge exchange.

-NUST

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 IT and Cyber Technology (New)
 Telecommunications Engineering (New)
 Manufacturing Engineering (New)
 Chemical and Process Engineering (New)
 Petroleum Engineering (New)

SCHOOL OF BUSINESS AND MANAGEMENT
 Accounting and Finance
 Business Studies
 Human Resource Management
 Marketing Management
 Journalism and Media Studies
 Travel and Tourism
 Secretarial and Administrative Studies
 Banking and Finance
 Supply Chain and Logistics
 Agricultural Economics and Agribusiness (New)

BACHELORS AND HONOURS DEGREES (Bach. Degrees 3Yrs Level 7, Honours Degrees 4Yrs Level 8)

SCHOOL OF HEALTH SCIENCES
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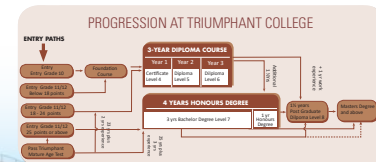
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(3Yrs Level 10)
 Doctor in Business Administration (DBA) (New)





Over N\$3bn needed for NSFAF's new student loan system

STAFF WRITER

The Namibia Students Financial Assistance Fund (NSFAF) will need more than N\$3 billion to roll out its new Inclusive Multi-Optional Students Loan System (IM-OSLS) in the 2025 academic year.

This was said by the acting NSFAF chief executive officer Kennedy Kandume at the launch of the fund's online application process where he highlighted the projected growth in student intakes under the new system.

"If we implement the Inclusive Multi-Optional Students Loan System, the fund will need over N\$3 billion as the number of new intakes is expected to surpass 30 000 students," Kandume said.

This figure represents a significant increase from the anticipated normal growth of 24 098 new students.

The IM-OSLS marks a strategic shift from NSFAF's pro-poor funding model to a more inclusive approach aimed at providing financial assistance to eligible Namibians from diverse backgrounds. The system is designed to broaden access to higher education and training opportunities.

Kandume said in the 2024 academic year, NSFAF received 31 144 loan applications, and approved 22 339, accounting for 72% of the total. Of the successful applicants, 12 924 (58%) were female, and 9 415 (42%) were male.

Most funding was directed towards undergraduate studies, which accounted for 16 063 (72%) awards, followed by Technical and Vocational Education Training (TVET) programmes with 5,970 (26.7%), and 306 awards for postgraduate studies.

With a 2024 budget of N\$2.5 billion, NSFAF supported 53 793 beneficiaries, reflecting an 18.3% increase from 45 464 beneficiaries in 2023.

Kandume highlighted the fund's growing popularity, especially among the youth.

"NSFAF is appreciated by many Namibians for providing opportunities to needy students to attain higher levels of education, which explains the growing number of applications each year," he said.

The IM-OSLS is expected to further enhance NSFAF's capacity to meet the financial needs of students and drive access to education across Namibia. *Editorial reporting by Windhoek Observer*

THOUGHT LEADERSHIP



Capacity-Driven Grants: Trends in Corporate Fundraising

In today's dynamic business environment, capacity-driven grants have emerged as a cornerstone of sustainable growth and innovation. These grants are designed to strengthen an organization's internal structures, bolster its operational capabilities, and enhance overall effectiveness. Rather than focusing solely on delivering services, capacity-driven grants target the core of an organization, ensuring it has the tools, systems, and resources to achieve its mission effectively and sustainably.

At the heart of capacity-driven grants is the recognition that robust internal operations are crucial for delivering high-quality programs. These grants can support a wide range of initiatives, from purchasing essential technology and upgrading office equipment to providing staff training, hiring specialized personnel, and modernizing online platforms. This approach acknowledges that investments in infrastructure and operational capacity are just as important as



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programmatic funding for long-term success.

One of the defining characteristics of capacity-building grants is their alignment with the principles of trust-based philanthropy. Trust-based philanthropy challenges the traditional top-down approach to funding, where donors dictate how funds should be used. Instead, it emphasizes the expertise and insight of organizations themselves, trusting them to allocate resources where they are needed most. This shift in philosophy is not only empowering for recipients but also enhances the effectiveness of funding by addressing critical gaps that might otherwise be overlooked.

