NamPPF
Namibia Public-Private Forum

NAMIBIA PUBLIC-PRIVATE FORUM ACCOUNTABILITY REPORT

Working Group 4: Energy, Oil & Gas and Green Hydrogen

23 November 2026

1. Overview of the Working Group

Namibia's renewable energy resources, offshore oil discoveries, uranium reserves and early progress in green hydrogen offer significant opportunities to become a leading Southern African energy hub, supported by a coordinated government–private sector roadmap aligned with Vision 2030, NDP6 and the Swapo Manifesto Implementation Plan.

Key oil and gas development include approximately US$2.5 billion invested in oil and gas exploration and 26 wells drilled since 2022, creating opportunities for skills development, local value addition and the establishment of sovereign wealth mechanisms..

A pipeline of 1,987 MW of licensed electricity projects, and a green hydrogen pipeline supported by €115 million in concessional funding, US$1.5 billion committed to pilots and six large-scale projects valued above US$20 billion.

Cabinet approval of a nuclear strategy provide a foundation for strengthening the regulatory framework, institutional capacity and engagement towards Nuclear Suppliers Group membership.

Private investment has supported exploration, innovation, skills development and local value chains. Projections indicate that one to four Floating Production, Storage and Offloading (FPSO) vessels could contribute between 6.8% and 25% of GDP and generate 12,000–45,000 jobs.

The green hydrogen sector could attract up to US$20 billion in investment, contribute US$2 billion to annual GDP and generate 30,000 direct jobs, with an ambition to produce 2.2 million tonnes of green ammonia annually by 2030.

2. Summary of Challenges and Root Causes

The Working Group identified five major challenges constraining the performance, competitiveness and growth potential of the Energy, Oil & Gas and Green Hydrogen.

2.1 Challenge 1: Regulatory, institutional and infrastructure constraints affecting the development of Namibia's energy sector

<u>Root causes and contributing factors:</u>

- Delays in visa and work permit processing, constraining access to international expertise and specialised skills required for energy sector development.

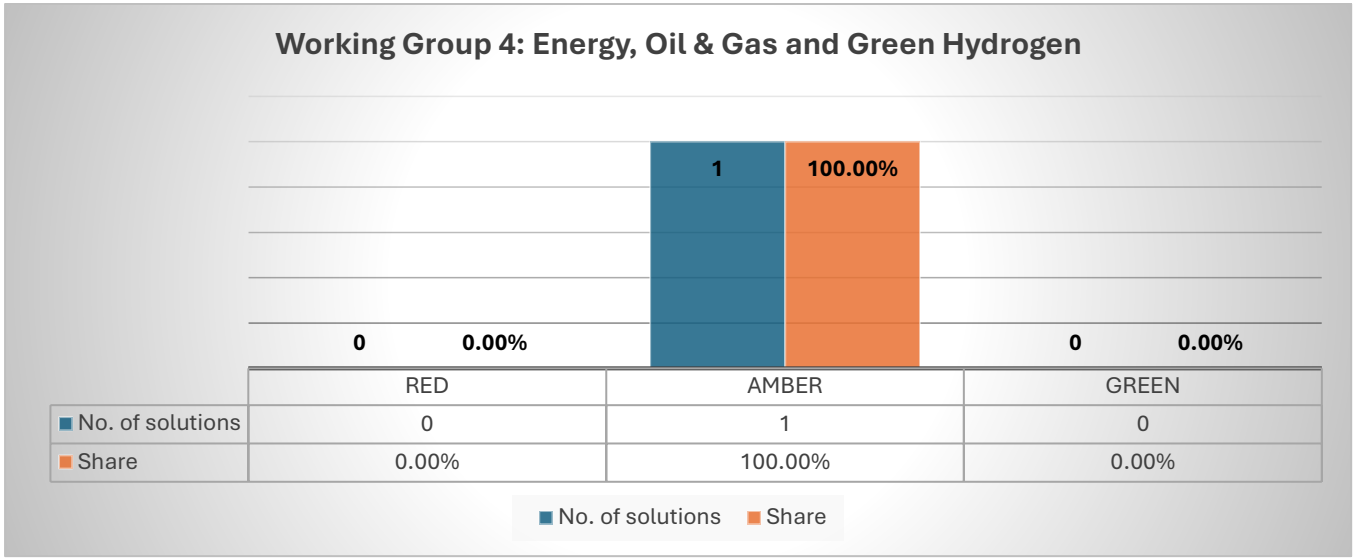
- Incomplete investment protection frameworks and fragmented institutional coordination, creating regulatory uncertainty and affecting investor confidence.
- Licensing and regulatory constraints, coupled with the need for phase-sensitive local content policies, affecting oil and gas sector development and domestic value-chain participation.
- Inadequate infrastructure planning and development to support offshore oil and gas exploration, production and associated industrial activities.
- Uncertainty regarding long-term demand, offtake arrangements and supporting infrastructure for green hydrogen, affecting project bankability and commercial viability.
- Limited grid capacity and gaps in electricity market regulations, constraining the integration of new generation capacity and private sector participation.
- Absence of comprehensive nuclear legislation, clear regulatory arrangements and specialised technical skills to support the development of the nuclear energy sector.

