

WALVIS BAY
CORRIDOR
GROUP



2026 - 2031 STRATEGY

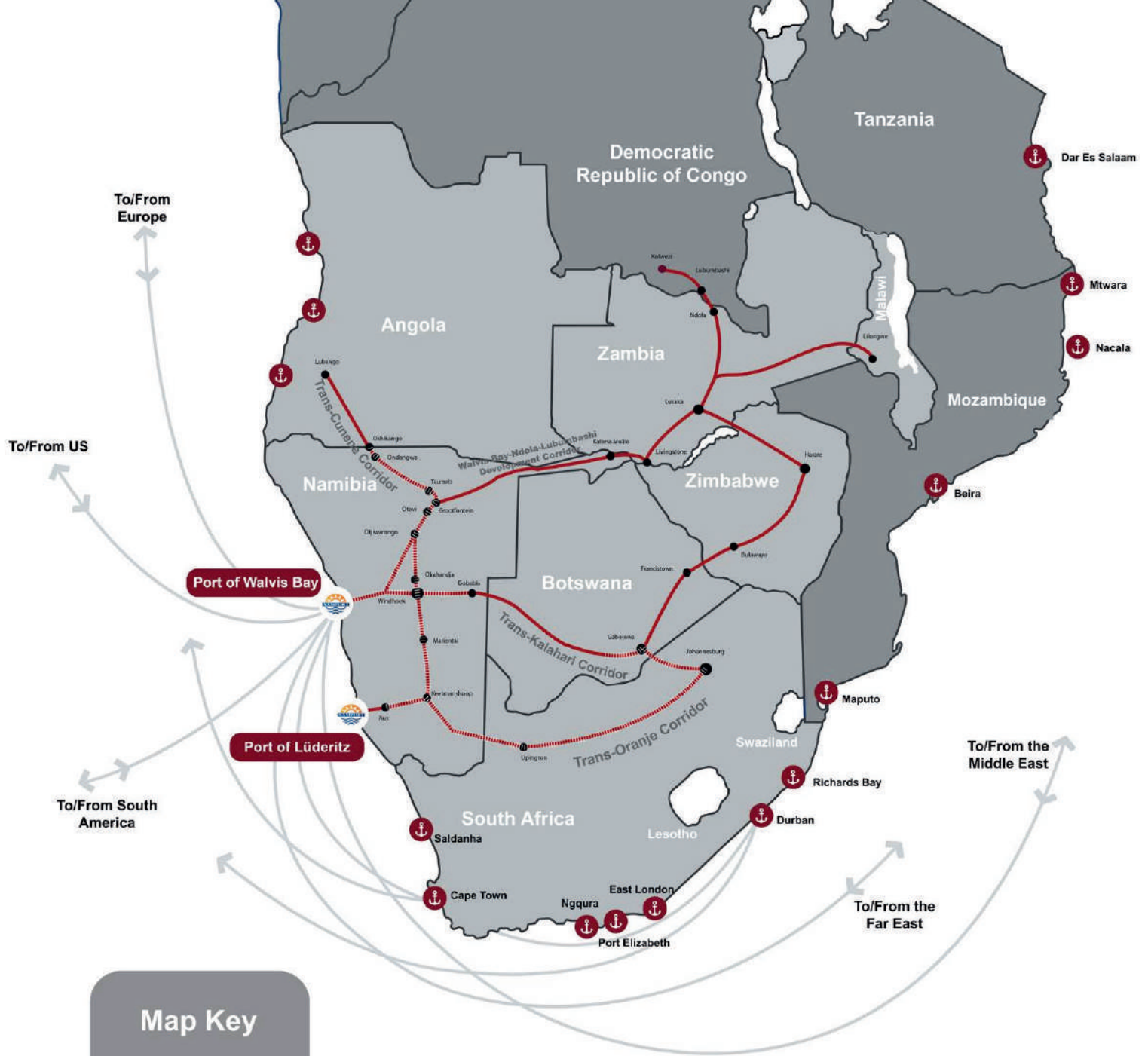


2026 - 2031



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NAMIBIA: Gateway to the world



01 ABOUT WBCG

Established in 2000 as a public-private partnership, the Walvis Bay Corridor Group positions Namibia as a regional logistics gateway by facilitating trade, increasing cargo throughput, and coordinating transport infrastructure development. It operationalises this mandate through an integrated network of road and rail corridors linking landlocked SADC markets to global trade routes via the Atlantic seaboard, anchored by the high-capacity Port of Walvis Bay and the complementary Port of Lüderitz.