In the corporate fundraising landscape, capacity-driven grants are gaining traction as companies seek to deepen their impact and align their giving strategies with broader corporate social responsibility (CSR) goals. Businesses are recognizing that funding operational capacity can have a multiplier effect, enabling SME's or non-profit organisations to scale their programs, improve service delivery, and achieve greater impact over time. Moreover, this approach resonates with younger generations of employees and consumers, who value transparency and systemic change over short-term fixes.

Several trends are shaping the use of capacity-driven grants in corporate fundraising. One notable trend is the increasing use of technology. Organizations are investing in tools and systems that enhance efficiency, streamline operations, and improve data-driven decision-making. For example, SME's might use capacity-building funds to implement customer relationship management (CRM) software, which helps them better engage with customers

and stakeholders. Similarly, upgrading IT infrastructure can improve communication, collaboration, and service delivery.

As capacity-driven grants become a more prominent feature of corporate fundraising, they represent a shift toward sustainability and long-term impact. By focusing on the foundations of organizational effectiveness, these grants ensure that small businesses have the resources they need to thrive in an increasingly complex world. This approach not only benefits individual organizations but also contributes to the broader goal of building resilient, impactful, and sustainable communities.

For businesses, nonprofits, and other stakeholders, capacity-building grants offer a unique opportunity to reimagine philanthropy. By embracing this approach, funders can create a legacy of empowerment and systemic change, paving the way for a stronger, more equitable future.



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THOUGHT LEADERSHIP

Unit Trusts as a Road to FIRE

ARTICLE BY ELSIE KAMBALA, CHIEF OPERATING OFFICER AND HEAD OF UNIT TRUSTS, OLD MUTUAL INVESTMENT GROUP, OLD MUTUAL NAMIBIA

A new generation of savers and investors all have the dream of attaining financial independence and early retirement, generally referred to as the FIRE movement, standing for Financial Independence, Retire Early. The idea of financial freedom bounces rather loudly now, as shifting economic tides and hikes in the cost of living grows demands for greater financial foresight in Namibia.

Yet, many people believe building wealth requires substantial capital or risky strategies. The truth is, unit trusts actually offer a realistic and accessible route to FIRE, without having to take high-stake gambles on finance. Benjamin Graham once said that "The best way to measure your investing success is not by whether you're beating the market, but by whether you've put in place a financial plan and a behavioural discipline that are likely to get you where you want to go".

Unit trusts democratise investing by allowing individuals to pull resources into professionally managed funds, lowering the barriers that keep people out of the investment world. It's not just possible to start small; it's a smart strategy. Consistently invested even in modest investment amounts grow with the power of compounding over time. By reinvesting returns and consistently depositing more money, the investor causes a snowball effect: returns make more returns, accelerating financial independence.

In Namibia, the requirement for flexibility and adaptability is increasing, enabling people to make choices about the building of their wealth - unit trusts balance accessibility with diversification. Unlike other, more complicated investment channels that require deep knowledge and day-to-day monitoring, unit trusts offer peace of mind. The experienced fund managers take charge of a diversified portfolio, spreading the risk across various assets to create stability, even in volatile markets. This allows investors to focus on their financial goals without the pressure of making daily market decisions.

Another great feature of unit trusts and an excellent natural fit for those seeking a FIRE lifestyle in Namibia is their liquidity: they let a person have cash on demand-though not particularly attractive from a financial returns' standpoint, still support



disciplined savings towards a defined goal. That's what would best align with the FIRE philosophy to design a life of maximum freedom, with one finger always on your finances.

The path to early retirement is also about aligning investments with personal values. Whether choosing funds focused on sustainable development or sectors that drive economic progress in Namibia, unit trust investors can craft portfolios that reflect their ethical priorities while building wealth. Investment becomes a personal journey, with a statement of intent for long-term prosperity to society.