3. PROGRESS ON THE IMPLEMENTATION OF PRESIDENTIAL DIRECTIVES

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

	Aligned Presidential Directive	Progress update	Reporting / responsible institution(s)	RAG Status
1.	**3.3.2:** The Ministry of Finance (through the PPP unit) to urgently approve a prioritised PPP pipeline and fast-track restructuring and PPP conversions for strategic entities and sectors.	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	ECB	**Partially implemented**

4. IMPLEMENTATION SCORECARD FOR PRESIDENTIAL DIRECTIVES



5. SCORECARD SUMMARY FOR PRESIDENTIAL DIRECTIVES

RAG status		Share	Interpretation
RED	0	0.00%	No implementation progress update recorded
AMBER	1	100.00%	Implementation activity / partial progress reported
GREEN	0	0.00%	Marked complete in the report
Total	**1**	**100.00%**	

6. Progress on the implementation of proposed solutions

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

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
OIL AND GAS RECOMMENDATIONS					

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
1	**ROBUST LEGISLATIVE FRAMEWORK: Rebalancing Mechanism & Ratification of Arbitration Conventions**	**Introduce Rebalancing Mechanisms** to allow for restoring financial equilibrium when material changes, such as new taxes, regulatory shifts, or force majeure events, affect the original contract assumptions. They provide a structured process for renegotiation and dispute avoidance, aligned with international best practices. Position paper available to start discussions with relevant government stakeholders.	**UPU(Lead), MIRT, MoF**, MIME, PETROFUND, Parliament, Private sector (NAMPOA, COGANAM and other registered associations), Academia, Finance sector	The Namibia Investment Promotion and Facilitation Bill (NIPF Bill) is formally scheduled to be finalized and tabled in Parliament before the end of the 2026 calendar year. There are provisions covering issues related to disputes and regulations. UPU to engage NAMPOA on Government position on re-balancing on next cadence meeting. The intent is to introduce rebalancing clause in the Petrolem Agreement after Cabinet approval	**No implementation recorded**
2		**Ratify the ICSID and New York Conventions:** These international arbitration frameworks offer investors confidence in fair and enforceable dispute resolution. Ratification will strengthen Namibia's reputation as a secure and predictable investment destination. Position paper available to start discussions with relevant stakeholders.	MIRT, **UPU (Lead),** MIME, PETROFUND, Parliament, Private sector (NAMPOA, COGANAM and other registered associations), Academia, Finance sector	Namibia does not intent to ratify the ICSID and New York Conventions as they expose the state to constraints on national sovereignty, financial risks, and procedural challenges.	**No implementation recorded**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
3	**INVESTMENT ACCELERATOR: Awarding new licenses and facilitating data trade**	**Award New Licenses Regularly and transparently:** No new exploration licenses issued since 2022. All blocks that received offers in previous bid rounds should be awarded in accordance with established terms of reference. Once awards are finalised, remaining blocks should be offered through at least one annual licensing round. This will boost investor confidence, expand exploration beyond the Orange Basin, and enhancing prospects for a broader and more resilient oil and gas industry in Namibia.	**UPU (Lead),** MIME	Preparation are underway for lifting of the moratorium to be effected 1 February 2027.	**Partially implemented**
4		**Facilitate Data Trades Among Operators:** Encourage and enable data sharing (both seismic and wells) between operators to accelerate prospect de-risking. This will shorten exploration timelines, reduce uncertainty, and help Namibia attract faster and more targeted investment.	UPU, MIME, **NAMCOR (Lead)**	Ongoing engagement by Government/NAMCOR and Operators to prepare the Data Trade Policy for Data Trades to commence 1 Dec 2026.	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
