NamPPF
Namibia Public-Private Forum

NAMIBIA PUBLIC-PRIVATE FORUM ACCOUNTABILITY REPORT

Working Group 9: Financing of Priority Development/Investment Projects

23 November 2026

1. Overview of the Working Group

Working Group 9 aims to unlock sustainable financing for Namibia's national development priorities, including industrialisation and job creation, under the Sixth National Development Plan (NDP6) and the SWAPO Manifesto Implementation Plan (SMIP).

The Working Group focuses on mobilising domestic and international capital, strengthening public-private partnerships (PPPs), blended finance and development finance, and improving project preparation and bankability. It also seeks to expand innovative financing instruments, strengthen capital markets and attract institutional investors to support priority development projects.

2. Ideal Situation of the sector

A well-developed, inclusive and efficient national financing ecosystem that mobilises domestic and international capital, converts national development priorities into bankable projects, attracts private investment, and delivers sustainable infrastructure, productive economic activity and decent jobs through transparent, accountable and innovative financing mechanisms.

3. Summary of Challenges and Root Causes

3.1 Challenge 1: Limited Access to Risk-Tolerant Capital and Blended Financing

Root causes and contributing factors:

- Low risk appetite within the financial system, as financial institutions favour collateral-backed and lower-risk lending, limiting access to finance for innovative enterprises, start-ups and emerging sectors.
- Inadequate tax incentives, as the existing investment incentive environment does not sufficiently encourage private and institutional investors to support venture capital, impact investment and development-oriented enterprises.
- Restrictive pension fund investment arrangements, as the absence of a clearly defined venture capital sub-class under unlisted investments may discourage pension funds from allocating capital to early-stage, high-growth businesses.
- Limited availability of blended finance, with insufficient risk-sharing and catalytic financing mechanisms to support private investment in capital-

intensive and socially impactful projects, particularly in housing, agriculture, social infrastructure and youth-led enterprises.
- Underutilisation of domestic capital, owing to the absence of a comprehensive mechanism for directing investment income from unclaimed deposits and dormant assets towards national development priorities.
- Limited financing opportunities for emerging enterprises, as start-ups, MSMEs and youth-led businesses often lack funding instruments suited to their business models, growth potential and risk profiles.

Implications:

Limited access to risk-tolerant capital and blended financing constrains the establishment and growth of innovative enterprises, start-ups, MSMEs and youth-led businesses. It also slows investment in capital-intensive and socially impactful sectors, limiting job creation and inclusive growth.

3.2 Challenge 2: Limited participation of pension funds in venture capital, start-ups and other productive investment opportunities.

Root causes and contributing factors

- Existing regulatory arrangements, particularly Regulation 13, constrain the development and allocation of pension fund investments in venture capital and emerging asset classes.

Implications:

Limited pension fund participation reduces the supply of long-term domestic capital available to early-stage, high-growth enterprises and other productive investment opportunities.

3.3 Challenge 3: Difficulty in converting national development priorities into bankable, investment-ready projects and effectively executing PPPs.

Root causes and contributing factors:

- Inadequate capacity in project preparation, financial modelling, public-private partnership (PPP) structuring, risk management and project appraisal across public and private sector institutions.
- Lengthy project development and approval processes.

Implications:

Weak project preparation and lengthy approval processes limit the number of bankable projects, delay the implementation of national development priorities and reduce the ability to attract private investment through PPPs.

3.4 Challenge 4: Limited ability to attract and mobilise large-scale institutional investment into priority sectors.

Root causes and contributing factors:

- Underdeveloped investment vehicles and financing structures.
- Limited mechanisms to pool and channel capital.
- The need for modernised investment arrangements, including the proposed International Fund Vehicle and the Financial Services Special Economic Zone (SEZ).

Implications:

The absence of suitable investment vehicles and structures limits the flow of institutional capital to priority sectors, constraining the financing of large-scale development projects.

3.5 Challenge 5: High capital costs relative to employment outcomes and limited investor confidence in the predictability of the investment environment.

Root causes and contributing factors:

- Inefficiencies in project selection, preparation and execution.
- Governance challenges.
- Inconsistent or insufficiently clear policy articulation.
- A cost per job estimated by the Working Group at approximately N$4.6 million, indicating concerns about capital efficiency.