To the dreamer who envisions a life where work is optional and freedom is paramount, unit trusts provide a well-paved road to financial independence. Small beginnings, professional management, liquidity, and ethical flexibility combine to make unit trusts a cornerstone for achieving both security and autonomy. Namibia's future-ready investors have the tools they need today to unlock a tomorrow filled with possibility. Early retirement is just not an impossible dream anymore; it starts with choosing investments correctly.

THOUGHT LEADERSHIP

From oversight to foresight: How boards lead with strategic questions

By Chisom Obiudo

It's the first board meeting of the year. The agenda includes familiar items: financial results, risk reports, and compliance updates. The CEO presents impressive numbers, assuring the board that the company is on track.

Directors listen, ask a few clarifying questions, and move on to the next item. But as the meeting wraps up, something feels incomplete. The discussion focused on what's already happened. What's missing is a conversation about what's next. Many boards remain stuck in operational oversight, reviewing past performance, approving decisions, and monitoring risks that are already known.

This approach may feel reassuring, but it is not enough to guide an organisation through uncertainty and rapid change. Boards must evolve from simply overseeing management to leading the conversation about where the company is heading. The board's role is not to manage day-to-day operations — that responsibility lies with management. Instead, the board is responsible for setting the organisation's direction, ensuring resilience, and encouraging leadership to think beyond immediate challenges. To fulfil this role, boards must move beyond reviewing historical performance and start asking forward-looking questions that challenge assumptions about the business environment. Too often, there's an implicit belief that markets will remain stable, customer preferences will evolve predictably, and competitors will stay within familiar boundaries. While these assumptions may have held true in the past, today's environment is far more volatile. Disruption occurs rapidly, often from unexpected sources, and organisations that fail to adapt risk being left behind. Boards should actively assess whether their current strategies are prepared to handle these shifts.

Are they ready for technological advancements such as artificial intelligence that could reshape their market?
Are they considering potential threats from industries



Directors listen, ask a few clarifying questions, and move on to the next item. But as the meeting wraps up, something feels incomplete. The discussion focused on what's already happened. What's missing is a conversation about what's next. Many boards remain stuck in operational oversight, reviewing past performance, approving decisions, and monitoring risks that are already known.

they've never viewed as competitors? Are they keeping up with evolving customer behaviours and expectations? Future-focused questions force boards to confront these uncertainties, helping them identify risks before they escalate and uncover opportunities that might otherwise be overlooked. Consider a more practical approach. Instead of asking, "Did we meet our targets?", ask, "Are these the right targets for where the market is heading?" Instead of confirming that risk frameworks are in place,

ask, “What risks aren’t showing up on our reports, and why?” These questions push the conversation beyond routine oversight and require leadership to think deeply about challenges that could jeopardise the organisation’s future. The world is moving too fast for organisations to rely on past performance as a reliable indicator of success. Disruption can come from unexpected places — emerging technologies, shifting customer expectations, regulatory changes, or sudden market realignments. What worked yesterday may not work tomorrow. Strategic boards make uncertainty a core part of their conversations.

They discuss trends that could reshape their industry within the next three to five years, explore vulnerabilities, and evaluate how best to prepare for these changes. They ask what bold, transformative moves the organisation should consider, rather than settling for incremental improvements. These questions cannot be answered by reviewing more reports. They require insight, foresight, and a willingness to challenge the status quo.

A forward-thinking board doesn’t accept complacency; it pushes leadership to explore scenarios they may not have fully prepared for. Making this shift requires intentional effort. It starts with redefining the board’s agenda. Instead of filling meetings with operational updates, boards must carve out time for future-oriented discussions. Strategy, resilience, and value creation should take precedence, without disregarding financial oversight or compliance.

A board that spends most of its time looking backwards risks missing critical opportunities to shape the future. It must shift its

focus from what has happened to what could happen next. This isn’t about ignoring past performance; it’s about ensuring that decisions are relevant to a rapidly changing world.