5	**LOCAL CONTENT: Tacit and implied provisions of Phased and Flexible approach to the National Upstream Local Content Policy.**	**Implement the National Upstream Petroleum Local Content Policy** in a **phased and flexible approach.** Explicitly make provision for differentiated requirements between the exploration and appraisal phase versus the development and production phase.	**UPU**	National Upstream Petroleum Local Content Policy Policy approved by cabinet, submitted to NPC for comments, inputs and alignment. Phased and flexible approaches are embedded in the Local Content Policy. The Bill is draft format. Currently with AG's office.	**Partially implemented**
6		**Avoid rigid prescriptions** that could slow investment and instead allow the policy to evolve with the sector's pace and needs, as well as with the development of the country.	**UPU**	The Loal Content Policy is designed to evolve with the sector's needs and does not have rigid prescriptions.	**Partially implemented**
7		Use the **Industry Baseline Study (IBS)** as the implementation benchmark and the common reference for planning, monitoring, and aligning expectations across government, academia, Petrofund, service providers, communities, and financiers, ensuring everyone is moving in the same direction.	MIME, **UPU(Lead)**, PetroFund, NAMCOR, NAMPOA, Industry operators	The IBSII was launched on 3rd November 2026	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
8	**INFRASTRUCTURE: National Oil and Gas Infrastructure Masterplan**	Namibia should initiate a **National Oil and Gas Infrastructure Masterplan** by commissioning an independent consultant to consolidate industry requirements, forecasts, and investment needs into a unified national strategy. This plan should be supported by a **Dedicated Infrastructure Working Group** comprising key stakeholders such as the UPU, National Planning Commission (NPC), NAMPORT, Namibia Airports Company (NAC), Ministry of Works and Transport and private industry representatives to coordinate planning, align timelines, and ensure effective implementation and regular updates. Aligning infrastructure development across sectors with industry growth forecasts will enhance national readiness, prevent logistical and capacity bottlenecks, and ensure that Namibia's oil and gas expansion is supported by efficient, future-proof infrastructure.	**MoWT (Ministry of Works and Transport Lead)** MoF,NAMPORT, NAC NPC, UPU, MIME, NAMPOA/COGA NAM	National oil and gas infrastructure workshop held on 10 November, which brought together various stakeholders. Namport's port masterplans for the Port of Walvis Bay (North Port) and the Port of Lüderitz both provide for oil and gas infrastructure. The North Port oil and gas supply base concession has been awarded (subject to verification of conditions), and the DBOT tender for the Lüderitz Bay oil and gas supply base closed on 26 October 2026 and is under evaluation	**Partially implemented**
GREEN HYDROGEN RECOMMENDATIONS					
9	**Delay in sector maturity due to slow market demand development**	**Governance:** Establish an interministerial coordination and governance structure to oversee the development and implementation of the strategic projects listed in NDP6.	**NPC (Lead)**, MIME	Cabinet approved the formation of the Green Industries Council (May 2026). Final mandate and first meeting pending	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
10	**and speed of execution in project permitting and approval processes (Land, Servitudes, EPLs, Permits, Licences, Access to export infrastructure etc).**	**International diplomatic lobby:** For the Government to continue expanding its international diplomatic lobby efforts with Europe, Japan and Korea to build green hydrogen supply chain relationships with these countries, motivating for the establishment of contracts for difference mechanisms to bridge the pricing gap between grey and green hydrogen for Namibian projects as outlined in NDP6.	**NPC (Lead)**, MIME, MIRT	Ongoing engagement by GRN on green energy in progress. Key engagements undertaken include attendance of the World Hydrogen Summit in Rotterdam, hosting of the African Green Industries Summit and attendance by GRN of the United Nations General Assembly.	**Partially implemented**
11		**Demand creation mechanisms & diplomacy:** Continue to expand green hydrogen international diplomacy in support of the establishment of demand creation mechanisms to enable the implementation of projects in Namibia as a strategic partner country, including the motivation for the establishment of contract for difference mechanisms to bridge the pricing gap as set out in NDP6.	**NPC (Lead)**, MIME	Contract for Difference mechanism is included in NDP6 as a key action. Namibia / Germany negotiations agreed to explore the establishment of a task force to investigate support mechanisms.	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