Implications:

High capital costs relative to employment outcomes reduce the job creation returns on investment, while an unpredictable investment environment weakens investor confidence and discourages private investment.

4. Progress on the implementation of Presidential Directives

RED — No implementation recorded	AMBER — Partially implemented	GREEN — Implemented

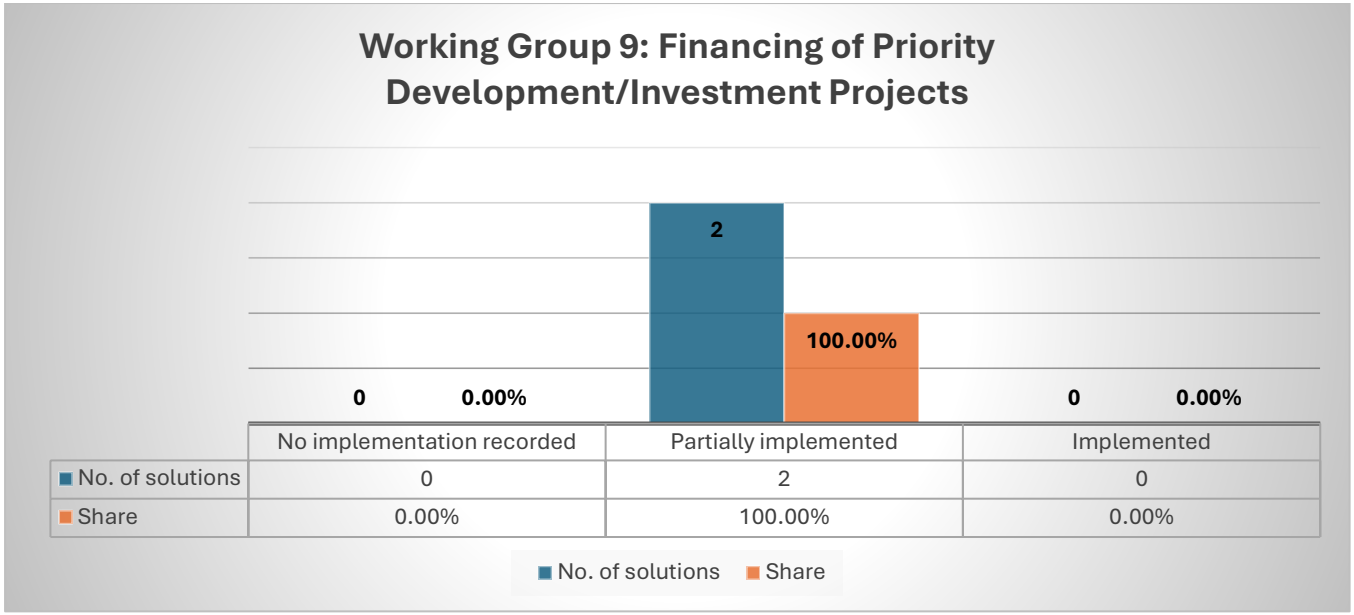
No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
1	2.4.1: The Minister of Urban and Rural Development, Minister of Finance, the Director General of the National Planning Commission, and the Governor of the Bank of Namibia to appoint a banking and finance expert to conduct a feasibility study within a period of 6 months on restructuring and conversion of the National Housing Enterprise (NHE) into a mortgage bank using blended financing.	1. Commenced consultation between the MURD and NHE Management and Board on turn around strategy.	MURD, MoF, NPC, BoN	**Partially implemented**
2	3.3.2: The Ministry of Finance (through the PPP unit) to urgently approve a prioritized PPP pipeline and fast-track restructuring and PPP conversions for strategic entities and sectors.	1. Housing PPP: The MURD has commenced with a pilot at Katima Mutilo for a PPP for the provision of bulk infrastructure for a period of over three years. 2. Housing Privat Capital: The MURD has commenced with formalization of informal settlements of initial five (5) priority towns as per the NDP 6 as per 2025/2026 FY in Rundu, Keetmanshoop, Oshakati, Walvisbay and Windhoek. Additional seven (7) towns such as Otjiwarongo, Usakos, Bukalo, Mariental, Katima Mullo, Tsumeb and Swakopmund, where the construction of	MoF	**Partially implemented**