The WBCG's public-private model combines government policy and regulatory enablement with private sector expertise, market access, and operational efficiency, enabling coordinated decision-making and alignment across the logistics value chain. This is consistent with Namibia's development trajectory, where Namibia National Development Plan 4 prioritised port-led corridor expansion, and Namibia Sixth National Development Plan advances a more integrated, performance-driven logistics system with strengthened cross-border coordination and private sector participation.

The corridor network spans four key routes: the Trans-Kalahari Corridor linking Namibia to Botswana, South Africa and Zimbabwe; the Walvis Bay-Ndola-Lubumbashi Development Corridor connecting to Zambia and the Democratic Republic of Congo, the Trans-Cunene Corridor linking to southern Angola, and the Trans-Oranje Corridor connecting to South Africa's Northern Cape.

Beyond transport infrastructure, the WBCG contributes to national development through implementation of the National Logistics Hub Master Plan, supporting Namibia's positioning as a regional logistics hub, and through its Wellness Programme serving corridor-based and mobile populations.

The organisation is sustained through a diversified funding model comprising contributions from the Namibian Ports Authority, support from the Ministry of Works and Transport Namibia, membership fees, and donor partnerships.

Regionally, the WBCG fosters corridor coordination and operational efficiency through collaboration with the Trans-Kalahari Corridor Secretariat and ongoing institutional development of the Walvis Bay-Ndola-Lubumbashi Development Corridor Secretariat.

The WBCG is transitioning from a coordination institution into a value-creating platform focused on unlocking commercial opportunities across logistics corridors, with increased emphasis on execution, business development, and performance-led solutions. This shift is underpinned by digitalisation through interactive platforms, real-time visibility systems, and advanced analytics, enabling data-driven facilitation, improved stakeholder coordination, and end-to-end logistics efficiency that converts infrastructure into measurable trade and economic outcomes.

02 FOREWORD

The Walvis Bay Corridor Group (WBCG) enters the 2026–2031 planning cycle building on over two decades of corridor development and trade facilitation. The WBCG achieved a 91% cargo volumes growth, having increased from 1.1 million metric tonnes in 2020/21 to 2.4 million metric tonnes in 2024/25, reinforcing Namibia’s role as a regional logistics gateway through sustained public-private coordination established since 2000.

Global supply chains continue to undergo structural realignment, with increased emphasis on reliability, security, and route diversification. These shifts have created a temporary rebalancing of trade flows, as shippers reassess traditional corridors in favour of more predictable and efficient alternatives. It is the WBCG’s strategic intent to sustain performance, reliability, and cost competitiveness to ensure that current volume gains translate into durable trade flows.

Within this evolving landscape, Namibia’s logistics sector is gaining structural relevance. The designation of the Port of Walvis Bay as a Southern Africa transshipment hub under a long-term concession agreement with Mediterranean Shipping Company (MSC) strengthens the country’s integration into global shipping networks and expands capacity for domestic, regional and transshipment export-oriented growth. This positions the corridor system for increased utilisation, anchored on operational efficiency and service reliability.

This opportunity arises within a constrained fiscal environment, where Namibia must strengthen non-tax revenue sources to support fiscal consolidation. The logistics sector’s ecosystem already contributes meaningfully to national socio-economic development and regional economic integration through increased economic activity.

This Strategic Plan is therefore anchored in four execution priorities designed to translate opportunity into measurable national outcomes:

01

Governance discipline strengthening accountability and alignment between corridor operations and national economic objectives;

02

Financial prudence and stability through broadened revenue streams and strategic partnerships;

03

Risk management thereby enhancing resilience against operational, market, and cross-border volatility to protect corridor continuity;

04

Performance management linking cargo volumes, efficiency, and service reliability to defined economic and fiscal outcomes.