12		**Strategic projects:** Consider designating the projects listed in NDP6 as nationally strategic and assigning a responsible entity or governance structure (with designated powers) within Government to support project developers to expedite approvals for these strategic projects.	**NPC (Lead)**, MIME	NPC takes a lead in strategic project identification. GRN approved the establishment of the GIC to facilitate and expedite necessary approvals. GIC to also consider recommendations on responsible entity. Institutionalisation of the Namibia Green Hydrogen Programme into GRN structures or alternative institutional setup to be the responsible entity, underway.	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
13		**Servitude corridors:** Establish secure and strategically planned servitude corridors for critical infrastructure (pipelines, electricity transmission, roads etc.) in line with Government's vision for the development of the Central and Southern Valleys, supported by a predetermined process to gain access to servitudes for both common-use and project-specific infrastructure. **Servitude approval and registration:** Assign a responsible entity (with designated powers) within Government to support developers with the approval and registration of servitudes, simplifying a process that is currently complicated and has no clear final approver. This would also benefit other projects facing similar challenges (electricity transmission, roads, water pipelines etc.).	**MIME (Lead)**, NPC, MEFT,MWT	The establishment of an interminsterial committee to engage on land conflict resolution for green industrial projects, underway. GRN approved the establishment of the GIC to facilitate such servitudes	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
14	**Fiscal and foreign exchange regime is not competitive when compared to competitor countries.**	**Benchmarking** involves comparing Namibia's green hydrogen policies, fiscal terms, and foreign exchange regulations with those of leading global producers to identify best practices and competitiveness gaps. By establishing a globally competitive fiscal and foreign exchange regime, Namibia can attract investment and ensure its projects remain viable in international markets, while still securing fair revenue and economic benefits for the country. This balance is essential to position Namibia as an attractive destination for energy investment, enabling sustainable industry growth and maximising long-term national value.	**MOF (lead) NPC** , MIME, MIRT, BON	NGH2P has undertaken a competitiveness analysis to key competitor countries. The Ministry of Finance has engaged extensively with oil and gas companies to clarify the sector's fiscal regime, including Government's position on fiscal stabilisation and rebalancing mechanisms, thereby providing greater policy certainty to investors.	**Partially implemented**
15		**Sectoral legislation:** Establish a comprehensive set of investor and financier protections to provide long-term certainty and stability for the sector and large project developers, to meet lender and financier requirements and enable the raising of multi-billion US dollars in project financing.	**MOF, NPC (Lead)**, MIME, MIRT	Green Industrialisation Policy draft prepared and the public consultation will formally commence in Q4 2026. A team of legislative drafters has been appointed by the NGH2P to commence drafting the legislative instruments.	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
16		**Stabilisation framework:** Government should establish a stabilisation framework for the sector, protecting investors from expropriation, new legislation or new tax regimes that would detrimentally impact project viability, to give long-term comfort that Namibia is an attractive and safe investment jurisdiction. This is needed given the limited track record of large-scale, project-financed projects in Namibia (typically around 70% debt-funded).	**NPC (Lead)**, MIME, MOF, MIRT	Green Industrialisation Policy draft prepared and public consultantion to formally commence in Q4 2026. Draft Policy has incorporated recommendations on potential stabilization framework.	**Partially implemented**