The Chair is instrumental in driving this change. An effective Chair sets the tone for future-focused discussions, ensuring that each board meeting prioritises emerging risks, new opportunities, and trends that could reshape the organisation. They build a culture of curiosity by posing challenging questions that disrupt comfortable narratives and push directors to confront potential blind spots. These conversations may be uncomfortable, but they are essential for building strategic resilience and preparing the organisation for what lies ahead. Governance has evolved. The traditional view of the board as a body that simply approves decisions, monitors performance, and ensures compliance is no longer fit for purpose. Today’s boards must adopt a new approach to governance, one that prioritises curiosity over certainty, encourages insight rather than data, and explores scenarios that may seem unlikely but are still worth preparing for. If your board spends more time reviewing what has already happened than discussing what could happen next, it’s time to make a change. Boards that cling to past performance will always lag behind. True leadership isn’t about approving the past. It’s about shaping the future.

**Chisom Obiudo is a seasoned legal and corporate governance practitioner. She serves as the Chief Legal Officer at the Namibian Law Reform and Development Commission. Chisom holds a Master’s Degree in Corporate Governance and certificates in Non-Executive Directorship, AI Professional Skills, and Legislative Drafting.*

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THOUGHT LEADERSHIP

Why Millennials and Gen Z are rethinking financial security

ARTICLE BY NDADHI NDOROMA, GENERAL MANAGER: PERSONAL FINANCIAL ADVICE, OLD MUTUAL NAMIBIA

The way people think about life cover is changing. For older generations, it was a practical safeguard, a traditional product that provided financial protection for spouses and children in the event of death. But younger generations are bringing fresh perspectives to financial planning, including how they view life insurance.

Many of them grew up during economic downturns and have faced financial uncertainties. They're also shackled with student loans and increased living expenses, which, altogether, very much make their attitude towards money different from their parents. Security remains important but has shifted regarding how it's achieved and in what priority it comes. Life cover is less about the traditional family structures or passing on wealth and more about flexibility, freedom, and contingencies that may pop up in one way or another for these two successive generations.

Millennials and Gen Z also tend to be more accepting of non-traditional family structures and lifestyles. Many are choosing to get married later in life, opting for life partners rather than legally binding marriages, or not having children at all. This means their financial dependencies are different. To them, life cover isn't just about securing peace of mind, it's a powerful tool for building generational wealth that can give their loved ones a head start in life. For Millennials and Gen Z, life insurance offers a unique opportunity to leave a legacy, ensuring that the next generation has a strong foundation to build on. By investing in life cover now, it is believed that they are creating a financial cushion that will carry them through tough times and set them up for success, allowing them to focus on their dreams rather than stressing about survival. It's about planting the seeds today for the prosperity of tomorrow – a gift that keeps on giving, far beyond their lifetime. Why not be the change-maker for your family's future?

Technology also plays a very critical role in how this generation makes decisions on financial issues. The digital platform and apps have completely changed the way people learn about life insurance, manage their finances, and compare products. Younger consumers value convenience and transparency, wanting products that are easy to understand, flexible to their needs, and simple to buy or update. This need for tailored solutions requires insurers to think differently about the provision of life cover, shifting away from one-size-fits-all products to more tailored and flexible solutions.

They are also more aware of risks beyond the conventional ones that insurance covers. Events such as pandemics, climate change, and economic shocks have made them consider how they can future-proof their lives against unimagined challenges. Life cover has become much more



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than a financial obligation; it's an active ingredient in their wider strategy to build resilience.

For Millennials and Gen Z, there's a strong focus on financial freedom and flexibility. If positioned well, life cover is about stability without constraint. It's about having a safety net that protects the people they love most while supporting the evolving choices of their lifestyle. As they reimagine financial security, they seek tools that reflect their values—tools that protect yet let them adapt as life changes. Insurers who can grasp this change and respond with appropriate intuitive products will, therefore, be better positioned to forge lifelong relationships with such progressive consumers.



NUST Admission Requirements

The Namibia University of Science and Technology (NUST) is committed to ensuring that all eligible Namibian citizens gain access to education, whilst strictly ensuring a high standard of quality is maintained in our admission processes.

The general minimum admission requirement for NUST is 25 points in five subjects. This requirement is instituted by the University's highest decision-making body – the Senate – and has long been in place. In addition to the general admission requirements, specific programmes bear defined eligibility criteria.