The WBCG commits to resolute execution of these priorities, converting global opportunity into enduring national prosperity. On behalf of the Board, I extend sincere appreciation to the Government of the Republic of Namibia through the Ministry of Works and Transport our stakeholders, partners, and dedicated team for their unwavering support. Together, we will secure Namibia’s position as Africa’s premier logistics hub.

Andrew Kanime
WBCG Board Chairperson



03 EXECUTIVE SUMMARY

The 2026–2031 strategic planning cycle sets out a clear direction: to scale corridor volumes, strengthen performance, and deliver measurable economic impact for Namibia and the region. By 2031, corridor volumes will increase to approximately 3.6 million tonnes. This growth will be achieved through targeted market development across key regional markets, improved coordination across corridors, and the systematic resolution of trade bottlenecks that constrain cargo movement.

Financial sustainability will be strengthened over the same period. Revenue will be diversified across membership, commercial services, and strategic partnerships, reducing reliance on single funding sources. The Logistics Hub function will play a central role in this transition by mobilising funding, structuring partnerships, and unlocking investment for corridor-supporting infrastructure. This will ensure that growth in corridor activity is supported by a sustainable and scalable funding model.

Execution will be delivered through a focused set of strategic initiatives.



01

Securing and growing volumes will remain the primary driver, supported by structured business development and targeted stakeholder engagement across Zambia, the DRC, Botswana, South Africa, Zimbabwe, Angola and Malawi.



02

Digital corridor transformation will be implemented to enable real-time visibility, establish a centralised data environment, and develop an analytics capability that supports data-driven decision-making.



03

Trade competitiveness will be strengthened through targeted interventions that reduce delays, improve efficiency and regulatory certainty as well as enhance the reliability and predictability of corridor performance.



04

Financial sustainability will be reinforced through the development of value-added commercial services, including data products and advisory offerings.



05

The Logistics Hub initiative will advance Namibia's positioning as a regional logistics hub while mobilising investment and funding for infrastructure development and corridor expansion.



06

Internally, organisational capability will be strengthened through targeted development, process standardisation, and the embedding of data-driven decision-making, supported by clear accountability and performance tracking.



07

Marketing and communications will support execution by shifting from awareness to value demonstration. Corridor performance data, stakeholder outcomes, and evidence-based messaging will be used to build confidence, influence decision-making, and drive increased utilisation across national, regional, and international markets. Engagement will be structured and targeted to align corridor promotion with trade opportunities and stakeholder priorities.



08

The Wellness Programme will be expanded and further integrated into corridor operations as a core component of performance, supporting workforce health, reliability, and productivity across the logistics ecosystem.

These initiatives will operate as an integrated system, reinforcing one another to drive overall performance. Delivery will be anchored in a structured performance framework. The Balanced Scorecard will serve as the central alignment mechanism, linking strategic initiatives to measurable outcomes across financial sustainability, stakeholder value, operational efficiency, and organisational capability. Performance will be tracked through indicators such as cargo volumes, border efficiency, revenue diversification, infrastructure milestones, and stakeholder retention, ensuring that progress remains measurable and grounded in operational reality.

For stakeholders, the outcomes will be clear. Cargo owners will benefit from improved reliability, greater visibility, and more predictable transit times. Government partners will benefit from a coordinated platform that supports policy implementation and economic growth. Members will receive measurable value through improved performance, market access, and strengthened engagement.

This strategy provides a focused and deliverable roadmap. It builds on existing strengths, addresses key constraints, and aligns stakeholders toward shared outcomes. The direction is clear. Delivery will define the outcome.

04 CORPORATE PHILOSOPHY

Our corporate philosophy places stakeholders at the centre of everything we do. Government and private sector partners, members, customers, funders, and the communities we serve are not merely participants in our work; they are the reason we exist. Their success is our success.