17		**For the Government to consider a fiscal and foreign exchange regime,** plus fiscal stability commitments that not only ensure Namibia's international competitiveness in a globally competitive market but also provide the comfort that is required by international investors. This request is also based on the limited track record of large projects in Namibia, taking cognisance that Namibia will need to provide the required assurances. The earlier that this fiscal and foreign exchange regime certainty can be achieved, the more competitive Namibian green hydrogen projects will be and will help to accelerate in the time in which projects can reach Financial Close and ultimately unlock the realisation of benefits for the National Interest. Specific measures proposed by the industry, benchmarked against Morocco, Mauritania, Egypt, Oman and Saudi Arabia, include: a reduced standard corporate tax rate; exemption from withholding taxes (interest, dividends, licensing fees, services and fees); accelerated depreciation allowances on all costs and CAPEX; indefinite carry-forward of tax losses; exemption from customs duties and VAT on equipment and materials for construction and maintenance; exemption from royalties and export taxes or levies on sales of green hydrogen and derivatives; the ability to transact in foreign currency	**MOF (lead),NPC** , MIME, MIRT	Green Industrialisation Policy draft prepared and public consultantion to formally commence in Q4 2026. Draft Policy has incorporated recommendations on potential stabilization framework. In addition, certain incentives has been provided for in the SEZ Bill, which is currenrly under Parliamentary review.	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
		without mandatory conversion to local currency; and extension of these benefits to EPC contractors.			
18	**Conflict of rights with EPL holders**	**The Government should establish an interministerial coordination and governance structure,** similar to the Green Hydrogen Council, to oversee the implementation of strategic projects under NDP6. It should formally recognise credible green hydrogen projects and allocate land and servitudes for their development. A temporary moratorium should be placed on Exclusive Prospecting Licenses (EPLs) within these designated areas, as allowed under Section 122 of the Minerals (Prospecting and Mining) Act of 1992, to enable project developers to complete feasibility studies. If feasibility is achieved within the set period, extensions should be granted to allow detailed engineering and construction. Additionally, the Government should review existing EPLs in these areas to identify non-compliant or invalid licenses and create a mechanism for developers to resolve and settle rights with current EPL holders.	**NPC (Lead)**, MIME, MAFWLR	Cabinet approval of Green Industries Council (GIC) passed in May 2026. The GIC replaces the Green Hydrogen Council (GHC). Final mandate for the GIC and first meeting pending.	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
19	**Application of the Electricity Act to off-grid green hydrogen projects**	**Regulatory clarity:** Form a working group of Government, the ECB and the sector to give developers clarity on the regulatory regime for large-scale off-grid projects, including whether transmission licence obligations (to supply "existing and potential users"), NEF/ECB levies, and the commercial and technical compliance obligations applicable to grid-connected systems apply to them.	**MIME (Lead)**, ECB, green hydrogen sector,NPC, NAMPOWER	Discussions have commenced on the treatment of the sector.	**Partially implemented**
20	**Access to export infrastructure: North Port liquid jetty**	**North Port jetty upgrade:** Government to support upgrading the NAMPORT North Port liquid jetty with ammonia piping, bunkering and offloading infrastructure, and to consent to NAMPORT negotiating with CMB.TECH (as first mover) to make the bunkering facility a reality, or alternatively to provide guidance on the way forward. The jetty is owned by MIME and operated by NAMCOR.	**MIME** (Lead), NAMPORT, NAMCOR, MWT	Task force has been established to review proposals and make recommendations to Government.	**Partially implemented**
21	**Terms and conditions in standard lease agreements from Local Authorities**	**Bankable lease terms:** Govenrment to support both Local Authorities (Erongo Land Board, Municipality of Walvis Bay, Arandis Town Council) and project developers to resolve, in a standardised and amicable way, standard lease terms that do not meet project finance lender requirements (no assignment to third parties, no subletting, unbankable termination triggers, no lender step-in rights).	MAFWLR, MWT, MURD, NPC Office of the Attorney General Local Authorities (Erongo Land Board, Walvis Bay Municipality, Arandis Town Council)	No progress reported	**No implementation recorded**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
ELECTRICITY AND RENEWABLES RECOMMENDATIONS					
22	**Export Transmission Capacity**	**Namibia should urgently engage with South Africa, Zambia, and Botswana** to identify opportunities for regional grid strengthening and expansion, as enhanced interconnections are essential for improving power reliability, reducing import dependence, and enabling cross-border electricity trade. Strengthening these partnerships would also support the integration of renewable energy projects by improving grid flexibility and transmission capacity across the Southern African Power Pool (SAPP). A practical short-term measure-or "quick win" would be to increase the use of the Zambezi interconnector, optimising existing infrastructure to improve power flow between Namibia and Zambia. Additionally, allowing renewable energy generators access to the High Voltage Direct Current (HVDC) line would enhance system flexibility, support renewable integration, and improve energy security while advancing regional energy cooperation.	MIME, ECB, NamPower	High Voltage Direct Current (HVDC) is urrently being used for exporting power from Ruacana to the Zambian power system during periods of high river flow. The ECB is working with MIME to consider developing a framework that facilitates private investment in grid infrastructure.	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
23	**Modified Single Buyer (MSB) rules restricting investment**	**To support embedded generation projects,** Namibia should allow take-or-pay agreements to operate independently of the complex MSB scheduling and balancing rules. Since reliability charges already ensure that NamPower provides a secure supply, removing these regulatory barriers would simplify contracting and encourage investment. For electricity exporters, the balancing source should be clearly identified, and appropriate balancing charges applied to accurately reflect the costs of NamPower providing the service. NamPower and the Electricity Control Board (ECB) would be responsible for driving these solutions. Success would be measured by the ability of embedded generation projects to contract in line with international standards, unlocking at least US$70 million worth of projects currently threatened by existing rules, and ensuring that balancing rules for exporters fairly represent the actual costs incurred by NamPower, promoting transparency and efficiency in cross-border electricity trade.	**ECB, MIME**	A framework that deal with Imbalances in the Transmission system is being developed by ECB.	**Partially implemented**