NUST welcomes applicants who are holders of the Namibia Senior Secondary Certificate Ordinary Level (NSSCO), as a national qualification approved and recognised by the national examination body. This is the priority basis of our admission requirements in the certificate, diploma, and degree

programmes.

Additionally, NUST offers interventional programmes such as the Introduction to Science, Technology, Engineering and Mathematics (InSTEM) programme, which is a bridging course for students who strive to be enrolled into degrees in STEM fields, and has an admission requirement of 25 points. Our non-STEM bridging programme has an admission requirement of 22 points.

Finally, the University's recruitment process is currently ongoing, with applications still open for a limited number of programmes. We encourage those who meet our requirements to join others who are seeking admission with us.

For more information regarding admission requirements for specific programmes, kindly refer to our 2025 Guide to Prospective Students and our website.



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**To all the Grade 11 and 12 learners,
see you at NUST!**

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 www.nust.na



ON THE MOVE

FNB Namibia appoints Nesdha De Jongh Head of SME Banking

FNB Namibia has appointed Nesdha De Jongh - CPrac (SA), ICCP (IFCA) as the new Head of SME Banking effective 1 November 2024.

He is a seasoned professional with over a decade of experience in risk management, compliance, and SME banking, Nesdha brings a wealth of expertise to his role as Head of SME Banking at FNB Namibia. Having held key positions at Nedbank, NAMFISA, Letshego Bank, and FNB, he is well-positioned to drive the strategic growth of the bank's SME portfolio. Nesdha's deep understanding of regulatory risk management and passion for small business development will be pivotal in enhancing FNB's offerings to SMEs.

A professional portrait of Veranus Shinyembah, a man with a short beard and mustache, wearing a dark suit, white shirt, and blue tie. He is standing with his arms crossed against a grey background.

ON THE MOVE

FNB announces the appointment of Veranus Shinyembah as Head of Business & Public Sector Banking

FNB announced the appointment of Veranus Shinyembah as Head of Business & Public Sector Banking effective 1 November 2024.

In a statement published last week FNB said "Veranus has over 14 years of experience in business development, entrepreneurship, and leadership, he brings a proven track record to his role as Head of Business Banking at FNB Namibia. Having previously served as the Head of Small and Medium Enterprises (SMEs) and Regional Manager, Commercial: Far North, he is well-equipped to lead the Business Banking division. His entrepreneurial mindset and deep understanding of Namibia's business environment will be key in driving innovative solutions and creating value for FNB's business clients."

A portrait of Felicity Gooding, a woman with dark, wavy hair, wearing a dark blue top and a pearl necklace. She is smiling and looking directly at the camera. The background is a light-colored brick wall. The portrait is framed by a green border.

ON THE MOVE

Bannerman appoints Felicity Gooding as a non-executive directors

Bannerman Energy Ltd has appointed Felicity Gooding as a non-executive director, the company has announced. The company said Gooding is a proven senior finance executive with over 20 years of experience in senior finance and management roles within multinational and ASX-listed organisations, based in both Australia and internationally.

“Her core areas of expertise include strategic and financial analysis, debt funding, corporate finance, mergers and acquisitions and sustainability reporting. She has deep experience across a range of key industry sectors, notably green energy, mining, infrastructure, consumer goods, agriculture and philanthropy,” the company said. Commenting on Gooding’s appointment, Bannerman executive chairman Brandon Munro said, “I am very pleased to welcome Felicity to the Bannerman Board. Her track record in finance and deep experience in green energy funding provide valuable expertise to Bannerman’s immediate and long-term strategy.

Felicity’s exceptional calibre complements the strength and depth of our board as we advance Etango towards targeted development and commercial uranium production.”

A professional headshot of Matthew Horgan, a man with short dark hair and a beard, wearing a dark blue suit jacket, a white shirt, and a red tie with a white pattern. He is looking directly at the camera against a blurred background of a cityscape.

ON THE MOVE

Bannerman Energy appoints Matthew Horgan Vice President, Corporate Development

Matthew Horgan has been appointed to the role of Vice President, Corporate Development, commencing on 28 January 2025. The company said Horgan is a high-performing mining executive who has worked across a variety of functional areas including technical (chemical engineering), marketing, commercial, investor relations, project development, and corporate development. In particular, he has recent and direct experience in the technical and commercial project development of African-domiciled mineral assets.