No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
		bulk services are also in progress.The mobilisation of private capital has also commenced with Local Authorities in Oshikuku, Nkurenkuru, Okongo, Outapi through joint ventures with private financiers. The MURD received grant funding from KW through GTZ that is utilized in Opuwo, Luderitz, Rehoboth, Keetmanshoop and Helao Nafidi. 3. Bulk Water Infrastructure: Namwater presented projects - Desalination Plants - procurement stage. 4. NASRIA: Promotion of PPPs for Green Schemes • The Ministry is pursuing a leasing and investment arrangement tope Green Scheme Irrigation Project, Katima-Liselo Green Scheme Irrigation Project, Uhungu-Vhungu Dairy Project. September 2026 16 October 2026 Final Presentation scheduled for 28 October 2026 • An Expression of Interest (EOI) was advertised to attract potential investors interested in developing and leasing the projects. Presentations by interested proponents are ongoing, with the process scheduled to conclude by the end of October 2026, followed by evaluation of proposals and recommendations for possible award to a suitable investors. • The development of an EOI is in progress, for the leasing of Neckartal Irrigation Project, Shadikongoro GSIP & Kalimbeza GSIP. 5. ECB: Strengthen regional interconnections • Daytime export constraints remain, particularly within the neighboring countries where power should go through to the market, limiting the evacuation of power to the region. This resulted in a moratorium generation export licenses until January 2029. • The ECB in collaboration with MIME and NamPower driving an application to SAPP for possible night-time export capacity.		

No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
		• Namibia and Angola embarking on 166 km, 400 kV Angola-Namibia (ANNA) power Interconnection project that would transfer power from Angola to Namibia / SAPP. Zambezi Interconnector Increase use of the The Zambezi link is a direct current (DC) transmission line used to import power from Zambia to Namibia, depending on the available power from Zambia • Currently being used for exporting power from Ruacana to the Zambian power system during periods of high river flow. Enable Private Investment in grid Capacity • The ECB is working with MIME to consider developing a framework that facilitates private investment in grid infrastructure. Progressively liberalise access to IPP-generated electricity • Through the MSB, all transmission-connected customers and large distribution-connected customers with a capacity above 1 MVA may procure up to 30% of their electricity from IPPs. 6. NamCor: Investment marketing & promotion - Continue to attend key international oil and gas conference to attract investors and investments. 7.NamPower: Strengthen regional Grid a) NamPower and Angola's Rede Nacional de Transporte de Electricidade (RNT) are implementing the Angola-Namibia Interconnector Project to facilitate regional electricity trade. b) NamPower is also strengthening its domestic transmission network through the Omatando-Otjikoto 400 kV, Otjikoto-Masivi 220 kV and Auas-Kokerboom 400 kV lines.		

No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
		c) The Obib-Oranjemund 400 kV line is nearing completion and will strengthen interconnection with Eskom. d) Northern cape network bottlenecks remains. e) ZIZABONA remains under planning stage. Increase Zambezi Interconnector Use: Enable Renewable generators to use HVDC • HVDC load-following limitations prevent the interconnector from accommodating variable renewable energy (VRE) exports. The Link is not designed to do load following. Renewables will cause imbalances, that will attract penalties and emergencies • The link is designed to transfer firm power once the power order is set. • The HVDC link is reserved for the system operator to ensure system balancing of firm power during high season flow. 8. NamPort: Procurement of 110 tonne Mobile Harbour Cranes for both ports; PLANNED DEVELOPMENTS • Multipurpose Terminals • Oil and Gas Supply Base • Shipyard • Dry Bulk Terminals		

5. IMPLEMENTATION SCORECARD FOR PRESIDENTIAL DIRECTIVES



6. Scorecard Summary for Presidential Directives

RAG status		Share	Interpretation
RED	0	0.00%	No implementation progress update recorded
AMBER	2	100.00%	Implementation activity / partial progress reported
GREEN	0	0.00%	Marked complete in the report

Total	**2**	**100.00%**

7. Progress on the implementation of proposed solutions

RED — No implementation recorded	AMBER — Partially implemented	GREEN — Implemented