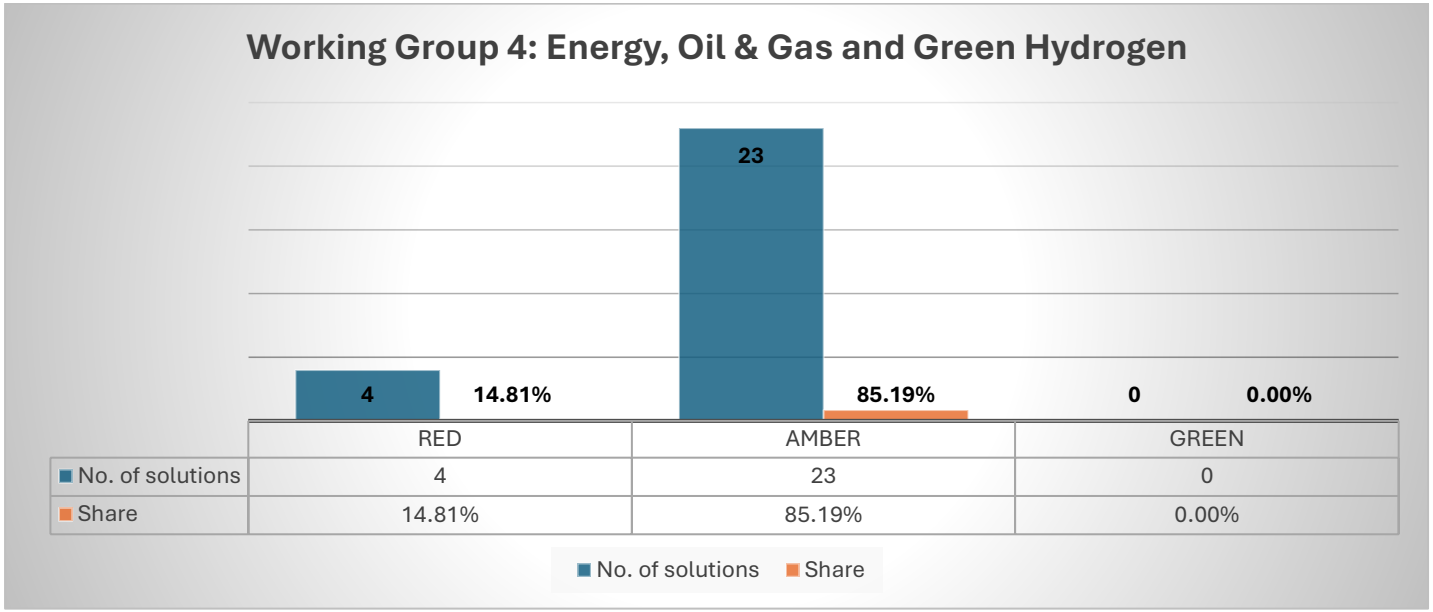
No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
24		**Regional Electricity Distributors (REDs) and Licensed Companies (LCs)** should be authorised to enter into short-term, bilateral purchase commitments of up to three years, provided that such agreements result in electricity costs lower than NamPower's standard rates. This approach would introduce flexibility in the market, allowing developers to secure off-take agreements quickly, stimulate investment in renewable generation, and potentially reduce overall electricity costs for Namibia. A practical short-term measure to complement this is to increase the utilisation of the Zambezi interconnector, which would enhance cross-border power flows, while allowing renewable energy generators access to the High Voltage Direct Current (HVDC) line to integrate their generation efficiently into the grid. Together, these steps would enable faster deployment of renewable projects, improve system flexibility, and strengthen regional electricity cooperation.	Ministry of Finance, ECB, RED Executive, LC Executives	Recommendation is not in the Public interest. Unless the Public Bidding Process is followed Recommendation will be struck off, no progress to be reported going forward.	**No implementation recorded**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
25	**Conflicting guidance from ECB and NamPower delaying projects**	**To address delays caused by conflicting guidance** from the Electricity Control Board (ECB) and NamPower, it is recommended that both entities establish clear role definitions and ensure consistent communication to the market. Alignment between ECB and NamPower should be formalised through joint protocols and regular coordination meetings, so developers receive unambiguous guidance on rules, grid connections, and contract processes. Additionally, both institutions should implement fast-track procedures for project approvals, grid connection quotations, and contract finalisation to significantly reduce development timelines. By providing clarity and streamlined processes, investor confidence will improve, projects can progress more efficiently from concept to commercial operations, and Namibia's electricity sector productivity can be enhanced to better match regional benchmarks, such as Zambia's 11-month project timelines.	ECB (electricity regulator: tariff frameworks, licensing, enforcement) NamPower (state utility: asset transfer, technical cooperation, data sharing) Multilateral development banks & donors (technical assistance, blended finance, risk guarantees)	Guideline in place:ECB	**Partially implemented**

