



# ANNUAL REPORT 2016/17

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*Our  
passion for  
what we do  
makes us  
pioneers in  
our sector.*

# THE WALVIS BAY CORRIDORS

*Trans Kalahari Corridor (TKC)*

*Botswana, SA, Zimbabwe*

*Walvis Bay-Ndola-Lubumbashi Development Corridor*

*(aka the Trans Caprivi Corridor)*  
*DRC, Zambia, Zimbabwe, Malawi*

*Trans-Cunene Corridor (TCuC)*

*Angola*

*Trans-Oranje Corridor (TOC)*

*South Africa*



*The Walvis Bay Corridor Group's Annual Review  
for the period 1 September 2016 to 31 August 2017.*

## CONTENTS

CORPORATE PHILOSOPHY

04/05

---

MANAGEMENT REPORT

06/13

---

BOARD OF DIRECTORS

14/15

---

MANAGEMENT

16/17

---

MARKETING &  
COMMUNICATIONS

18/21

INTERNATIONAL &  
REGIONAL BUSINESS  
DEVELOPMENT

22/29

---

CROSS BORDER  
FACILITATION

30/33

---

SPECIAL PROJECTS

34/43

---

SERVICES

44/45

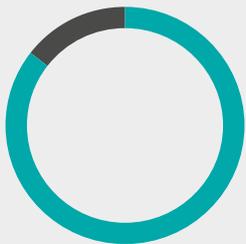
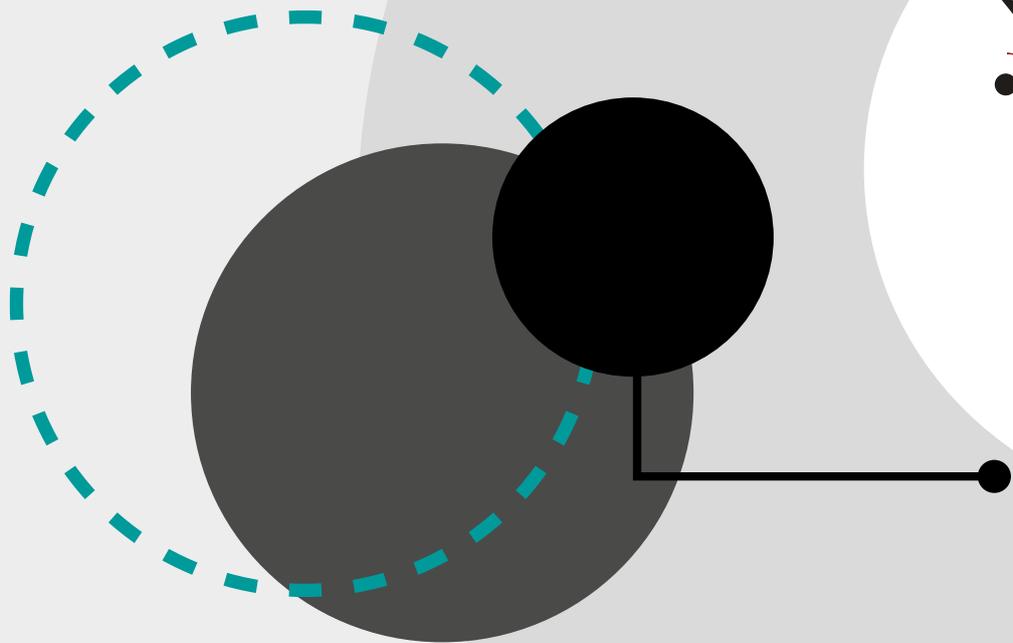
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HIGHLIGHTS

46/49

# VISION

We shall facilitate the best logistics hub for Africa.



BUSINESS  
DEVELOPMENT



PROJECT  
MANAGEMENT



PROMOTION



# MISSION

We are committed to:

- Promote trade along our corridors.
- Provide innovative and competitive service offerings to our customers.
- Add value through our unique Public-Private-Partnership (PPP).

# VALUES

- Good Corporate Governance
- Confidentiality
- Integrity, trust and mutual respect
- Teamwork

# CHAIRMAN'S REPORT 2016/17



*Chairman  
of the  
Board of  
Directors,  
Mr Bisey  
/Uirab*

We are in the second year of our five-year strategic plan which is defined over a period until 2021 and for the past year have been focusing on the various strategic initiatives.

We remain committed as to how the Walvis Bay Corridors through our regional partnerships and capacity building in the long term create ongoing value to the SADC region through time and cost savings.

It is exciting to see that there has been a slight positive turn in our corridor volumes over the 2016/17 financial year, despite some challenging economic times for some of the SADC economies. We therefore believe there is still a big opportunity to showcase and develop our Walvis Bay Corridors as a trade alternative for importers and exporters within the Southern African Region.

#### [Quality corridors for our customers](#)

The WBCG's commitment to corridor development remains the cornerstone of our strategy and underpins our ability to deliver strong and sustainable returns for our shareholders.

Our high corridor-focused operating model ensures that we can facilitate 'transit-in-time' by supporting customers with complex supply chains needs and providing specialized services to customers through our members. We have developed a good support system through the PPP partnership of the WBCG, to facilitate a smooth transit route for importers and exporters via the Port of Walvis Bay.

Beyond our corridor services, we are always developing and delivering new ways to meet our customer needs, to reduce the cost of their supply chain. We want to make it easier for importers and exporters when using the Walvis Bay Corridors with current facilities and infrastructure, so we are working together with all countries connecting to Walvis Bay to continuously maintain and upgrade corridor infrastructure.

Our strategy is focused on opportunities that enhance our regional footprint and present compelling opportunities for value creation when integrated with the Group's broader portfolio.

#### [Looking forward to the opportunities ahead](#)

As the WBCG continues to navigate the challenges of corridor development, we look forward to working constructively with the transport and logistics community, our peers and the

Governments of the neighbouring countries to ensure that Walvis Bay Corridors continues to have a high-quality and sustainable trade corridor for the SADC Region.

We believe there are a number of opportunities for transport and logistics operators across the broader continuum of the SADC Region covered within the Walvis Bay Corridors, and we look forward to exploring strategic relationships in this area.

The overarching goal of the WBCG was to create value for the SADC Region through the engagement of various shareholders serving the Walvis Bay corridors. At the WBCG we continuously through the engagement of various stakeholders in the SADC region will help deliver better corridor value and accelerate the reshaping of WBCG into a world-class investment.

#### Sustainable progress

Meeting the long-term challenge of providing an improved alternative corridor for trade will require sustained, collaborative effort by Governments, businesses and logistics service providers. Governments can help accelerate progress along the corridors by establishing policy frameworks that help the private sector play a greater role through profitable competition.

As with activities in other parts of the region and the world that we are involved in, such projects also promote sustainable business development by creating more cargo volumes and opening up Namibia as a Logistics Hub for the the global market in terms of transport and logistics.

The Board and I remain confident in the WBCG's long-term growth prospects. WBCG will continue to use its institutional strength and diversified portfolio to manage short-term volatility and invest in the best ideas for the long term.

WBCG operates in changing and competitive markets. Our Marketplace and corridor businesses are characterized, and to an extent protected, by scale, brand, trust and network economics. These are powerful competitive advantages, but like all established businesses, WBCG remains vulnerable to its competitors.

There are two types of competitors we need to be on the lookout for. The first is the competitor who has the same type of offer as we do, but offers more in the way of scale, historical value, brand, trust or network economics than we do. This sort of competitor competes head-to-head with the same business model and type of offer to consumers.

The double digit growth within the Malawian and Zambian markets during the past year is a clear sign of the confidence imprinted into these markets about the better alternative that Walvis Bay offers as an entry and exit point for trading with the international market at large.

We do know that with the various markets on offer it all requires different strategies and it is for that purpose, based on the development phase of these markets, that we are applying relevant strategies which could yield medium term and long term returns for our members and all stakeholders involved within the SADC Region.

Our institutional capacity has received a boost this year with the admission of the Road Fund Administration (RFA) as a new member of the WBCG. We believe that with the entrance of RFA as a member of the WBCG we can coordinate and develop better long term growth within the road sector, but also ensure participation and collaboration in national and regional platforms to address common challenges and strategic objectives.

After leading the establishment of the Trans Kalahari Corridor Secretariat and hosting the Secretariat since 2003, the WBCG has finally handed over the Permanent Secretariat to the member states of Botswana, Namibia and South Africa in December 2016. The WBCG is thankful to the three countries for the confidence in the WBCG during this term where we had to nurture the dream of the three countries to develop an independent TransKalahari Corridor Secretariat to fulfill into the needs of the Memorandum of agreement as signed between the three countries in the year 2003.

The WBCG remains a host to the Walvis Bay-Ndola-Lubumbashi Development Corridor Secretariat, which is an important Trilateral platform for the member states of the DRC, Namibia and Zambia to address common challenges regarding trade facilitation along this corridor.

The WBCG further continued to be a host of the interim secretariat for the Africa Corridor Management Alliance (ACMA) which is an umbrella body for all the Corridor Management Institutions on the continent of Africa – with support from UNECA.

Our Spatial Development Initiative (SDI), which commenced operations in July 2012, in partnership with the Ministry of Industrialization, Trade and SME Development (MITSMED) is moving forward very slowly, as the objective of this project is to lead our transport corridor in the long term to an economic corridor.

The Wellness Service initiative continued to develop and implement high impact health and general individual wellness interventions through various platforms in Namibia and across the SADC region. The focus on Wellness over the past reporting period has been on stepping up efforts to strengthen its' sustainability component as guided by the approved strategic initiative which is to Develop Public Private Partnerships (PPP) health & wellness models for the sustainability of the WBCG Wellness Service.

Moving forward, it is important that we define strategies as to how we will increase our market share in the corridors such as the TransKalahari Corridor where volumes are still at a very low base. The long term market growth in this market is our base for continued investment to grow this market which we are sure of will yield positive results in the near future. This market remains a prime opportunity for the WBCG to step in and offer sustainable solutions and an alternative trade route in providing a suitable option for traders for the Gauteng Region of South Africa.

Coupled to this, we believe that our long term view of developing the Brazilian market connection is slowly getting into fruition as we are getting closer to the desired volumes to facilitate the institution of a direct call from Latin America to Walvis Bay in the near future.

Market intelligence together with better project management is essential for the WBCG to improve its corridor development programme in the medium to long term and therefore we remain focused on it.

We will persist through our PPP to create awareness, lobby on trade facilitation and putting our Walvis Bay Corridors out there to eventually provide a better, safer, quicker and smarter corridor route to importers and exporters in the SADC Region.

Although some of the markets that we are operating in are filled with political uncertainty, we believe that the demand in commodities from the SADC Region will remain in the medium to long term and therefore we need to assure that we have the capacity and availability to accede on such opportunities.

Over the past 17 years of the existence of the WBCG it has grown into a significant institution which continues to impact trade within the SADC Region. Staff turnover has been low and the strong foundation of the institution has allowed more confidence from the national owners, regional partners and other international stakeholders. Although various factors such as an increase of pressure on the Namibia Dollar/US dollar exchange rate and various projects, both core and non-core influenced the sustainability of the organization, it stood tall to be one of the best corridor business models on the Continent and at large.