Prior to joining Bannerman, Matt held the role of Head of Corporate Development and Investor Relations at ASX-listed Tanzanian rare earths developer, Peak Rare Earths (ASX:PEK). Prior to that, he was a Senior Associate at leading boutique investment bank, Azure Capital.

He holds a Bachelor of Chemical Engineering (First Class Honours) from Canterbury University and a Master of Business Administration from the University of Western Australia. He is also a Graduate of the Australian Institute of Company Directors.

Commenting on Horgan's appointment, Bannerman ceo, Gavin Chamberlain, said: "I am excited about Matt joining our senior leadership team. He is a highly professional and deeply considered executive who will make a valuable contribution to Bannerman. Critically, Matt is also passionate about mining development within Africa. He is an excellent fit with our business and I look forward to working with him closely as we commercialise Etango and capture the full opportunity that this world-class uranium asset presents."

A professional portrait of Ndesihafela Larandja, a woman with long dark hair, wearing a dark grey blazer over a light blue patterned scarf and a white collared shirt. She is looking directly at the camera with a slight smile. The background is a plain, light-colored wall.

ON THE MOVE

Ndesihafela Larandja elected as new Mayor of Windhoek

New management committee elected

The City of Windhoek Council has elected Ndesihafela Larandja (IPC) as the city's new Mayor following a ballot process held on Tuesday. Clemencia Hanases of PDM was elected uncontested as Deputy Mayor. Five members of the Management Committee were also elected. The newly elected committee members are Francina Kahungu (SWAPO), Joseph Uapingene (NUDO), Ilse Keister (AR), Bernadus Araeb (IPC), and Jürgen Hecht (IPC). In her inaugural address, Mayor Larandja expressed her gratitude for the role. "I stand before you profoundly humbled by the honour conferred upon me as Mayor of the City of Windhoek. It is both a privilege and a solemn duty that I embrace with the utmost gratitude and resolve," she said. Larandja outlined key priorities for her leadership, focusing on basic services, economic development, land and housing delivery, and improving stakeholder engagement. "As we approach the final stretch of our five-year term, it is imperative that we focus on impactful leadership, unified political will, consistent stakeholder engagement, adequate funding, and fostering a culture of professionalism and accountability within the organization," she added. The new Mayor also emphasized the need for process efficiency and organizational responsiveness in achieving the city's objectives. "Let us build upon the solid foundations and achievements of this term with a renewed sense of determination," Larandja said.

ON THE MOVE



Gloria Heita appointed as Change Management Specialist at NAMFISA

Gloria Heita appointed as Change Management Specialist at NAMFISA , effective 2 December 2024. Heita brings extensive expertise in Human Resources, Organisational Development, Leadership Development, and Change Management, honed through her career at companies such as Coca-Cola Beverages Africa, Namdeb Diamond Corporation, and Anglo-American plc.

An Industrial Psychology graduate from UNAM, Heita is passionate about driving transformation. “NAMFISA’s role in fostering financial stability aligns perfectly with my goals and values,” she said, expressing enthusiasm about contributing to an organization committed to financial integrity and employee development.

ON THE MOVE



Abel Sindano appointed as General Manager for Research, Policy and Statistics

The Namibia Financial Institutions Supervisory Authority (NAMFISA) appointed Abel Sindano as General Manager for Research, Policy, and Statistics, effective 1 November 2024.

Sindano brings over two decades of experience, including his tenure as Executive: Economic Statistics at the Namibia Statistics Agency, where he led the production of critical economic data.

Sindano holds a Master of Science in Economics and a Master of Business Administration from the University of Namibia (UNAM).

"I am honoured to join NAMFISA and contribute to its vision," said Sindano, adding that he looks forward to collaborating with the team to shape Namibia's financial landscape.

Raised in Nkurenkuru and a nature enthusiast, Sindano's leadership is expected to drive innovation and provide insights that will enhance the country's financial services sector.