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
1	**1. Lack of Namibian Risk Capital Flowing Into Its Own Economy**	**1. Venture Capital & Youth Development Tax Incentive:** Introduce a dual tax incentive allowing up to 100 % deduction for investments into licensed venture capital funds or donations to the National Youth Development Fund (NYDF). Distinguish between investment-linked (profit-generating) and donation-linked (philanthropic) incentives.	Ministry of Finance	*Full deduction is a material revenue risk and requires further research in the MTEF. Bad debts and certain bad debt provisions are already a deduction for tax purposes within the existing laws, which aligns with the interests of investors and the State from a tax perspective.* **Next steps** ▪ Continue research to provide exemption for venture capital funds Conduct research on tax incentive (12 months) ▪ Proposal to the Minister to include the request to exempt venture capital funds in the main budget speech for 2027/28 FY.	**Partially implemented**
2		**2. Pension Fund Participation in Venture Capital:** Amend Regulation 13 under Pension Fund and Long-Term Insurance Act to	NAMFISA	✓ The proposed amendments to regulation 13 are currently being aligned to the provisions of FIMA, which came into effect on 1 May 2026. **Next steps and timelines**	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
		create a defined Venture Capital sub-class under unlisted investments. Mandate that pension funds allocate a percentage of total assets to venture capital through NAMFISA-licensed fund managers.		▪ Submission of amended regulation to the Minister for consideration by Jan 2027 for possible gazettement by Q1 of 2027.	
3		**3. Unclaimed Deposits Framework:** Establish a National Unclaimed Deposits Framework under the Ministry of Finance and Bank of Namibia. Transfer funds dormant for five years to the Guardian's Fund, keeping principal amounts repayable but investing their earnings in productive sectors.	Bank of Namibia	✓ **White paper on unclaimed funds developed;** ✓ Financial Sector Adjudicator – Funding model under consideration; ✓ Namibia financial Sector Transformation strategy launched 28 July 2025; ✓ Sustainable Finance Framework awaiting Cabinet approval ✓ Sustainable Finance Taxonomy initiated ✓ Informality Diagnostic Report launched 11 November 2025 ✓ National Working Group on Informality Established under MIME ✓ Instant Payment Programme implementation ongoing, full roll out first half of 2027	**Implemented**
4		**4. Tiered Governance Compliance and Certification Framework:** Establish a proportional governance code for MSMEs and SPVs with lighter requirements for small entities but mandatory compliance	MIME	No progress	**Not implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
		for larger or state-partnered projects to balance accountability and administrative burden.			
5		**5. Establish National Blended Finance Framework:** The government should establish a national blended finance facility and policy framework to mobilize concessional and private funds for strategic national priority projects. This includes creating thematic public–private impact funds, offering tax and regulatory incentives for investors and streamlining PPP and project approval processes.	Ministry of Finance	✓ The Integrated Financial Funding Framework has been completed. An example is the mobilisation of CIF Green Industry funds with government support. The PPP Act no. 4 of 2017 already allows financial structures which include blended finance. Negotiations allow tax incentives (within the Act above). **Next steps and timelines** ▪ Ministries urged to submit projects for PPP suitability screening since the framework is already in place. ▪ Appointment of banking and financing experts will be made. Conduct a project preparation study; review the financing model. After submission, if the project is found suitable, proceed with full project preparation.	**Implemented**
6		**6. National Project Preparation Facility:** Establish and capitalise a National Project Preparation Facility for priority and impactful projects across sectors and ensure sector agnostic access; fast-	Ministry of Finance	✓ The facility has been established and capitalized with N$55million but has not yet been utilized. The facility is in place at the PPP Unit and is funded annually based on the pipeline. **Next steps and timelines** ▪ DBN has indicated willingness to host the revolving fund – Q1 of next FY	**Implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
		track pilot PPPs; launch a PPP Pipeline Dashboard for real-time transparency.			
7		**7. Welcome High Networth Individuals:** High networth individuals can be a source of risk-taking capital through philanthropy or equity investments. Statistics indicates that millionaires are migrating to stable economies like Namibia and are taking their cash with them. Namibia should incentive attraction of HNI through relevant investors permits.	Ministry of Home Affair, Safety and Security	✓ Immigration regulations were amended in July 2026 ✓ 5-year investor VISA gazetted in August, and launched in September 2026	**Implemented**