#### Strategic partnerships

We would also like to thank the loyal partners of the WBCG who has assisted and supported the business of the WBCG during the past year. We have once again partnered with the Namibia German Centre of Logistics to host the Annual Logistics workshop in Swakopmund in September 2016, which has been a great event bringing together both academia and industry players. This year has seen new support from GIZ to support the Logistics Hub project and a great appreciation to the technical support from JICA on the further development of the Logistics Masterplan. The much valued Logistics Master Plan and Capacity Building project contribution through the African Development Bank (AfDB) remains an important project to build capacity for the WBCG in the medium to long term. New partners such as the Afreximbank has allowed us to bring in a stronger element of SME and private sector development to look at the possibility of expanding our local transport and logistics sector. The continued support from

## *The Walvis Bay Corridor Group*

*(WBCG) is a service and facilitation centre to promote the benefits of using the Walvis Bay corridors through the port of Walvis Bay to and from southern Africa.*

our partners has allowed us to broaden our business profile and strengthened our institutional work to improve our corridor development in the medium to long term. The support to our Wellness service has been welcomed and well defined for future growth through the support that we have received during the past year from USAID, SFH, the SADC Secretariat, the Ministry of Health and Social Services and other strategic partners.

### *Into the future*

Following the dream of crafting Namibia into a Logistics Hub for the SADC Region remains our main focus as this has also been incorporated into the National Development Plan V of the country, which was launched by His Excellency Hage Geingob, President of the Republic of Namibia during July 2017.

Our Strategic Plan, going into its third year of implementation remains the compass for our corridor development and sustainability which holds long term value for our members and stakeholders. Our employees and members remain the cornerstone of the organization and continuous drive, focus and development will lead us unto a prosperous path for the future. Strengthening and broadening the transport and logistics sector remains an important area of growth and therefore we will engage and reach out to regional and global companies to lure them on the new opportunities that Walvis Bay and the rest of Namibia can offer to them. It is our task to create awareness and attract global companies to develop their distribution points for the SADC Region, via the Port of Walvis Bay and thereby providing a more cost effective alternative trade route for the SADC Region.

As a final word I would like to take this opportunity to thank my fellow Board Members, the Management team, and our dedicated team, our members, for their commitment to providing excellent corridor services for our customers over the course of the past year.



# CEO'S REPORT

## 2016/17



*Chief  
Executive  
Officer,  
Mr. Johnny  
Smith*

### More focused

We continued to streamline our corridor business – aligning our resources where we can increase our market share – as part of our ongoing effort to improve efficiency by lowering costs and concentrating on our most competitive businesses. The evolving transport and logistics landscape offers exciting potential for future growth and further integration in our business. That is why we have created a better strategy to target new business in 2016/17 to explore and develop attractive commercial opportunities.

This year more service providers along the corridor routes have expanded their service offering. While this has been progressing well, we have identified a number of opportunities to improve our offer, and are planning to reposition and expand this program for FY 2017-18.

### Strengthening our focus

We expect operating conditions in and between some of the markets in which the Group operates to remain competitive. There have been some improvements: growth in Zambia showed a good level, and the Botswana market as well as the Malawian market has increased moderately. There are some new uncertainties ahead, including threats as a result of more trade facilitation challenges, the impact of regulation and political volatility, and global oil prices in the Angolan and DRC markets. We try to be better positioned to weather these challenges.

While the intensity of some headwinds has eased, it will take time to fully capitalise on the opportunities that a better environment will present. Having secured our foundations as an alternative corridor we are now deliberately and patiently building on those foundations to deliver safe business growth.

When I look back at the Group's short history it is clear that periods of heightened uncertainty can create opportunities for our clients and for the Group. The actions we have taken in 2016/17 are making us fitter, nimbler and better able to find and execute those opportunities.

Our largest regional business, in Zambia, performed particularly well, culminating in its highest-ever market share. Our transformation programme in Zambia and other

markets has accelerated growth and provided a stronger alternative corridor of trade for this market.

Given the challenging market conditions facing certain businesses within the portfolio, reorganization initiatives have been undertaken and resources and focus employed to increase their resilience. Many of these initiatives have been actioned under a project matrix system. Through this approach we have defined specific project opportunities, along with market intelligence we have built up short, medium and long-term import and export opportunities for our members. These opportunities are being followed through to realize such projects in the medium to long term. Our objective remains to provide a real alternative trade route for importers and exporters which creates more value and reduces the cost of imports and exports.

I feel confident that long-term shareholder value can be created, building from our strong service provision and leading market positions to deliver on the Walvis Bay Corridor's potential.

We are in a hugely privileged position through the services offered by our members, and everything we do has an impact on them, their service delivery, their costing structure and beyond. We're custodians of facilitating the Walvis Bay Corridors as an alternative trade route, and therefore we need to be smart and disciplined about how we market it. Our members also play an active part in operating our Walvis Bay corridor networks, every time they turn their wheels on the corridors. So the way we engage with them and explain our business is a continuous priority.

We have also tried a number of things that haven't worked – but any regrets are centred on not trying more, or not stopping things earlier once we sensed that they don't have a long-term future.

#### Our prospects

We still have enormous opportunities ahead of us, but we also have bigger, stronger and more active competitors than we have had at any other time in WBCG's history making their presence felt in our markets.

It is easy to claim that these competitors are too big and superior to compete against, but if that is your outlook we would be doomed and would never have achieved our success to date. We would have been overrun and never have taken off. We do, however, have a long-term perspective on growing our markets and therefore we will continue to devise strategies which are aligned to growing the markets on their own merits.

#### Our marketplace

It is with this forward thinking view that we have taken action and have highlighted areas of focus across the Walvis Bay Corridors. In our marketplace we are clear on our consumer value proposition, the four key service pillars: range, price, experience and trust.

#### The long term

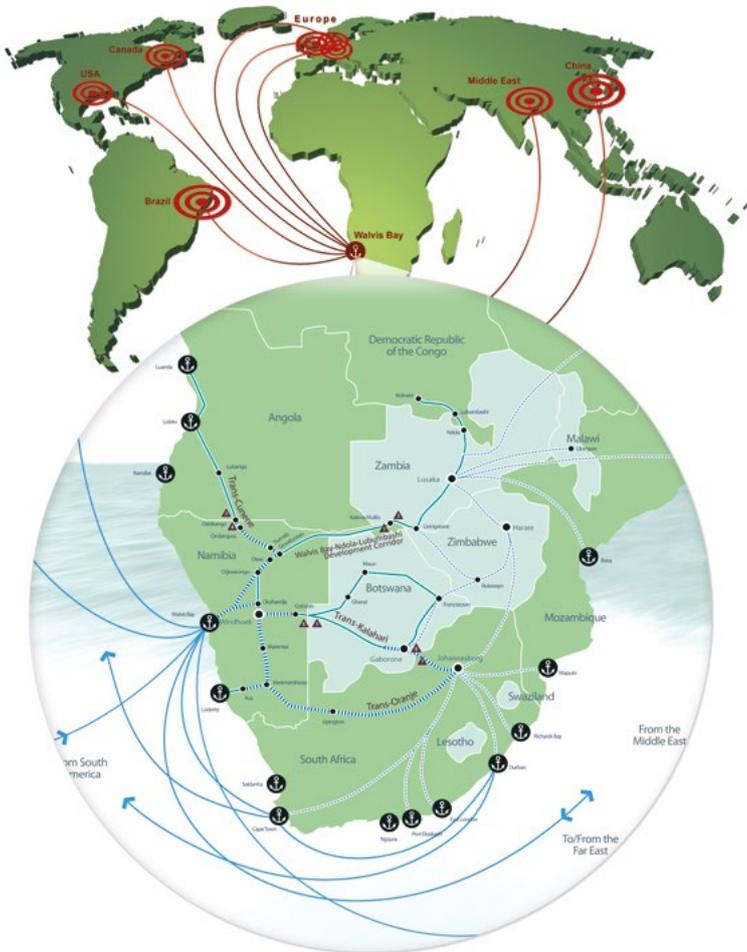
It is our job to provide the most value to our customers and to grow the value to our corridor users, while keeping an eye on the future and on new opportunities and threats as they develop.

We are up to this task. It starts with having a clear understanding of our purpose and what we are good at, and then relies on us having the culture, capacity and drive to experiment, fail at some things, succeed at others, and ultimately innovate to keep growing and stay relevant.

While we are a lot smaller than some of our competitors, the Walvis Bay Corridors network today is an ideal size to serve as a boutique corridor. We are big enough to do things at scale and have a good impact on Namibia and its neighbouring countries. But we are still small enough to have good cohesion and low bureaucracy, and for being a place where individuals with drive can shape the business.

As we venture into the future our corridor service offerings will have to be smart, accurate and effective. We will understand our regional market intimately and our customers better. We will relentlessly continue to improve our offering while trying new things. I am confident and excited about our prospects and the growth we can achieve.

We have worked hard over the years to earn the trust of those we serve and do business with in the SADC region and the world. Our purpose is simple: we create alternatives to save time and money. We take both aspects of our purpose seriously.



We want to thank you for believing in the Walvis Bay Corridors. We are a company of the future. We are operating from a strong private-public sector foundation and take action aimed at strengthening our business this year and beyond. We will continue to strengthen our service offering throughout the SADC region, we will continue to build our supplier network and service provision capabilities, and we will put them together in a way that saves customers time and money. And as they choose our corridors we will work behind the scenes to create shared value for all so that they can be confident that their trust in us is well placed.

During the past year we have seen some positive change as the corridor volumes have grown slightly in our favour. This is due to our long-term approach of building volumes along all three main corridors and developing the markets to create more value for our customers. Our consistent approach of developing new business is reaping some fruits as we go with the tide, one step at a time. Although the TransCunene Corridor has been negatively affected by the lower global oil price, we have seen some positive shift along the Walvis Bay-Ndola-Lubumbashi Corridor.

Our continued presence and follow-up in the Zambian market is showing progressive results as this market is gaining more and more confidence in Walvis Bay. This situation therefore provides further opportunity for strengthening our commodity base in this market from the traditional commodities to other bulk commodities that can also flow via the WBNLDC route.

#### Capacity building projects

The Walvis Bay Corridor Group Wellness Service initiative developed and implemented further high impact health and general individual wellness interventions through various platforms in Namibia and across the SADC region. During the past reporting period Wellness focused on stepping up efforts to strengthen its sustainability component guided by the approved strategic initiative which is to develop health & wellness models in the form of Public Private Partnerships (PPP) for the sustainability of the WBCG Wellness Service. Developing stakeholder relations and improving the marketing and communication component of the project has emerged as a key success factor in achieving

sustainability. Through the support from both the public and private stakeholders, including the development partners, the WBCG advocates and facilitates sustainable HIV/AIDS and workplace wellness initiatives. Following the signing of a Cooperative Agreement between the WBCG and the Ministry of Health and Social Services (MoHSS), a series of consultation meetings were conducted with various key stakeholders in the regions in which the WBCG operates its mobile and fixed health facilities. Continued support from our strategic partners such as USAID, GIZ, SADC Secretariat, Global Fund and our Ministry of Health and Social Services has allowed us to strengthen our Wellness Service further. We are reaching more people and getting closer to our target public to improve the wellness of our border communities and the transport and logistics sector at large.

As the WBCG receives more recognition for its business model on corridor development we continue to set the stage on the continental and global level for our business approach and success story of business development and trade facilitation. Our long-term partnership with the United Nations Economic Commission of Africa has allowed us to lead the Africa Corridor Management Alliance and through this grouping we are working with various Corridor Management Institutions in Africa to share best practice to enhance long-term economic prosperity for the continent by building structured corridors for the African continent. During the past year we have also formed a new strategic partnership with the Afreximbank to see how we can cooperate to excel in corridor development and infrastructure development by supporting the SME sector and eventually enhance capacity for the transport and logistics sector with easier access to funding products.

The capacity building project funded by the African Development Bank for a period of three years has been extended by six months due to some challenges posed by the project, and in order to ensure that the project will be completed on 30 June 2018. The Manager for Projects and Funding as well as the Consultant for the WBNLDC resigned during the past financial year. Filling these portfolios has been a challenge, but we have used internal capacity to ensure timely delivery of some of the outcomes of the project. Good progress has been made with the road safety assessment

on the Namibian side and the final report was submitted and discussed with the various stakeholders along the TransCunene Corridor. We have started with the Logistics Masterplan programme which is on track to be completed during the first quarter of 2018. The training programme provided by the training service provider, GMLS to suitable candidates in the transport and logistics sector is scheduled to be completed within 12 months before the end of 2017.