Value is achieved through deliberate alignment with national and regional priorities. The organisation aligns its strategy with national priorities including industrialisation, logistics development, and economic diversification as articulated in Namibia's Vision 2030 and the Sixth National Development Plan (NDP6), which call for advanced industrialisation, mineral beneficiation, and the development of logistics nodes and value-adding Strategic Development Initiatives. Regionally, we align with frameworks supporting market integration and trade facilitation, including the African Continental Free Trade Area (AfCFTA) for harmonisation of customs and elimination of non-tariff barriers, and the SADC Regional Indicative Strategic Development Plan (RISDP) 2020–2030 for alignment of corridor management with regional standards. Through the International Logistics Hub Master Plan, we strengthen public-private interfaces and master planning to advance national logistics coordination and hub development. This alignment is reinforced by active participation in national forums to strengthen infrastructure connectivity and PPP policy evolution.

We envision positioning Namibia as the preferred trade and logistics hub in Southern Africa. We are committed to unlocking the region's trade potential through the promotion of efficient, reliable and integrated transport corridors that drive sustainable regional prosperity.

We strive to provide innovative service offerings to all our stakeholders, consistently exceed their expectations, and add value through our unique Public-Private-Partnership model. Our corporate mindset is anchored on the values and principles of good corporate governance, applying the principles of King IV in discharging our responsibilities. Our mandate is strictly non-regulatory and non-operational; we do not own infrastructure but facilitate alignment among key stakeholders.



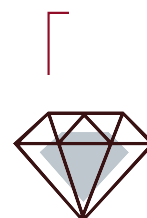
VISION:

Strive to position Namibian corridors as the preferred trade routes and logistics hub in Southern Africa.



MISSION:

Unlock Southern Africa's trade potential through the promotion of efficient, reliable, safe, and integrated transport corridors that drive sustainable regional prosperity.



CORE VALUES:

We value people first, integrity, excellence, partnerships, accountability, and innovation. Our number one priority is to understand the needs of our stakeholders and serve them well.



PEOPLE FIRST
Respect, connect and care



INTEGRITY
Actions that inspire trust and confidence



EXCELLENCE
Offering only the best
A high performance culture



PARTNERSHIPS
Achieving more together



ACCOUNTABILITY
Consistently delivering on our commitments



INNOVATION
Always improving



VALUE PROPOSITION:
We drive regional excellence by leveraging our unique PPP model to provide faster, safer, reliable and efficient transport and logistics solutions within Southern Africa.



05 ORGANISATIONAL STRUCTURE

GOVERNANCE FRAMEWORK

The WBCG operates under a robust Public-Private Partnership (PPP) governance framework that promotes ethical conduct, transparency, and effective decision-making. Strategic oversight is provided by a representative Board of Directors, drawn from both the public and private sectors, which ensures balanced leadership and alignment with national and regional trade objectives.