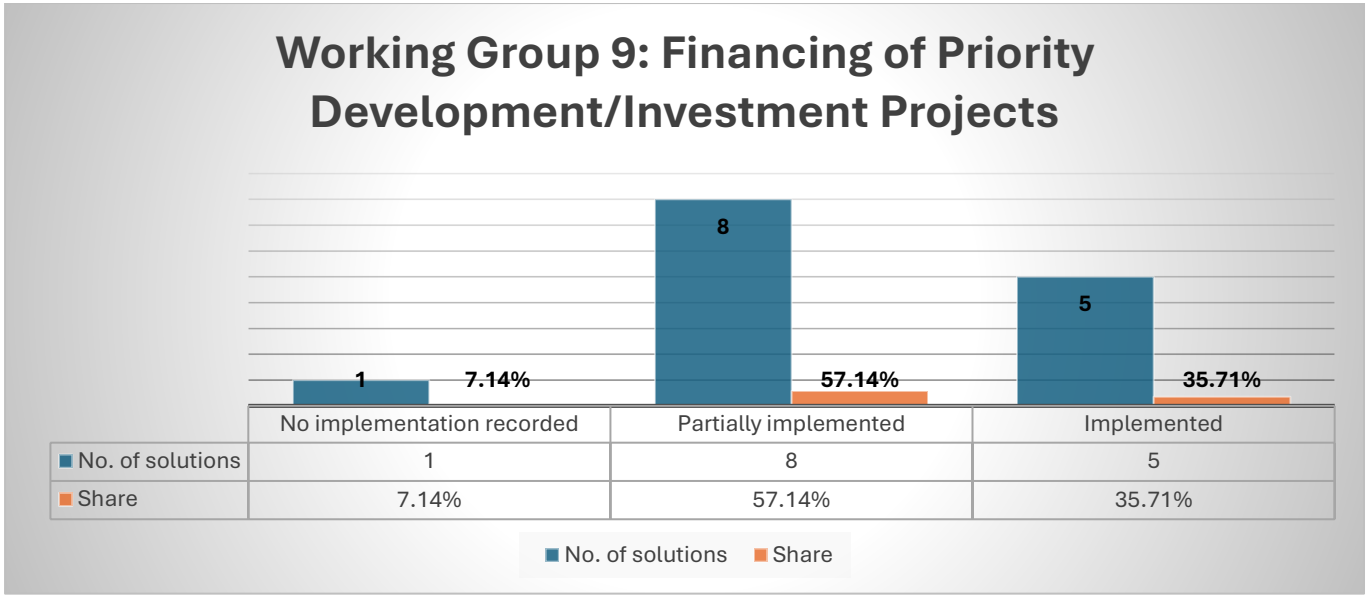
No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
8	**2. Weak Investment, Project-Development & PPP Skills Limit Capital Mobilisation**	**1. Private Sector Project Development Training:** Develop national programmes (with certified modules) on investment-grade feasibility, financial modelling, ESG, procurement and capital-raising; serving SMEs through, venture capital, private equity, to large infrastructure sponsors and create visibility of the available skills through a centralised national database hosted in PPP units.	Ministry of Finance (PPP Unit)	The PPP Unit has an ongoing training programme across all OMAs and PEs. Outreach to the private sector is pending. **<u>Next steps and timelines</u>** ▪ Development a concept note and have it approved by the PPP Committee – Q4 of current FY	**Partially implemented**
9		**2. Public Sector PPP Capability Training:** Leverage DFI technical assistance support to upskill PPP Directorate, line ministries and local authorities in pipeline design, value for money tests, fiscal risk rules, standard contracts and performance-based payments.	Ministry of Finance (PPP Unit)	✓ Capacity building to up-skill line ministries and local authorities is an ongoing function of the Ministry: it is already in place. The PPP Unit has an ongoing training programme across all OMAs and PEs. An international benchmarking study was done with the support of GIZ. ✓ Received grant funding from Africa Legal Support Facility for PPP capacity building **<u>Next steps and timelines</u>** - Conduct capacity building training – Q1 of 27/28	**Implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
10		**3. Process reforms:** Introduce time-bound approvals ("decision clocks") with "deemed-approved" provisions; tiered pathways for small/medium/strategic projects; standard risk-allocation matrices and template contracts; transparent Unique Selling Point framework.	Ministry of Finance (PPP Unit)	✓ The PPP Act already provides exemption to shorten the approval processes. Only component missing is the time bound approvals, everything else is covered in the PPP Act. ✓ Even though the PPP Act allows exemptions to shorten the process depending on the nature and complexity of projects, the Ministry has finalized the review of the PPP policy recommending the amendment of the PPP Act to include the time bound approvals in the Act. The draft policy is due for stakeholder consultation envisaged for Q1 of 27/28. **<u>Next steps and timelines</u>** • Recommend time-bound approvals in the Policy – Q1 of 27/28 FY	**Partially implemented**
11	**3. Limited Options for Easy and Safe Investment Structures for Foreign Institutional Investors**	**1. Establish Special Economic Zone for Financial Services:** Create a dedicated, investor-friendly zone that anchors Namibia's financial sector competitiveness and serves as the platform for fund registration, management and related services. Build a Financial-Services Cluster: Develop supporting industries; fund administration, legal, audit, technology and compliance in the SEZ	MIME	✓ This proposed solution is likely to be realized only upon the enactment of the Special Economic Zones (SEZ) Bill and its regulations, and its enactment is expected during the next financial year. ✓ The Bill was approved in principle by Cabinet and subsequently referred to the Cabinet Committee on Legislation (CCL) for consideration. ✓ The Ministry is currently engaging the Ministry of Finance (MoF) on the proposed fiscal incentives.	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