As part of the SDI activities for the year under review the WBCG SDI team recommitted itself to focus on specific industrial and value chain projects in ensuring that we deliver on the mandate received from MITSMED. Two of the investment projects that WBCG helped to profile and pack for the MISTMED were exhibited at the INIIC (Invest in Namibia International Investment Conference) on 8-9 November 2016 and secured investors from South Korea and France. The ten value chain research projects and business plan templates that the SDI team is busy populating are based on the sector growth strategies launched by MITSMED in line with the "Growth at Home" strategy. This process will also ensure that we develop bankable SDI projects for implementation.

#### Building our Logistics Hub

In addition, we expect to further invest in capability in the year ahead to support the business development and growth strategy.

#### Thank you

The dedication and commitment of our team, co-opted members and other strategic partners across the country, the SADC region and internationally are central to our ability to provide high-quality transport & logistics and wellbeing services to our customers. I would like to thank each of you for your valued contribution during the year.

To our members and partners I would like to extend my gratitude for your continued support of the WBCG in FY 2016/17.

# BOARD OF DIRECTORS

As at 31 August 2017



Bisey Uirab  
**Chairperson**



Jack Dempsey  
**Treasurer**



Willem Goeiemann  
**MOWT**



Patrina Nakale  
**MITSMED**



Nehemia Nghishekwa  
**MoHA**



Susan Beukes  
**MoF**

*BEHIND A BRAND IS GREAT LEADERSHIP*



Immanuel !Hanabeb  
**Namport**



Conrad Lutombi  
**RA**



Ali Ipinge  
**RFA**



Agostinho Victor  
**Municipality of  
Walvis Bay**



Riaan Lottering  
**WBPUA**



Willie Prosser  
**CLOF**



Charity Mwiya  
**NCCI**



Harold Schmidt  
**NLA**



John Dias  
**NATA**

# MANAGEMENT

As at 31 August 2017



Johnny Smith  
**Chief Executive Officer**



Clive Smith  
**Manager:  
Logistics Hub**



Edward Shivute  
**Manager:  
Wellness Services**

*BEHIND A BRAND IS A GREAT TEAM*



Gilbert Boois  
**Manager: Spatial  
Development Initiative**



Klaudia Mwala  
**Manager: Finance  
& Administration**



Eric Shimumbwe  
**Consultant: Cluster  
Secretariat WBNLDC**



Cindy-Lu Hasheela  
**Manager: Marketing  
& Communications**



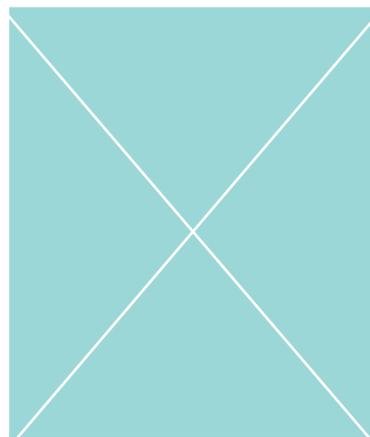
Ricardo Latkani  
**Business Development  
Representative: Brazil**



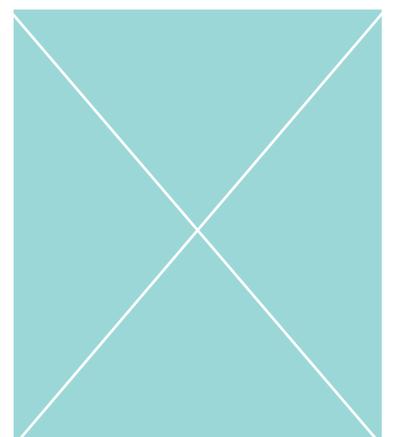
Kabash Munung  
**Business Development  
Manager: DRC**



James Kaposa  
**Business Development  
Manager: Zambia**



Vacant  
**Business Development  
Manager: South Africa**



Vacant  
**Manager: Projects  
& Funding**

# MARKETING & COMMUNICATIONS



*We shall effectively promote the corridors as the preferred trade routes to all our customers.*

## STAKEHOLDER ENGAGEMENT

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MEMBERS

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MEDIA

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EVENTS



## SOCIAL MEDIA

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## BRANDING

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## ADVERTISING

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## PROMOTION

The department worked diligently to improve our support to the WBCG's internal and external stakeholders. We identified better ways to work with regional and international markets to complement the marketing and business development programme of the WBCG. In support of our core business we continued to apply our communications strategy to strengthen business development initiatives.

We have intensified the activities as laid out in our communication strategy within the regional market as well as expanded on the international network. As a means to reach more stakeholders we hosted several information sessions in Namibia and in our regional markets to share developments on the Walvis Bay Corridors.

### Event Management

In the area of marketing we focused on face-to-face engagements. The department organised networking events nationally and regionally to create awareness of the service offering of the Walvis Bay Corridors. These events included information sessions, exhibitions and conferences, as well as local and regional Logistics Hub forums to support the WBCG's business development drive.

Information sessions were hosted in Lusaka, Kinshasa, Windhoek and Walvis Bay. Most of these events were arranged in support of the Logistics Hub initiative but also to create more awareness and stakeholder support for other projects within the WBCG.

We collaborated with the Namibia Trade Forum (NTF) and Transport Forum to hold information sessions for a wider audience and to strengthen ties with these two important stakeholders. The Namibia German Centre of Logistics in collaboration with the WBCG hosted the 9th Annual Transport and Logistics Workshop in Walvis Bay during the past year. This platform focuses on bridging the gap between academia and industry in the logistics sector by presenting practical case studies to improve engagement between participants and enhance the learning process in the logistics sector.

#### Strategic Partnerships

We continued to develop strategic partnerships to enhance our role as a facilitator for trade and transport. The events and partnerships are carefully selected to derive maximum value for our stakeholders, offering them the opportunity to meet new clients. These partnerships do not fail to bear fruit: as new audiences hear our message, increased opportunities are created for our members. Regionally hosted events grow in popularity and we have seen renewed private sector support.

We have created new partnerships and strengthened our existing partnerships with various conference organisers to create a platform for our members to increase awareness of the Namibian offering to the regional transport market. Collaboration with the Namibia Trade Forum provided a platform for the private sector to engage in new opportunities of exploring trade between SACU and Mercosur countries, which is supporting the growth of our international corridor between Brazil and Namibia.

Our partnership with South Africa's Transport Forum provided us with the opportunity to address South African industry players in Walvis Bay, updating them on the developments at the Port of Walvis Bay and on the Corridors. We have increased our interaction with the Botswana and Zambia Dry Ports in the Port of Walvis Bay, in order to assist them with their promotion activities.

As recognition of our brand continues to grow and interest in the route increases, we push forward towards our vision of a world-class logistics hub for southern Africa.

#### Media

The WBCG maintains a good relationship with the media in Namibia as well as regionally and internationally. During the year under review we focused on developing our contacts to media organisations in all the relevant markets in order to expand our channels of communication. Various advertorials were placed in national, regional and international transport and trade publications, which include the Freight and Trading Weekly (FTW), the Namibia Trade Directory and various international publications.

In order to keep Namibia's logistics news in the print media we submitted regular media releases and articles specifically requested by journalists. Stories sourced from our newsletter were published in local newsprint and by online news agencies. By cultivating a strong relationship with our national broadcaster we have managed to participate in various TV and radio interviews discussing the developments on the corridors, the logistics hub initiative



and our wellness service project. Radio and TV interviews to promote the Port of Walvis Bay were conducted with the media of South Africa, Botswana, Zambia and Brazil.

Marketing and Communications also circulated media clippings of relevant local and regional information to keep our members and team informed on the changes in the logistics and trade landscape in the SADC region.

**Communications**

Our digital publications and online presence extends our footprint in the global arena. Our revamped online newsletter, the eCorridor, is distributed monthly to recipients globally. The newsletter’s growth is assured as new stakeholders we engage with are regularly added to the distribution list.

The WBCG website, which serves as an important source of information to our stakeholders, is regularly updated with news articles, event postings and important industry documentation. We have entered link-sharing partnerships in order to strengthen the connection with our members’ and partners’ websites. This practise clearly increases the flow of traffic to our respective websites. The WBCG website had 10 981 visitors during the period under review,

of whom 68.8% were newcomers. Top visitors to the site were from Namibia and South Africa. Visitors from the United Kingdom, the United States, India, the Netherlands, Germany, Brazil, Botswana and Zambia also showed keen interested in learning more about the Walvis Bay Corridors.

Our social media presence and interaction has increased through our Facebook page. The page attracts new members daily and steadily grows in popularity. With regular updates and engagements we are able to talk to a younger audience about the future of logistics in Namibia. This platform carries news items, upcoming events, advertisements, vacancies and photo uploads. We have added LinkedIn to our social media profile. This platform has proved to be a valuable business tool, as many international connections were made via this space. We look forward to exploring new platforms created by the evolving world of online media.

**Way forward**

We have steadily expanded our network to improve our reach and extend our regional and international footprint. The department keeps looking for new innovative ways to disseminate WBCG’s and our stakeholder’s information to the local, regional and global markets.

The department supports the various WBCG projects and business development offices through its event management activities, marketing and communication opportunities, and develops strategic partnerships in order to aid us in achieving the objectives of the organisation.

In our operating sphere we will continue to look for and implement new methods to increase the awareness of the Walvis Bay Corridors and support Africa’s vision of an integrated, unified continent.





*Continuing to  
be committed  
to provide  
adequate and  
cost effective  
capacity and  
efficient  
services.*

# INTERNATIONAL & REGIONAL BUSINESS DEVELOPMENT

## BRAZIL

We have done well in raising awareness of the Walvis Bay Corridors in the Brazilian market during the past year. Various channels of communication were used to create said awareness and have built relationships and partnerships in the Brazilian market and in Latin America at large in order to expand horizons on the Walvis Bay opportunity.

### Overview

The Brazilian economy is finally emerging from a slump in 2016. Consumer and business confidence is rising in various sectors, and we have seen an increase in locomotive exports. This project cargo is one of the initiatives that the WBCG has worked on to develop more trade volumes between Brazil and Walvis Bay. In January 2017, TransNamib received six new locomotives at the Port of Walvis Bay. The fuel efficient locomotives were acquired from General Electric, an American company with Latin America headquarters in Brazil. The trains, funded by the Government of Namibia, were acquired after TransNamib entered

into a 10-year Rail Transport Agreement (RTA) with Dundee Precious Metals Tsumeb (DPMT) in 2015. The agreement involves the transportation of 225 000 tons of sulphuric acid per annum from the DPMT sulphuric acid plant in Tsumeb to Rio Tinto's Rössing Uranium Mine in Arandis.

With the WBCG Brazil office's consistent engagement with the market, in line with our marketing strategy based on business intelligence, confidence in the Walvis Bay gateway is growing. A new export opportunity for Brazilian poultry arose as the poultry flu situation in South Africa forced importers in the region to look for new sources of the product. This led to an increase in Brazilian volumes via the Port of Walvis Bay. The Port of Walvis Bay saw 20 372 tonnes of cargo move from Brazil into the southern African region. The main commodities, amongst others, included frozen poultry, sugar and machinery. The volumes peaked from February to July 2017. In the same period Brazilian volumes destined for Malawi also increased.