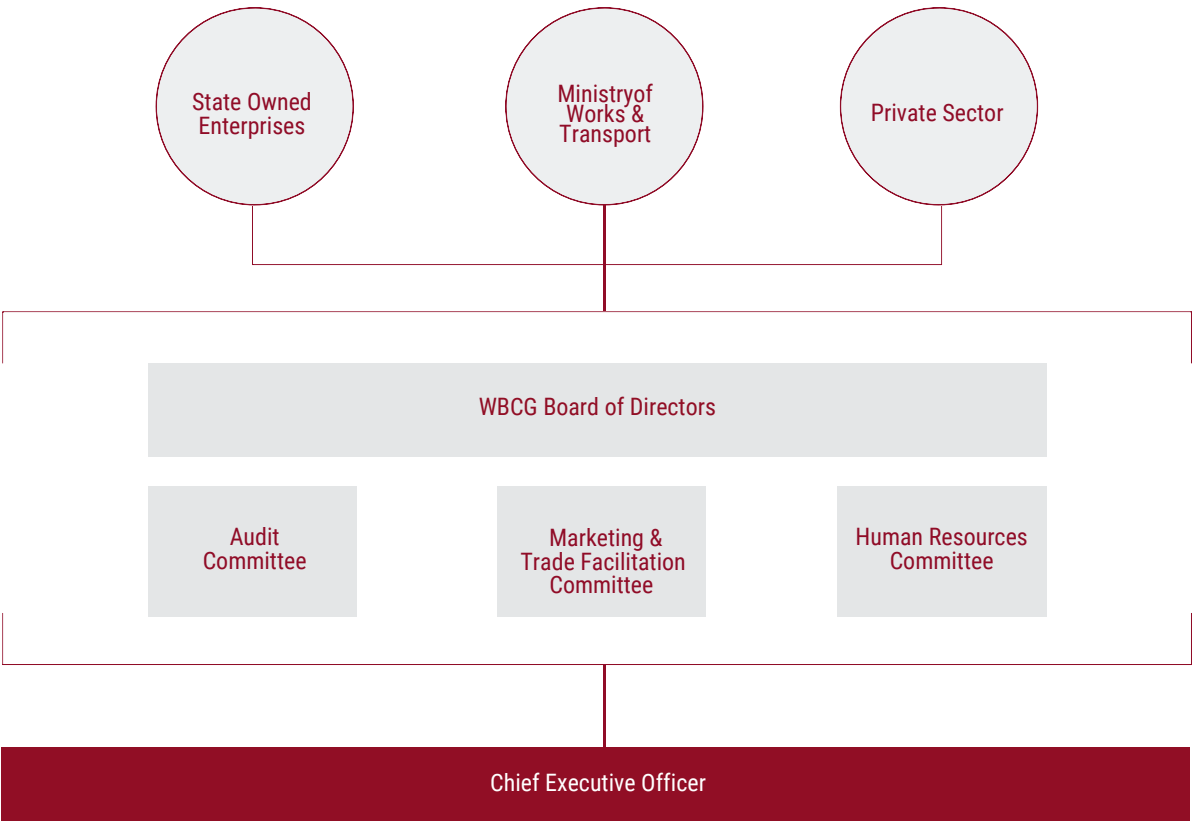


Figure 2: WBCG Governance Framework

BOARD SUB-COMMITTEES

AUDIT & RISK AND COMPLIANCE COMMITTEE	HUMAN CAPITAL AND REMUNERATION COMMITTEE	MARKETING AND TRADE FACILITATION COMMITTEE
Key Responsibilities - Ensures the integrity of financial reporting, oversees internal and external audits, and monitors the effectiveness of internal controls. - Oversees enterprise risk management and ensures compliance with legal, regulatory, and governance requirements.	Key Responsibilities - Oversees workforce planning, employee retention, and employee wellbeing programmes. - Ensures alignment of human resources strategies with organisational strategic initiatives.	Key Responsibilities - Promotes Namibia's transport corridors. - Facilitates smooth and efficient trade. - Works to reduce trade barriers and delays. - Coordinates key stakeholders. - Receives regular reports from the CEO on matters including key issues, bottlenecks, and successes.

Table 1: WBCG Board Subcommittees



Andrew Kanime
Board Chairperson (Namibian Ports Authority)



Jonas Sheelongo
Board Deputy Chairperson (Ministry of Works & Transport)



Ilona Nkandi
Board Member (Ministry of Industries, Mines & Energy)



Tulimekondjo Ishitile
Board Member (Municipality of Walvis Bay)



Elias Mwenyo
Board Member (Namibian Ports Authority)



Tulimeke Munyika
Board Member (Ministry of Home Affairs, Immigration, Safety and Security)



Elvis Kambatuku
Board Member (Road Fund Administration)



Kallie Grünschloss
Board Member (Walvis Bay Port Users Association)



John Dias
Board Member (Namibia Transporters Association)



Bisey Uirab
Board Member (Namibia Airports Company)



Desmond van Jaarsveld
Board Member (TransNamib)



Mbahupu Tjivikua
Board Member (Roads Authority)



Johan van Dyk
Board Member (Container Liners Operators Forum)



Titus Nampala
Board Member (Namibian Chamber of Commerce and Industry)



Ms. Susan Beukes
Board Member (Namibia Revenue Agency)

MANAGEMENT COMMITTEE (MANCO)

Led by the Chief Executive Officer, the Management Committee (MANCO) provides operational leadership and oversight of the WBCG’s day-to-day activities, ensuring the effective implementation of strategic priorities aligned to its mandate of facilitating trade and logistics along the Walvis Bay Corridors.