12		**Review and modernise our regulatory framework to establish an International Fund Vehicle (IFV):** Introduce a single, modern fund framework that allows: Umbrella funds with multiple sub-funds for private equity, venture capital, infrastructure and green projects. One-stop NAMFISA process with digital filings and guaranteed approval timelines. Free capital mobility supported by competitive tax and exchange-control rules.	Ministry of Finance	✓ FIMA has been gazetted and launched, modernizing the regulation for the non-banking sector. ✓ The Financial Sector Strategy and its implementation plan have been launched. **Next steps and timelines** ▪ MoF and NAMFISA to set up a working committee by Q 4 of the current FY	**Partially implemented**
13		**Deepen local capital markets:** Streamline policy interventions to make it easier and more rewarding to list, invest and raise funds locally. Diversify instruments: Introduce new products such as REITs, listed private equity funds to broaden investment options. Enable restructures: Allow corporate restructures; e.g., converting property portfolios into REITs without heavy transfer duties.	Ministry of Finance	✓ The Financial Sector Strategy and its implementation plan have been launched. The Transfer Duty Act is under review for corporate restructuring. ✓ Capital markets committee established: working on a roadmap. **Next steps and timelines** ▪ Finalize roadmap by end of March 2027: this comes from the Financial Transformation Strategy for 2025-2035	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
14		**Strengthen investor attractiveness and protection:** Update and expand Bilateral Tax Treaties and create fast-track arbitration panels. Include investor-protection clauses in all regulated funds. Review Namibia competition commission regulatory thresholds, to consider increasing the outdated NAD 15M threshold. Review transfer and stamp duty fees to encourage investment. Streamline policy environment to allow for pre-defined exits from unlisted equity positions to allow for IPO as a final consideration.	Ministry of International Relations and Trade (with support from competent authorities like Namibia Competition Commission, NSX, NAMFISA, NAMRA etc.)	✓ **On arbitration**: The Investment Promotion Bill has a section on dispute settlement that recommends amicable solutions to disputes through a grievance resolution committee (GRC) as the default option. ✓ **On Investor Protection**: The Namibian Constitution has articles on the protection of investors such as property rights and expropriation. The proposed Investment Bill also includes provisions that protect investors from expropriation, disputes, and discrimination. In addition, other laws also have provisions that protect investors, such as the repatriation of funds under the Currency and Exchange Act. ✓ **Merger and Acquisition Thresholds:** The proposed increase in the combined threshold from N$30 million to N$60 million and the target firm threshold from N$15 million to N$30 million was presented for stakeholder consultation, with submissions consolidated into a document that received internal approval in principle and now pending Implementation. **Next steps and timelines** ✓ Review unlisted policy by December 2026. ✓ Expansion of tax treaties to Belgium and Qatar, which is to be launched in 2027/28 FY.	**Partially implemented**

8. IMPLEMENTATION SCORECARD FOR NAMPPF WORKING PROPOSED SOLUTIONS



9. Scorecard Summary for NAMPPF Working proposed solutions

RAG status		Share	Interpretation
RED	1	7.14%	No implementation progress update recorded
AMBER	8	57.14%	Implementation activity / partial progress reported
GREEN	5	35.71%	Marked complete in the report
Total	**14**	**100%**	