No.	Challenge / Focus Area	Proposed Solutions	Responsible Public Sector Entity	Progress update	RAG STATUS
26	**Limited bankable regulatory and commercial frameworks that allow private ownership/operation of high-voltage transmission assets**	**Namibia should establish a clear legal framework** to allow private ownership or public-private partnership (PPP) concessions for electricity transmission through models such as concessions, leases, Build-to-Transfer, or regulated asset bases. A Power Tariff Framework (PTF) should be implemented to ensure affordable electricity access, recognising that revised investment models in generation and transmission may reduce retail tariffs over the long term. Independent technical reviews of modelling methods and assumptions by local and international experts should be commissioned, with findings fully published for transparency. Additionally, Battery Energy Storage Systems (BESS) should be included in upcoming projects to stabilise the grid, improve power quality, and leverage the 60% reduction in global battery costs.	**ECB** (electricity regulator: tariff frameworks, licensing, enforcement) NamPower (state utility: asset transfer, technical cooperation, data sharing) Multilateral development banks & donors (technical assistance, blended finance, risk guarantees)	ECB is developing Independent Transmission Company Regulatory Framework.	**Partially implemented**
NUCLEAR SUB-SECTOR RECOMMENDATIONS					

27	**Nuclear sector: capacity-building challenges**	To address the **capacity-building challenges** in Namibia's nuclear sector, it is recommended that the government and industry adopt a comprehensive, multi-pronged strategy**. First**, targeted skills development programs should be established, covering all levels from entry-level technicians to senior management, with curricula aligned to current and emerging nuclear technologies. **Second**, modernised training and certification programs should be developed in partnership with international nuclear institutions to ensure best practices and innovation are incorporated. **Third**, efforts should be made to expand access to quality education in energy-related fields, including scholarships, vocational programs, and outreach to underserved regions and marginalised communities, to strengthen the local talent pipeline. **Fourth**, strategies to retain skilled professionals, such as competitive remuneration, career progression opportunities, and continuous professional development, should be implemented to mitigate brain drain. **Finally**, significant investment in research and development should be prioritised, fostering innovation, local expertise, and the ability to adapt to evolving nuclear technologies, ensuring the sector is both sustainable and globally competitive.	Atomic Energy Board of Namibia, MIME, NPC.	Establishment of the NEPIO approved by Cabinet. Nuclear Energy Commissioner appointed.	**Partially implemented**

7. IMPLEMENTATION SCORECARD FOR NAMPPF WORKING PROPOSED SOLUTIONS



8. Scorecard Summary for NAMPPF Working proposed solutions

RAG status		Share	Interpretation
RED	4	14.81%	No implementation progress update recorded
AMBER	23	85.19%	Implementation activity / partial progress reported
GREEN	0	0.00%	Marked complete in the report
Total	**27**	**100.00%**	