### Activities

During the past year the WBCG Brazil has participated in various events in Latin America, the Caribbean and Africa. We presented the investment opportunity offered by Namibia becoming a Logistics Hub for southern Africa. Various networking and promotional events in Brazil and beyond were also used for this purpose. Some of the main events included the Intermodal in São Paulo, the LAC (Latin America, Caribbean and Africa) Summit in Nairobi, Kenya, the Wafa Business Summit in Addis Ababa, and the New Vision for Africa at the WTC São Paulo to name but a few.

Our marketing and business development campaign in the Brazilian market is complemented by promoting Namibia's Logistics Hub concept to selected Brazilian companies.

The WBCG Brazil further developed partnerships with various business associations and groupings to strengthen the message and concept of linking Latin America to the rest of Africa via Namibia. These associations include the Afrochamber, ABIPECS, ABEIVA, Abramilho, SUDER, Abiec, FEIPESCA, MFA NAM and MFA BR.

With this vast market we are now honing in on more specific customers that include shipping lines, exporters and various logistics service providers. We build on our market intelligence to develop the direct trade route between Brazil and Namibia via the Port of Walvis Bay. The information gathered is used as a springboard to establish new links and opportunities for customers. This has been extensively done with the support of the regional offices in the SADC region where personal visits were arranged to create interest in using the Port of Walvis Bay. Follow-ups were then conducted to establish shipping, port and land capacity to link imports from the Brazilian market to landlocked areas in the SADC region.

Volume growth in the period under review indicates that there is increased interest among importers in Namibia to explore the trade route from Brazil for the

local and regional markets. This direct trade link is creating a stronger network of traders between Namibia and the Brazilians. We look forward to exploring further relationships to improve trade for this route.

Trade volumes from Brazil via the Port of Walvis Bay to the SADC region have grown by more than 70% compared to the previous year. Even though the total of 20 372 tonnes for exports via Walvis Bay is still below the peak level of years ago, this is seen as a positive sign that we are regaining our market share.

Our business development office in São Paulo continuously pushes to increase volumes by focusing on a multitude of commodity exports from the Brazilian market, produced by sectors like the food industry, mining and oil, which will support Namibia's Logistics Hub development and thereby Namibia's national development plans. Opportunities exist with commodities such as maize, sugar, fish, copper and other goods from the mining sector. The market segments to receive our attention are mining, agribusiness, energy and technology.

### Conclusion

During the next period we will focus on the business community. As we see increased interest from Brazilian exporters, it is up to the Namibian business community to explore the opportunities being created. We help to link partners in trade in order to promote a direct call between Brazil and Walvis Bay.

We endeavour to explore further commodities such as sugar, mining supplies, glass products and automotive parts to complement the international corridor between Brazil and Walvis Bay for the SADC region. This year a number of great connections were made with our office and we will leverage on our new-found relationships with key associations and partners in order to grow the interest in this trade route.

## SOUTH AFRICA

### Overview

The South African market is still in decline, but since the South African office is also responsible for developing the market in Botswana as well as Zimbabwe, particular emphasis was placed on supporting growth in those SADC markets. The Botswana market has grown during the past year and so has the confidence in considering Walvis Bay as an import and export port. The volume of goods in transit via Walvis Bay for the Zimbabwean market has remained constant, amidst challenges in the local economy, but we are aware of an increased interest in utilizing Walvis Bay as the preferred trade route to Europe and the Americas. Further focus was put on developing the direct trade route between Brazil and the Gauteng market in South Africa via Walvis Bay.

Long-term market growth in South Africa's Gauteng Province is the target of continued investment, and we are sure that it will yield positive results in the future. This market remains a prime opportunity for the WBCG to step in and offer sustainable solutions and an alternative trade route.

### Activities And Engagements

A list of projects was compiled which we use as a baseline to develop business over the medium to long term. As part of this process market intelligence is gathered and new business opportunities are created for the members of the WBCG. Through interaction with our members we also aim to offer a better service to importers and exporters in the Gauteng market, especially with regard to Europe and the Americas. The 48-hour delivery time between Walvis Bay and the Gauteng Province, together with the shorter sea leg still remains a much fast option for importers and exporter and reduces their import costs.

A follow-up was done to explore how Walvis Bay can benefit the supply chains of some of the major FMCG companies based in Johannesburg. The bottom line is that a long-term strategy is needed to build that specific business profile among those retailers. We have therefore started to create awareness of Walvis Bay and then determine how best we can serve this market segment.

A subsequent follow-up took place to determine interest in the Brazilian link for the Gauteng Province. We spoke to various importers who indeed indicated interest in using Walvis Bay as the preferred route for imports from Brazil. The shipping time of 10 days from Brazil to Gauteng is very lucrative for traders in South Africa. Various engagements with clients and service



providers took place during this year to see how we can best provide a complete logistics solution not only by sea, but also via the land link between Walvis Bay and Gauteng. Current capacity bottlenecks with return loads between Namibia and South Africa are an opportunity for road hauliers to offer more competitive rates from Walvis Bay to Gauteng.

As for the Botswana market the WBCG works with the TKCS and Botswana Rail, which is responsible for the Dry Port in Walvis Bay, to establish how volumes for Botswana can be increased via Walvis Bay. Engagements in the Botswana market and awareness creation have helped to grow the market. The joint marketing committee between Botswana Rail, TKCS and the WBCG has identified strategies for further growth. Botswana Rail has taken the lead in the marketing campaign in Botswana which started during 2017.

In general, the trading partnership between Botswana and Namibia is strengthening as companies in both countries are realizing common growth opportunities, spearheaded by the Namibia Chamber of Commerce and Industry and its counterpart in Botswana.

Awareness creation through talks and networking, like at the Transport Week in October 2016, still remain important activities to increase the footprint of the Port of Walvis Bay and the TransKalahari Corridor in South Africa. Opportunities to address conferences provided a good platform to introduce the concept and success story of the Walvis Bay Corridors to new and existing clients.

### Opportunities

The Gauteng market remains the biggest opportunity to ship imports and exports from Europe and the Americas via Walvis Bay in less than 25 days to their destination the industrial heartland of Southern Africa. With the expansion of the Port of Walvis Bay

through the new container terminal and bulk port, much interest has been shown and many opportunities have been presented to potential investors.

The FMCG market can significantly benefit through Walvis Bay. Therefore we are working on the best strategy on how to convince business sectors to use Walvis Bay for their time critical cargo. This is an on-going effort and a number of projects have been developed to realize such opportunities in the near future. Continuous engagements with importers, exporters, traders, freight forwarding companies, hauliers and other logistics service providers take place to see how we can engage in this opportunity and strengthen the TransKalahari Corridor as a new international trade route for the Gauteng market.

### The Way Forward

The Brazil trade route, which takes just 10 days from Brazil to the Gauteng Province, has become a focal point for South African market. We are driving our business development strategy with various projects. Our activities focus on how we can redirect imports via the Port of Walvis Bay, reducing the transit time and cost of imports from Latin America.

Our service offering regarding Europe and the Americas remains the best in transit time and we are therefore focusing on our long-term strategy to build volumes as we manage to convince the relevant stakeholders of the time and cost-saving benefits.

### Introduction

This report mainly covers the period from March to November 2017, due to the change of representation I. This report mainly covers the period from March to November 2017, due to the change of representation at the Walvis Bay Corridor Group's Lusaka office. We highlight some key economic developments and factors that had an impact on the trade environment.

*We shall position and brand the Group competitively through partnerships to increase balanced import/export cargo volumes.*



## ZAMBIA

Factors influencing trade include the political landscape, a power deficit, imbalances in freight charges among competing exit routes, the high inflation rate and the depreciating Kwacha, the night driving ban for trucks and public transporters and the ban on timber exports.

To get acclimatised to the responsibilities of the WBCG's Zambian office, the last six months were spent introducing myself to our stakeholders. I have attended various conferences and seminars with a view to increase and broaden business relationships with other stakeholders.

The WBNLDC route has become an important trade route for the Zambian market as this alternative offers reduced cost and time.

### Market Performance And Growth

As Zambia moves towards converting to a middle income country by 2030, trade activities play an even more important role. The country is working hard to increase its export and import volumes year after year.

Market volumes for Zambia have increased by more than 15% during the past year, a positive sign for the continuing importance of the Walvis Bay corridor as an alternative for trade destined for Zambia. As this corridor grows it offers a wider range of commodities and opens up new opportunities for trade. Apart from more commodities on this route, we also see an increase in the number of service providers active on this route. They include companies from the DRC, Namibia and Zambia, which produces a more competitive service offering to importers and exporters.

Investments in infrastructure development – mainly in construction, agriculture, energy and mining – have resulted in imports increasing to above 6% annually. Imports increased from 73,000 Mt in 2015 to 78,000 Mt in 2016.

*"You will either step forward into growth or you will step back into safety." Abraham Maslow*

This is a clear recovery from 2014 when the economy experienced stagnation due to power deficits that caused reduced production hours. No sector was spared. Other factors mentioned above also had a negative effect on economic growth. In 2016 uncertainties due to the disputed political elections stalled development. The effects carried over into 2017.

### The Market Forecast

As Zambia's economy continues to grow, the WBCG Zambia office continues to collaborate with stakeholders to promote business opportunities. Freight costs to Walvis Bay and lack of sufficient knowledge among Zambian traders about the Walvis Bay Corridor still stand in the way of using our port.

Our strategy is to think beyond traditional customers like importers and exporters. Instead, we also investigate how Zambian companies can develop infrastructure such as distribution facilities at the Port of Walvis Bay. Some of these opportunities include creating facilities for agrochemicals for the Zambian market. We encourage these capital intensive investments in facilities as blending with plants in our port. They could see interested parties coming together to benefit from the commercial value in the long term. We intend to intensify our efforts in engaging decision makers who can ensure the realization of such facilities.

Engagement with our clients, members and partners remains a priority. We are continually looking for new business options for them. We have remodelled our customer profile in Zambia to a more aggressive approach to explore the multitude of business opportunities in the market. We establish rapport with the corridor's potential clients in Lusaka, the Copperbelt and beyond as economic growth yields more opportunities for volume growth. Market intelligence remains a key factor as we investigate supply chain connections to ensure a targeted marketing approach for long-term logistics solutions.

Discussions with Government institutions play an essential role in promoting the Walvis Bay option. The Lusaka office will continue to broaden its customer base, working together with the other offices of the WBCG to create more value for our clients, which in turn adds cargo volumes for the Walvis Bay-Ndola-Lubumbashi Development Corridor.

*Creating  
alternative  
trade routes*

*Reduction in  
supply chain  
cost*

*Reduce transit  
time*

*Continuous  
improvement*

*Increase in  
Intra & Inter  
Regional trade*

## DEMOCRATIC REPUBLIC OF CONGO

With 80 million hectares of arable land and over 1,100 minerals and precious metals identified, the DRC has the potential to become one of the richest economies on the African continent and a driver of African growth [sourced from World Bank website]. The Congolese economy was, however, harmed in 2016 by the decline in world prices for its main exports and by a volatile political and security climate. Growth, propelled by the manufacturing industries, trade, agriculture, transport and telecommunications, fell from 6.9% in 2015 to 2.5% in 2016.

The economy seems to have gained traction in 2017. Output in the mining sector has increased as prices for key commodities have been on an upward trajectory throughout the year. In the first quarter of the year, cobalt production increased by 18.7%; copper and gold output also rose substantially, albeit at a slower pace. Although export earnings are set to increase, GDP growth remains subdued and economic conditions are challenging, as inflation remains at multi-year highs.

Striving to improve the business climate, the Government has launched reforms to strengthen governance and transparency in the extractive industries (forestry, mining and oil). New mining projects in the Katanga Province will lead to an increase in production by more than one million tonnes of metal per annum.

Copper and copper-related products remain the cornerstone of exports for the southern DRC, contributing significant value to the DRC economy on the whole. Although the political economy has influenced the commissioning of more mines in the Southern Province, investment in new projects continues, which provides opportunities for new cargo potential on the WBNLDC route.

The new mining projects include Katanga Mining's Kamoto Copper Company (KCC), the Musonoi Mine (COMMUS) and Ivanhoe's Kamoia-Kakula. These projects, established in Kolwezi with a total production capacity of 300 000 tonnes per annum,

were scheduled to commence in December 2017. This excludes the additional freight volumes expected from importing the raw materials and reagents needed in the production process.

As the DRC market grows and new mining projects develop over time, purchasing power in the Katanga Province increases. As a result, a host of new businesses such as supermarkets and distributors opened in Kolwezi to satisfy the demand for consumer goods. Approximately 90% of the consumer goods found in the supermarkets are imported to the Katanga Region predominantly from Europe and the Americas. This presents an opportunity for handling such imports via the Port of Walvis Bay. The Walvis Bay-Ndola-Lubumbashi Development Corridor provides a shorter route for Supermarkets in Katanga because Belgium and France are the major import markets due to the sizable community of Belgians and other Europeans working in the mining sector.

Efforts to engage potential importers and exporters to use the WBNLDC continue. In order to understand the trade links between the DRC and its international partners, we gather market intelligence and strengthen our network. Personal selling therefore remains the main vehicle in developing new business for this market.

The limited number of service providers on the WBNLDC route for the DRC still hampers further growth in this market. It is our aim to entice more service providers for the route between Walvis Bay and the DRC to provide more options to importers and exporters. Further interaction between our members and potential customers are encouraged in order to make use of these opportunities.

We continuously explore ways how Walvis Bay, compared to the traditional routes, can provide a better and more efficient alternative for trade to the southern DRC.

# CROSS BORDER FACILITATION

## WALVIS BAY-NDOLA-LUBUMBASHI DEVELOPMENT CORRIDOR (WBNLDC)

This annual report outlines the activities undertaken during the period September 2016 to August 2017 in order to facilitate trade along the Walvis Bay-Ndola-Lubumbashi Development Corridor (WBNLDC) for the member states, i.e. the Democratic Republic of the Congo, the Republic of Namibia and the Republic of Zambia.

### TRADE FACILITATION – ACHIEVEMENTS

#### Customs

The Zambia Revenue Authority (ZRA) upgraded the Internet System for ASYCUDA World from the third generation to a more reliable and faster fourth generation internet processor. This was in order to improve the internet connectivity of ASYCUDA World for the customs authorities of the member states when dealing with imports and exports of cargo.



*"The main aim of the facilitative leader is to leverage the resources of group members."*

*—Facilitating to Lead! by Ingrid Bens*

### Immigration

In line with the recommendations of the WBNLDC Agreement, Zambia and the DRC have harmonized the duration of visas issued to commercial drivers at their respective borders. In the spirit of the agreement Namibia also revised its immigration procedures for commercial drivers from Zambia and the DRC in August 2017.

### Decriminalization

Namibia's Ministry of Justice approved a bill on decriminalization and it now awaits gazetting.

### Railway development

Zambia's Ministry of Transport presently in the process of issuing a construction rail permit to EPISAN Consortium Zambia Limited to commence the detailed design of rail construction connecting the DRC, Zambia and Namibia. The Government has similarly appointed Team Engineering of Italy to carry out a detailed rail feasibility study to connect Livingstone to Kazungula-Kasane and Mulobezi-Sesheke with a view to further connect to the Namibian planned rail connection to the north-eastern border.

### Road works along the WBNLDC

In Namibia, construction has commenced to transform the coastal roads along the corridor. Two roads between Walvis Bay and Swakopmund, the B2 highway and the MR44 behind the dunes, are being transformed into dual carriage highways. Phase one of the upgrade has commenced with the construction of the MR44. This will be followed by second phase upgrade of the B2 highway. A 2+1 road upgrade is similarly planned from Swakopmund to Usakos.

The Government of Zambia is constructing a dual carriageway from Lusaka to Ndola. Construction work will take four years.

More transporters to and from Namibia are now using the Sesheke-Senenga-Mongu-Kaoma route. Government considers setting up toll plazas and weighbridges along this new route. The traditional Sesheke-Kazungula route (133.4 km) is in such a poor state that vehicles now need five hours instead of 1.5 hours when the road was in a good condition.

### Trilateral Road Transport Agreement

The final signature on the Trilateral Road Transport Agreement was added by the Namibian Minister of Works and Transport in September 2016. Working group meetings of the public and private sector were planned to start the implementation during 2018.

### Power failures

Namibian customs repaired the generator at the Wenela Border Post which assists in times of power failures.

### Zambia imports Namibian Salt

The Zambian Ministry of Health now allows Namibian salt for animal feed into the country.

### Veterinary regulations Namibia/Zambia

The Veterinary Department of Namibia now approves the packaging of meat bone according to the requirements of the Veterinary Department of Zambia and specifically clauses (J) and (K) of the Zambian permit application forms.

The Veterinary Department issues permits to Zambian exporters of fully processed leather through the Port of Walvis Bay. It has not banned the exportation of Zamleather through Namibia.

### Transshipment at Kasumbalesa Border Post

Security issues in the DRC have led to increased transshipments at the Kasumbalesa Border Post. Trucks from the neighbouring countries, including Namibia, are offloading at the border and small trucks from the DRC transport the cargo into the DRC.

## TRADE FACILITATION – CHALLENGES

### Situation at Machipisha Market In The DRC

Around the end of December 2016 and beginning of January 2017, SADC truck drivers closed the Kasumbalesa Border Post because of the lack of security in that country. Drivers were attacked on DRC roads by Congolese thugs in possession of firearms which they stole from the police station during the Kasumbalesa riots in September 2016. The DRC subsequently put stringent security measures in place along the Kasumbalesa-Lubumbashi road and beyond. By the same token Zambia introduced more effective security measures to protect truck drivers at Kasumbalesa Border Post.

### Health

DRC health officials have continued stamping “yellow fever cards” for drivers and are charging US\$ 10 per stamp.

Under Zambia’s Control of Goods Act an import permit fee is charged for malt transported from the Port of Walvis Bay to Congo-Kasumbalesa. The current rate is US\$ 100 per 30 tonnes. If a truck carries more than 30 tonnes, another US\$ 100 is payable for the additional load. Trucks carrying malt also have to be escorted from Katima Mulilo to Kasumbalesa but escort vehicles are non-existent.

Import permit for Zambia are issued to Namibian hauliers within two days after the application has been submitted. But issuing the equivalent permit for Namibia, called the In-Transit Permit by the Ministry of Agriculture, takes more than seven working days.

### Weigh bridges

The weighbridges in Zambia are not giving consistent readings. One or two weighbridges would give the same reading while the third one would give a different, an even higher reading than the other two. RDA has been engaged to look into the problem.

### Road tolls

The Ministry of Finance undertook to revise some of the regulations and laws governing Zambian roads by 1 January 2017. As a result of the measures taken all motor vehicles entering Zambia are subject to paying fees at the border. Consequently, this policy has translated to an increased cost for hauliers entering and exiting Zambia.

### Road transport

It has been reported that Zambian and DRC truckers tend to drive in convoys and at reduced speed from the Port of Walvis Bay along the WBNLDC, thereby causing congestion and contributing to traffic accidents when other road users want to overtake.

Unroadworthy trucks from the DRC and Zambia break down along the corridor and are left on the highways for days, thereby endangering the safety of other road users.

Namibia reported that some hauliers from the WBNLDC member states are carrying fuel in drums which are fitted under their trucks. Under the



Petroleum Products and Energy ACT, 1990 section 40, it is illegal to transport fuel in that manner. In addition, some drivers come to Namibia without proper licenses to transport dangerous goods.

#### Road infrastructure

##### a. Sesheke-Kazungula Road in Zambia

The road has deteriorated and requires immediate attention. This has been brought to the attention of the Directorate in charge of construction and rehabilitation at the Roads Development Agency.

##### b. By-pass Kafulafuta Road in Zambia

The road has deteriorated and requires immediate attention.

#### Night ban

With effect from 28 November 2016 the movement of unregistered vehicles, passenger buses and all commercial trucks is banned on Zambian roads from 21:00 to 05:00. Any of these vehicles found moving at night are impounded and drivers are fined. During the hours when driving is not permitted, trucks and buses are parked at roadblocks and weighbridges along the highways. The ban was imposed after a spate of traffic accidents that rocked the country.

But instead of reducing the number of road accidents the ban on trucks and passenger buses between 9 pm and 5 am causes a lot of accidents, especially on the WBNLDC section of the roads, because drivers feel forced to drive at high speeds during the day.

#### Mukula Logs

The Zambian Government has banned shipments of Mukula logs from the Democratic Republic of the Congo through Zambia. At the same time cutting of Mukula trees in Zambia was also banned. Due to the ban, an estimated 200 trucks carrying Mukula logs were stranded at the Kasumbalesa Border Post and along the route.

*"Growth is never by mere chance; it is the result of forces working together."*

*James Cash Penney,  
Founder of JCPenney*



*“It’s not about ideas. It’s about making ideas happen.” - Scott Branson, Behance*



# SPECIAL PROJECTS

## LOGISTICS HUB INITIATIVE

In today's fast-paced global economy, African countries find it increasingly difficult to maintain and improve economic growth. A third of the African countries are landlocked, making them reliant on maritime countries for their international trade. Burdened with the added challenge of higher transportation costs and cumbersome border crossing delays, this causes a higher cost of doing business for them. In the Namibian context, recent studies indicate that our small population and domestic market, weak employment generation as well as the dependent economic relationship with South Africa hamper our economic development.

In order to achieve our industrialization goals, as captured in our Vision 2030, the Government of Namibia continues to roll out national programs. One such program is the Namibia Logistics Hub Project. It is an ambitious initiative to exploit the country's latent advantage, i.e. its strategic location, to transform

Namibia into the preferred logistics and distribution centre for landlocked SADC countries.

With its own economic ambitions as a sovereign nation and to ensure sustainable growth Government has over the years invested heavily in the transport sector, not only to enable trade with the region and internationally but also to ensure access to essential services for the population at large. Over the years these interventions and developments have provided Namibia with a good baseline from which to further build on towards realization of its SADC Gateway vision.

The WBCG, in its role as implementing agency, continues to coordinate the public and private sector initiatives for the effective implementation of the National Logistics Master Plan's programs and projects. Critical components to ensure the realization of the Logistics Master Plan include logistics hub centre development, upgrading of road and rail infrastructure,

a truck stop development program, a market promotion program as well as an integrated border management program for our major border towns.

### Activities And Engagements

During the period under review the Logistics Hub Unit at the WBCG engaged in various activities aligned to the Logistics Master Plan's programs. Stakeholder engagements, locally, regionally and internationally, have been a key focus as we continue to promote the Namibian transport sector and our corridors.

While great strides have been made in infrastructure development in the transport sector over the years, Namibia still has a capacity deficit in terms of financial resources but even more in terms of the necessary skills to compete with international service provision in the logistics sector. Recognizing this impediment the WBCG continues to seek intervention to address capacity gaps and entered into a number of development agreements, including:

- ▶ three-year technical support to the public transport sector through JICA (Japan International Cooperation Agency)
- ▶ development agreement with the Federal Republic of Germany through GIZ, which provides both technical and financial support to the industry
- ▶ roll-out of various studies to compliment the 2015 Logistics Master Plan, such as the African Development Bank Phase III Master Plan Study and Capacity Needs Analysis with support from GIZ.

In order to ensure widespread stakeholder involvement the WBCG, with support from JICA and GIZ, formalized various working groups consisting of

members from both the public and private sectors. These working groups' core function is to reach consensus on various programs and initiatives and ensure buy-in and support from their respective institutions.

The working groups formed during the period under review include:

#### ▶ Strategic Marketing Working Group

Members: Ministry of Industrialization, Namport, TransNamib, NCCI, Namibia Airports Company, Walvis Bay Port Users Association, Namibia Logistics Association, Namibia Tourism Board, Walvis Bay Municipality

#### ▶ Capacity Development

Members: Ministry of Works and Transport, UNAM, NUST, Namibia Training Authority, Namibia Logistics Association

The Logistics Hub Unit participated in various events locally, regionally and internationally to promote and market the Namibia Logistics Hub Project in addition to engaging with global freight forwarders, cargo owners and potential investors.

The Project Manager for the Logistics Hub also served as Deputy Chair for the Transport Thematic Working Group during the formation of the National Development Plan 5. This allowed the WBCG to ensure that the programs and projects of the Logistics Master Plan were duly incorporated in the Implementation Plan of NDP 5.

### The Way Forward

While considerable progress has been made with the implementation of the Logistics Master Plan there is

*"A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty." Winston S. Churchill*

still a long way to go. The Logistics Hub Unit has devised an Implementation Plan covering the period 2017-2021, which also coincides with the NDP 5 period. Various preparations have been made to continue with a number of projects and further engagements over the next 3 years. These include:

- Completion of the AfDB Phase III Master Plan Study
- Finalizing preparations for on-going studies with support from GIZ, such as the Strategic Marketing Study AND Namibia State of Logistics Report.
- Implementation of Capacity Development Needs Assessment recommendations
- Development of marketing and promotional tools and material
- Continued promotion of the Logistics Hub Project
- Further strengthening of development partners' cooperation

The Namibia Logistics Hub Project has a multiplier effect as it has the potential to excellerate our Vision 2030 ambitions, acting as a catalyst for other industries. It further provides a platform for Namibia to play a greater role in regional and continental integration through trade facilitation, thus creating more enterprise opportunities for Namibians. Seeing as there are various similar initiatives in the region, a concerted effort with the necessary political and financial support is critical for Namibia to exploit its latent advantages.

The Walvis Bay Corridor Group, through the Logistics Hub Unit, remains committed to the successful implementation of the Logistics Master Plan, and will continuously engage with all relevant stakeholders as well as the Namibian public at large to ensure widespread participation.

## EVENTS

*Some of the events the Logistics Hub Unit participated in:*

- Logistics Hub Information Session – Kinshasa, DRC

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- NGCL Annual Transport and Logistics Workshop – Walvis Bay

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- 3rd Annual Connecting Africa Transport Infrastructure Conference – Cape Town, SA

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- Finland Trade Mission – Helsinki, Finland

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- 4th Annual German-Africa Infrastructure Conference – Hamburg, Germany

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- Africa Corridor Management Alliance (ACMA) Inauguration Workshop – Walvis Bay

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- Argus Africa Roads Conference – Maputo, Mozambique

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- TransKalahari Corridor Information Session – Gaborone, Botswana

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- Munich International Trade Fair – Munich, Germany

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- Caminex Copperbelt Expo – Kitwe, Zambia

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- Africa Rail Conference – Johannesburg, SA

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- Zambia Mining and Energy Conference – Lusaka, Zambia

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- Oil & Gas Africa – Cape Town, SA

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- Lusaka Information Session – Lusaka, Zambia

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- Logistics Hub Forums – various towns in Namibia

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- Namibia Investment Conference – Windhoek

## SPATIAL DEVELOPMENT INITIATIVE (SDI)

The Spatial Development Initiative (SDI) is a national programme with significant regional support intended to generate sustainable economic growth by mobilizing private investment capital for industrialization along the footprint and SDI logistics catchment area of the Walvis Bay Corridors. The SDI, which commenced operations in July 2012, is based on a bilateral economic cooperation agreement signed by the governments of Namibia and South Africa in November 2006. Namibia's Ministry of Industrialization, Trade and SME Development (MITSMED) mandated the WBCG through a signed memorandum of understanding in September 2011 to spearhead these activities.

### Namibia and South Africa's cross-border value chain programme

WBCG SDI along with MITSMED, MIRCO and other relevant ministries attended the Bi-National Commission's discussions between Namibia and South Africa in Pretoria during October 2016. Due to the South African Government's Department of Trade & Industry's (DTI) new mandate and restructuring process, the team were informed that operational funding for the Namibia SDI Programme will not be forthcoming. Namibia and South Africa, however, agreed that funding would be provided for the three identified projects for the regional value chain initiative. The identified projects are the Lodestone Iron Ore, the Grootfontein ICD and the 300MW Okakarara Coal Energy project.

At the end of the reviewed period, the MITSMED and DTI have yet to further discuss the funding for feasibility studies and value chain analyses for the three identified regional value chain projects. Severe budget constraints on the part of the Namibian Government and limited funding avenues restrain our efforts to move the SDI projects towards bankability.



### Namibia's Industrial and value chain projects

As part of the SDI activities for the year under review the WBCG SDI team recommitted itself to focus on specific industrial and value chain projects in ensuring that we deliver on the mandate received from MITSMED. Two of the investment projects that WBCG assisted to profile and pack for the MITSMED, exhibited at the Invest in Namibia International Investment Conference held in November 2016. The projects secured investors from South Korea and France. The Aloe Solar PV project in Rosh Pinah is currently under construction after which it will be commissioned by NamPower.

The business plans for the ten value chain research projects that SDI is currently developing, are based on the sector growth strategies launched by MITSMED in line with the "Growth at Home" strategy. This process will aid the development of bankable SDI projects for implementation. During the year under review, the final Project Document (ProDoc) was signed by the United Nations Industrial Development Organisation (UNIDO). The document awaits the signature by the Minister of Industrialization, Trade & SME Development, before an Inception Workshop to validate the Scope of Work and Methodology outlined in the ProDoc can be organised.

### Nationwide engagements

WBCG SDI accompanied the Department of Industrial Development (DID) at MITSMED for meetings with public and private sector stakeholders in the Hardap and //Kharas regions to discuss the progress on the projects emanating from Cabinet Decision No.23/09.12.08/010 on the socio-economic plight of the people of the south. Both regional councils in consultation with relevant local authorities agreed to forward the relevant projects for cabinet consideration via MITSMED. We took the opportunity to engage project promoters of SDI projects in and around Keetmanshoop and Karasburg to gather further information.

WBCG SDI met with the project promoter of the Quiver Tree Industrial Park in Keetmanshoop. The promoter secured 105 hectares of land through a Keetmanshoop Municipal Council Resolution that has since been approved by the Minister of Urban and Rural Development after successful public hearings. Keetmanshoop Municipality is now finalising the Deed of Sale with the project promoter who is also finalising his financing agreements.

Following a presentation by WBCG SDI, Nampont Lüderitz and Roatra Investments at a Council meeting in Karasburg during May 2017, the Karasburg Town Council approved the sale of five hectares of virgin land to develop a truck stop and logistics precinct. The sale is now subject to Ministerial authorisation and the issuance of public notice to solicit public views on the proposed development. Once the Minister of Urban and Rural Development approves the sale, an environmental impact assessment will be conducted. Namcor has provided a letter of intent to invest in the forecourt of the envisaged Namcor Service Station and the ASLA Group of Companies from South Africa has indicated its intention to invest in the project with financial guarantees.

In June 2017, WBCG engaged the //Kharas Regional Council and Management on how to fully unlock the Economic Stream of the Twinning Agreement with the Northern Cape Province. WBCG subsequently joined the //Kharas Region delegation on a visit to Kimberley, South Africa, for a Joint Political Committee meeting with the Northern Cape Province. The WBCG presented priority projects under the economic stream. Based on the WBCG's recommendations, the meeting resolved to escalate the discussion of the Twinning Agreement to the next Bi-National Commission Meeting between Namibia and South Africa to secure buy-in from both central governments. This project will form a part of the Gariiep spacial development initiative.

### Trade facilitation

Following a discussion with local representatives of Epic Financial Funding LLC, we introduced a business trade lead to Nampont and the logistics industry for the transportation of project cargo, i.e. plant equipment and components as well as construction material from the USA and Turkey, via the port of Walvis Bay to Zambia. This is for the Turnkey 525MW Automated Municipal Waste to Energy Plant (including renewable energy, MSW sewage water and water treatment plant) to be established in the Chongwe District Council of Lusaka Province. 800 hectares of land has been made available and all the necessary agreements and processes are in place with only the financing agreement to be finalized in New York during September 2017, backed by a 25-year PPA signed with ZESCO.

### Sourcing funding

WBCG SDI met with representatives of the World Bank and SSATP to discuss possible cooperation and funding for various projects of interest. The identified projects include the ratification of the WBNLDC MoA by the Zambian and Namibian parliaments and to establish a Permanent Secretariat of the WBNLDC, a feasibility study for the Logistics Hub Centre in Walvis Bay, an update of the Trans Caprivi railway feasibility study including detailed engineering design and a feasibility study for regional agricultural value chains.

In response to the Strategic Partnership Fund Call for Applications, WBCG SDI submitted a funding concept note and concept budget to the USAID Southern Africa Trade and Investment Hub (SATIH). The funding request is for market feasibility assessments for agricultural value chains, and a business trade mission to the USA. Evaluation of the concept applications are currently being done, after which we proceed with a full technical proposal.

Following the Call for Proposals published by the Africa Trade Fund (ATF), the WBCG submitted a funding proposal on SDI activities along the WBNLDC to the Africa Trade Fund (ATF). We await the outcome.

### Way Forward

The goal of the Spatial Development Initiative (SDI) programme is to generate investment projects in key economic sectors located in specific areas of the country, thereby increasing employment in these sectors and areas. For the coming year, we resume our engagement with the stakeholders on the various projects in order to encourage follow through that will see these projects reach fruition and contribute to the transformation of the Walvis Bay Corridors into economic corridors.

We continue to lend support to the company's trade facilitation objective and investigate various funding sources that would enable the successful implementation of the varied projects under the care of the department.

## WELLNESS SERVICES

Building on the achievements of 2015/2016, the Walvis Bay Corridor Group Wellness Service initiative continued to develop and implement high impact health and general individual wellness interventions through various platforms in Namibia and across the SADC region. Employee health and wellbeing is essential in ensuring good workplace attendance and optimum productivity. With our mobile wellness facilities we can deliver primary health care services to your doorstep, saving you downtime, saving you money and reducing absenteeism rates.

During the past reporting period the project focused on stepping up efforts to strengthen its sustainability component as guided by the approved strategic initiative which is to Develop Public Private Partnership (PPP) health & wellness models for the sustainability of the WBCG Wellness Service. Developing stakeholder relations to improve the marketing and communication component of the project has emerged as a key success factor in realizing sustainability. The fact that Namibia's economic status has been upgraded to upper middle income country has had an impact on many institutions and well-crafted projects, and the WBCG's wellness initiative was not spared. However, opportunities continue to emerge and although the market has become more competitive than ever, it remains our conviction that our strategies are prudently designed to support our efforts. With the support from both the public and private stakeholders, including the development partners, the WBCG advocates and facilitates sustainable HIV/AIDS and employee workplace wellness initiatives. These smart partnerships also aim to provide technical assistance and to strengthen the capacity of the WBCG in order to enable it to effectively facilitate the response to HIV/AIDS and other general wellness conditions within the workplace and along Namibia's major transport corridor routes. The ultimate goal of this project is therefore to improve and leverage public-private partnerships and as a result create sustainable health interventions in the private and public sectors of Namibia.



*“Don’t build links. Build relationships.”*

*– Rand Fishkin, founder of Moz*

Following the signing of the Cooperative Agreement between the WBCG Wellness initiative and the Ministry of Health and Social Services (MoHSS), a series of consultation meetings were conducted with various key stakeholders such as Management Health for Science (MSH), Intrahealth, USAID, SFH and the Regional Health Directorates in the areas in which the WBCG operates its mobile and fixed health facilities. The objective of these consultation meetings was to advocate support for implementation and to seek technical advice on how to integrate key services seamlessly into our current service package offering. As part of this agreement the WBCG Wellness project refocused its activities from basic health care services such as primary health care and HIV testing to base interventions with more impact such as provider-initiated HIV testing, immediate initiation of HIV+ clients on antiretroviral treatment, pre-exposure prophylaxis (PrEP), family planning, screening, diagnosing and treatment of sexually transmitted infections as well as on-site screening of non-communicable diseases specifically for employees of both the public and private sectors.

#### Wellness Project Expansion

While the WBCG Wellness project is still dependent on support from development partners, efforts to become self-sustainable continue and we remain on track to achieve 100% sustainability by 2021. Our health and wellness strategy has been developed to ensure that the project mobilizes adequate resources through strong and concerted smart partnerships with institutions that share and believe in our vision and mission. The model we follow to achieve our goal is based on the strategic Pareto Principle.

Our approach/strategy is embedded in this principle because it allows us to expand on our current services and provide a more focused quality-oriented service package only to stakeholders who value our philosophy and business model. With the support from both public and private stakeholders, including the development partners, the WBCG continues to advocate and facilitate sustainable HIV/AIDS and

workplace wellness initiatives. These smart partnerships also aim to provide technical assistance and strengthen the capacity of the WBCG to enable it to implement its health programmes effectively. In order to remain competitive and achieve our goal of being the health and employee wellness service provider of choice in the Namibian market, our service package now includes high impact services such as HIV testing and counselling, enrolling HIV+ patients in the ART programme and providing PrEP services to all individuals who consider themselves to be at significant risk of HIV infection. Screening for non-communicable or lifestyle diseases such as cholesterol, glucose, hypertension, haemoglobin or prostate cancer amongst others is a popular offering in our wellness package.

#### Opportunities

In December 2016 the WBCG participated in Namibia’s first ever National AIDS Conference in Swakopmund. It was at this historical event that the WBCG Wellness Service was selected from among other prominent institutions as ‘the best institution’ providing health services in the private sector of Namibia. The award was a befitting recognition of the remarkable contribution that the WBCG has made to providing health and wellness services for the transport and logistics industry.

Achieving the milestone of being the awarded this private sector accolade concluded 2016 on a high note for the Wellness Service. Our priority remains to provide high-quality wellness services that match the needs and affordability options of our clients and stakeholders. Through effective needs assessments before project implementation we are able to offer tailored and specific wellness service packages which specifically address the needs of our stakeholders. If necessary, we go the extra mile by adjusting our service packages so that no client or stakeholder leaves any of our health clinics without proper assistance or a satisfaction that matches the value of their investment in our services. The project consists of a combination of health strategies

which are innovative and user-friendly, and that remains our competitive advantage. The mix model of fixed and mobile wellness clinics located at various strategic hotspots in the country provides a unique platform where clients and stakeholders can easily access services within a framework that is free of stigma, enabling and of high quality.

### Strategic Focus Areas for 2017/2018

1. Strengthening the sustainability concept/strategy of the WBCG Wellness Project
2. Training & Development (Capacity Building) – WBCG Staff
3. Monitoring & Evaluation (Quality Assurance)
4. Marketing & Promotion of WBCG Wellness Services through powerful and targeted campaigns
5. Maintaining High Impact Wellness Activities

### Strategic Collaborations

Strategic Collaborations with the MoHSS: The WBCG serves on a number of strategic platforms spearheaded by the MoHSS, such as the National Combination Prevention Technical Advisory Committee, HIV Testing Committee, National AIDS Executive Committee, the Voluntary Medical Male Circumcision National Committee, The Global Fund Proposal Development Committee, National Strategic Framework Committee and the ARV Treatment Committee. These platforms allow the WBCG to influence the strategic direction of HIV/AIDS and Primary Health Care services in Namibia.

### Way Forward

The project aims to ensure that it is fully equipped to systematically implement, capture, generate and disseminate best practices through increased investments in high impact interventions as a model to position itself better and more significantly within the Namibian market. The smart partnerships developed over the past years will be sustained through closer collaborations and alignment of synergies.

The Walvis Bay Corridor Group recognizes the importance of building these smart partnerships and the facilitation and implementation of high impact HIV and employee wellness interventions in the transport and logistics sector, and they will be strengthened going forward. It is equally of vital importance to recognize that although the Walvis Bay Corridor Group has shown significant capacity to sustain its Wellness Initiative, there is still room for further engagements and structured approaches with all key stakeholders towards efficient health and wellness services. We still believe that we are strategically positioned to increase our market share in terms of community-based and employee health and wellness initiatives, hence we will continue to improve our brand by creating awareness and marketing our concepts to make sure that we remain the preferred health and wellness service provider in Namibia.



Successful implementation of the “**User Pay Fee Model**”  
- project sustainability rating, currently at 70%.

Participated in the first **Namibia National HIV/AIDS Conference** in Swakopmund and presented a research abstract.

Received the **award for Best Private Sector Organization** implementing HIV/AIDS and Wellness Programmes in Namibia

Signed a **Cooperative Agreement** with the Ministry of Health and Social Services.

**Partnership** between the WBCG and the National Institute of Pathology for blood sample testing and quality assurance was approved.

Signed **new funding agreements** with the Society for Family Health and the SADC HIV Fund for the periods April 2017 to September 2019 and July 2017 to March 2018 respectively.

WBCG collaborated with the Namibia Population-based HIV Impact Assessment (NAMPHIA) on the **ART programme**.

Participated in the **Pre-Post Exposure Prophylaxis Study Tour** at Wits University Reproductive Health Institute (RHI) in Johannesburg, South Africa, in partnership with SFH, USAID and MoHSS.

Roll out of the **ART (HIV) treatment services** at the Katima Mulilo, Walvis Bay & Oshikango Clinics.

Roll out of **pre-exposure prophylaxis demonstration programme** at Walvis Bay and Oshikango Clinics.

Selected to conduct **countrywide employee wellness screening services** for Nampower and the Ohlthaver & List Group of Companies.

Provided Nurse-Initiated Management of Anti-Retroviral Therapy (**NIMART**) **Training** to all WBCG Nurses.

Secured **two new container clinics** for each WBCG site in Katima Mulilo, Oshikango and Walvis Bay to bring the total number of container clinics to six as of 31 August 2017.

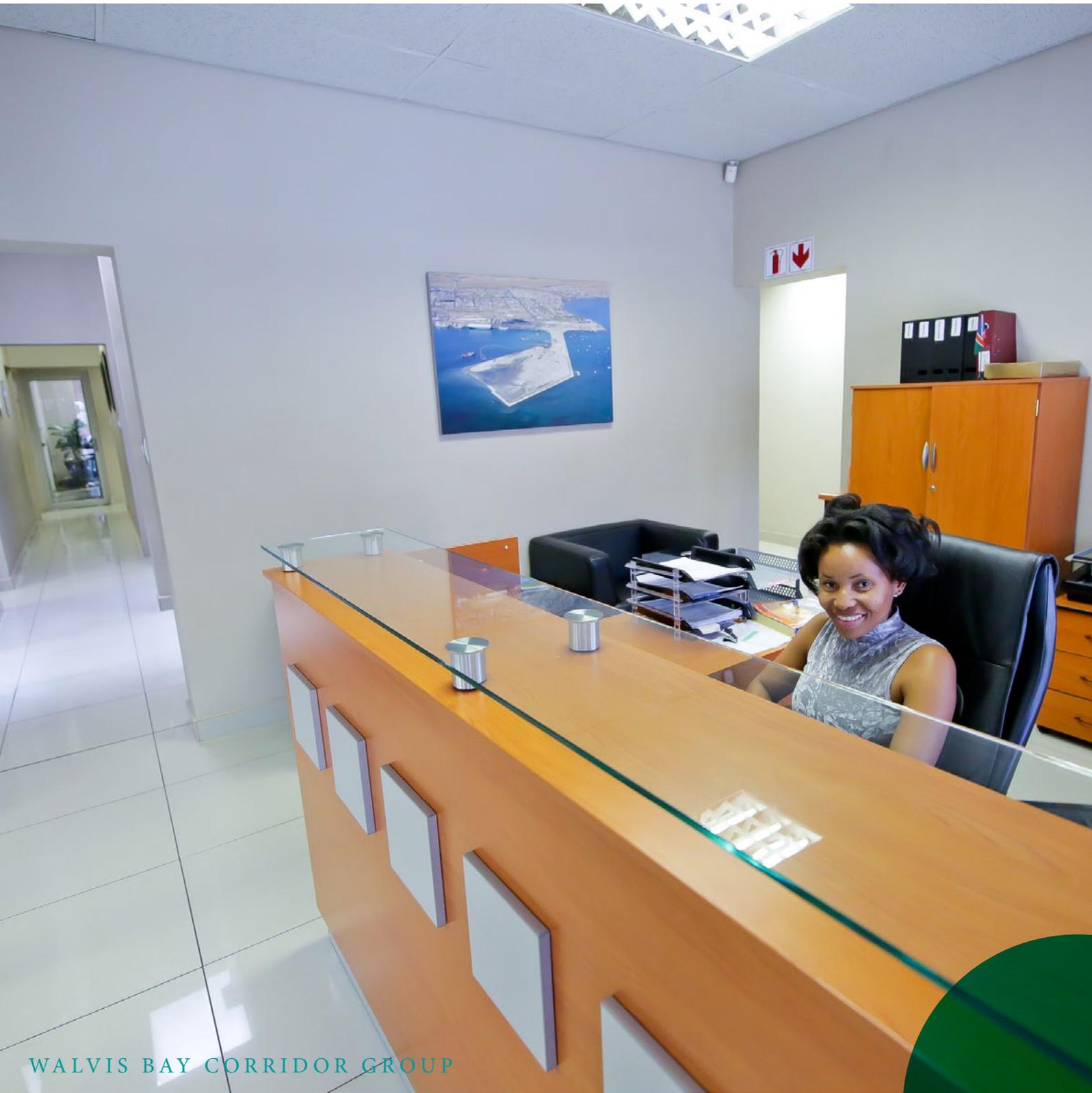
WBCG collaborates with the City of Windhoek on **Men's Health Campaign**. Implemented a “They care for us, who cares for them” wellness screening campaign for MoHSS employees in Windhoek.

WBCG attended the **AidEx Africa Conference** in Nairobi, Kenya, to share best practices and experiences.

USAID and the National Planning Commission visited the Oshikango Clinic to **share experiences on USAID's health/HIV activities** in Namibia.



# SUPPORT SERVICES



*Most brilliance arises from ordinary people  
working together in extraordinary ways.*

## FINANCE & ADMINISTRATION

WBCG's core operation is funded by members and donors. During the year under review WBCG has achieved cost reductions, improved operational efficiencies and increased asset value with the revaluation of its Head Office in Eros, all of which resulted in a healthy financial position.

The fact that the WBCG operates in the international transport market makes us vulnerable to the market forces of supply and demand. The depreciation of the South African Rand, to which the Namibia Dollar is pegged, had unfavourable effects on our cash flow position because at our regional offices our operational expenditure in Namibia Dollars increased significantly.

Finance and Administration focused on improving and streamlining processes to enhance service delivery. In order to be able to provide an improved response in reporting to our partners, donors, development institutions and our members, the organisation's policy is under review. The accounting system has been restructured and introduced effective internal controls.

We have rotated auditors. PricewaterhouseCoopers' term came to an end after three consecutive financial years. Grand Namibia was appointed for a 3-year term ending in 2019.

WBCG has successfully hosted the Trans-Kalahari Corridor Secretariat's financial management (MoU between Botswana, Namibia and South Africa) since 2003. TKCS has since been accredited and the handover took place in December 2016.

We continued to modernize and harmonize our information technology at the Head Office to ensure that our system supports our growing needs in business and human resources. The WBCG knows that the future will bring more changes in information technology. Therefore we have to keep our systems and technology updated. This has created significant value in terms of improved communication between our Head Office and our regional and international

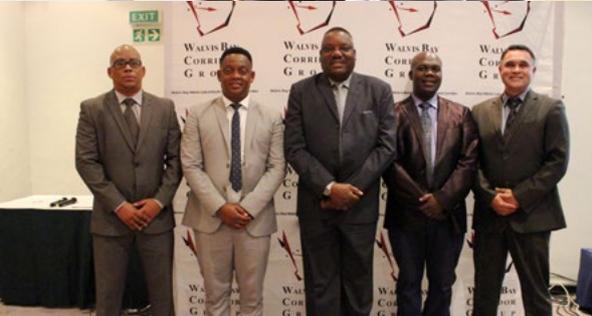
offices, and also reduced communication costs and operational expenditure for the WBCG in general.

Over the years WBCG has maintained a highly skilled workforce to execute the business strategy. We have remained a robust company where staff turnover has been relatively low. A strong emphasis has been placed on capacity building through training; developing leadership and management skills, exposure and consistent improvement are the main factors that keep human resources at the WBCG. The WBCG currently has a staff of 32.

Finance & Administration has played an important role in coordinating the funding of the various projects between relevant donors and internal support functions. On-going communication and follow-ups between these parties have ensured that the WBCG remains a strong partner to the relevant development institutions. The WBCG's strict adherence to corporate governance, transparency and accountability has allowed us to consistently ensure that we can utilize opportunities in the form of new and continuous project funding from relevant donors. Our strength lies within the consistent improvement and delivery of our various projects such as the Wellness Service, Projects and Funding portfolios as well as the SDI and Logistics Hub projects, which are leading us to new opportunities in the national, regional and international markets.

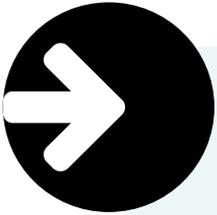
As a non-profit organization the WBCG strives to develop new opportunities to close the funding gap and ensure that we have sufficient resources to perform our short and medium-term activities.

The continuation of our projects and operations clearly is testimony to our successes and the confidence which our donors, members and stakeholders have in the WBCG. With the support of the Projects and Funding portfolio, the development of long-term funding remains a priority to provide for the gaps in WBCG activities. The WBCG has always received unqualified audited annual financial statements from its external auditors, including the donor-funded projects audit.



**EXPERT GROUP MEETING OF M&E AND PLANNING EXPERTS OF RECS ON TRACKING IMPLEMENTATION PROGRESS ON BIAT CLUSTERS**

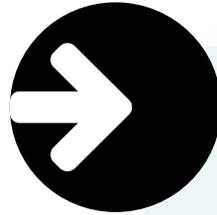
*The achievements of an organisation are the results of the combined effort of every individual.*



#### NOVEMBER 2016

##### WBCG WELLNESS SERVICE AWARDED HIV/AIDS HEROES ACCOLADE

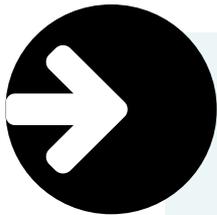
The WBCG's Wellness Service was named the 2016 Namibia HIV/AIDS Heroes in the Private Sector by the Venancius Rukero AIDS Orphans and Vulnerable Children Foundation. Wellness Service Project Manager, Mr Edward Shivute, stated that it is the project's priority to provide a tailor made wellness service. "By assessing client needs, we are able to provide a service that specifically caters to their requirements. We go the extra mile to adjust our service package to meet their need. That is our competitive advantage", he explains.



#### JANUARY 2017

##### ROAD UPGRADES IN PREPARATION FOR CARGO VOLUME INCREASE

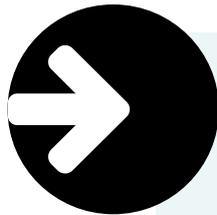
With their strategic plan outlining the focus areas of infrastructural development on the Namibian roads, the Roads Authority announced the commencement of the upgrade of the C28 into a double-lane highway. The road, which becomes Main Road 44, is also known as the 'dune road' between Swakopmund and Walvis Bay. The second phase is the upgrade of the B2 road, known as the coastal road between the two towns. This road will also be upgraded to a double carriageway. The total distance of both phases is about 100 kilometres. The 'dune road' will mainly cater for heavy transport from the Port of Walvis Bay.



#### FEBRUARY 2017

##### WBCG WELLNESS CLINICS NOW OFFERS FREE ANTI-RETROVIRAL TREATMENT.

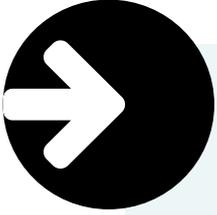
The WBCG Wellness Service launched the MOHSS' pilot Anti-Retroviral Treatment campaign at its Roadside Wellness Clinics. Recognised as Namibia's best Private Sector Organisation implementing health and wellness programmes, WBCG continues to offer an ideal structure to address HIV/AIDS in a cost-effective manner. This campaign was initiated with technical and financial support by USAID, the Society for Family Health (SFH), the Management Science for Health (MSH) and the Ministry of Health and Social Services.



#### FEBRUARY 2017

##### WBCG HOSTS THE AFRICAN CORRIDOR MANAGEMENT ALLIANCE

Leaders of various Corridor Management Institutions (CMIs) from across Africa have joined forces to develop cross border transport corridors. A meeting hosted by WBCG in Walvis Bay, brought together CMIs, joined by representatives from UNECA, AfDB, AUC, NEPAD and Afrexim Bank to discuss the architecture of the African Corridor Management Alliance (ACMA). The aim of ACMA is to provide the corridor states with lessons, practical tools for the design, capacity development and successful implementation mechanisms for economic corridors.

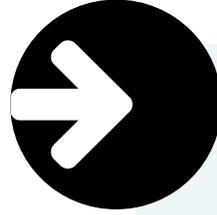


APRIL 2017

### WBCG WELCOMES NEW BOARD MEMBERS

The WBCG welcomed three new board members, of which two are female board members. Ms Susan Beukes representing the Ministry of Finance and Ms Petrina Nakale representing the Ministry of Industrialisation, Trade and SME Development join Mr Riaan Lottering from the Walvis Bay Port Users Association (WBP UA) as the WBCG's newest board members.

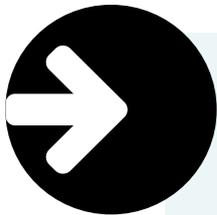
The addition of the two female board members recognizes WBCG's strategy to continually remain abreast of this robust industry through understanding the benefits of gender diversity.



MAY 2017

### WBCG CHAIRMAN AND CEO SELECTED TO SERVE AS NATIONAL PLANNING COMMISSIONERS.

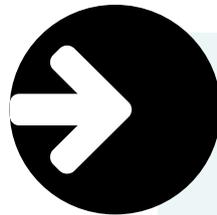
Mr Bisey Uirab, Namport's CEO and WBCG's Chairman of the Board, along with Mr Johny Smith, WBCG's CEO were appointed as Commissioners of Namibia's National Planning Commission by President Hage Geingob. The seventeen new Planning Commissioners will spearhead the social and economic development of Namibia for a three-year term.



MAY 2017

### WBCG INVESTS IN CAPACITY BUILDING FOR THE LOGISTICS INDUSTRY

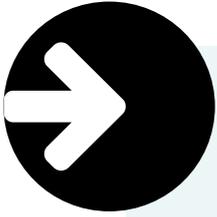
As Namibia's logistics industry continues to grow and develop new business, it is imperative to simultaneously build capacity within the industry. It is with this in mind that the WBCG has partnered with Global Maritime Learning Solutions (GMLS) to offer the internationally recognised FIATA Diploma in Freight Forwarding to various Namibians involved with the import and export of goods. Over 60 candidates from the private and public sectors are participating in this year-long course.



JUNE 2017

### NAMIBIA ELATED BY PASSING OF ONE-STOP BORDER POST BILL.

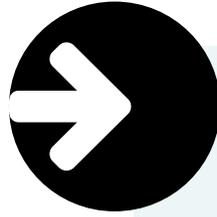
WBCG welcomed the passing of the One-Stop Border Posts Control Bill in Namibia's National Assembly. Finance Minister, Hon. Calle Schlettwein, who tabled the Bill, said that One-Stop Border Posts have the potential to improve trans-border traffic in terms of efficiency and with regards to law enforcement. "As a result, it can curb illicit trade and act as a better gate keeper at our borders", he stated. A One-Stop Border Post is an arrangement which unifies border clearance documents in order to facilitate the smooth movement of people and goods between countries.



**JUNE 2017**

**WBCG CHAIRS ROADS AND CORRIDORS CONFERENCE IN KENYA**

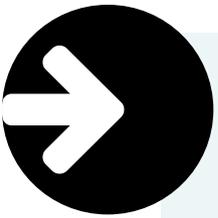
WBCG's CEO, Mr. Johny Smith chaired the Roads and Corridors East Africa Conference held in Nairobi, Kenya. The 2-day conference centered on the development of roads and corridors to enhance its socio-economic value to the African continent. It was noted that with the growth in urbanization on the continent, careful thinking should be dedicated towards developing urban city centers, whilst balancing the movement of people and goods between the continent's roads and railways.



**JULY 2017**

**WALVIS BAY CORRIDORS HANDLE MORE COPPER FROM DRC.**

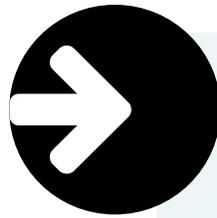
A Copper Mine from DRC can now be counted under the most recent permanent users of the Port of Walvis Bay, after the company decided to use the route via the Port of Walvis Bay to the Asian Markets. According to WBCG's Business Development Manager in DRC, Mr. Kabash Munung, the company's decision was motivated by the efficiency and cost effectiveness of the Corridor. The mine also produces cobalt hydroxide used in China for battery and cellphone manufacturing.



**AUGUST 2017**

**WBCG LOGISTICS MANAGER APPOINTED TO ROADS AUTHORITY BOARD.**

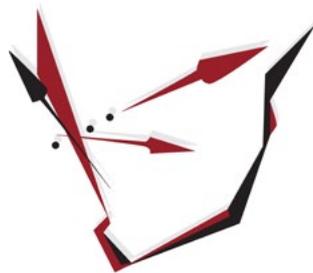
The Roads Authority (RA), whose statutory objective it is to manage Namibia's national road network, recently appointed new five new Board Members. We are pleased to announce that the WBCG's Logistics Hub Manager Mr. Clive Smith, has joined the RA as a Non-Executive Board Member for a period of three years. Asked about his appointment, Mr. Smith said that this provides an opportunity for the WBCG to contribute to the strategic direction of the Roads Authority in particular their priority programs under the NDP 5.



**AUGUST 2017**

**PORT OF WALVIS BAY RECEIVES 1 000 TONNES OF AMMONIUM NITRATE.**

The Port of Walvis Bay recently achieved another milestone. The Port can now handle volatile chemical substances in large volumes. A consignment of one thousand tonnes of ammonium nitrate, destined for a local Uranium Mine, was off loaded at the Port. Ammonium nitrate is used by the mining industry to manufacture explosives. The ammonium nitrate, which was packed in one-tonne bags, was hoisted in batches by the cranes on the wharf and loaded onto trucks parked alongside the ship. The entire operation was completed in four days.



WALVIS BAY  
CORRIDOR  
G R O U P

**ANNUAL REVIEW 2016-2017**

*Produced by the  
Marketing and Communications Department  
of the Walvis Bay Corridor Group*