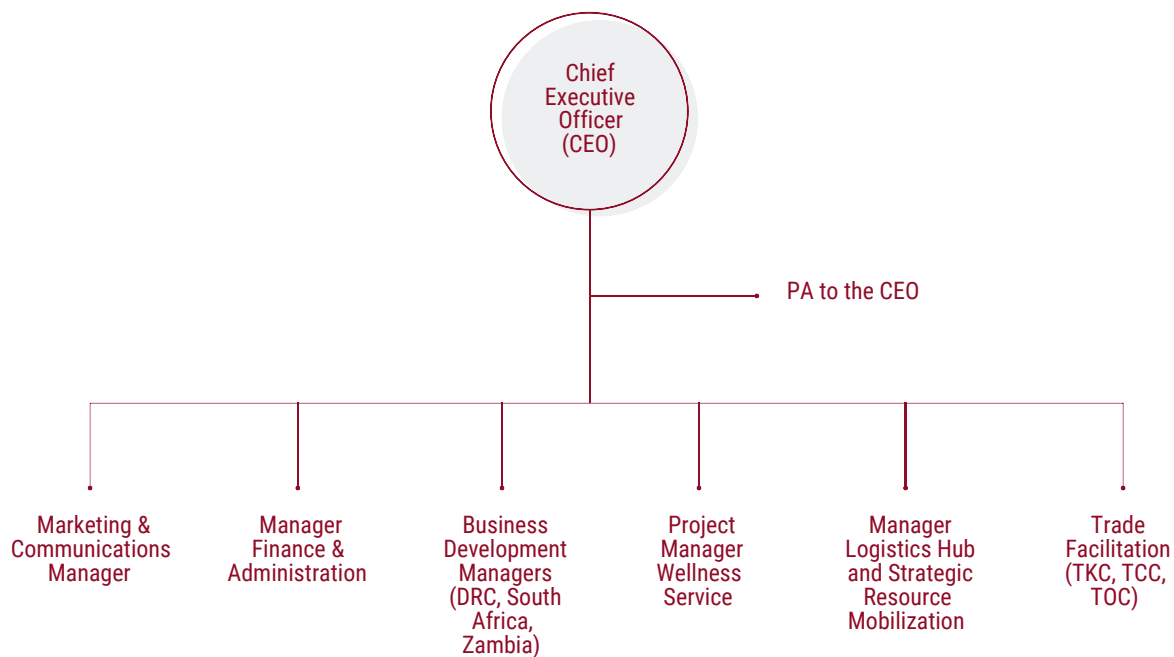


Figure 3: WBCG High-Level Organisational Structure

MANAGEMENT MEMBERS



Edward Shivute

Acting Chief Executive Officer
& Project Manager: WBCG
Wellness Services



Hambeleleni Haleshu

Manager: Finance and
Administration



Maria Paulus

Manager: Marketing and
Communications



Irvaan Maharaj

Business Development
Manager: South Africa



James Kaposi

Business Development
Manager: Zambia



Cynthia Haimbodi

Manager: Logistics Hub
and Strategic Resource
Mobilization



Jen Mbayo

Business Development
Manager: Democratic
Republic of Congo (DRC)



06 MEMBERSHIP

What distinguishes the WBCG's Public-Private Partnership model is not merely the presence of both sectors at the table, but the deliberate integration of their distinct and complementary roles.

Public sector members bring regulatory authority, policy direction, and infrastructure oversight, while private sector members contribute commercial agility, operational expertise, and market intelligence.

Together, they form a single, coordinated body capable of addressing trade facilitation challenges that neither sector could resolve alone. This collaborative architecture enables the WBCG to act as a neutral broker, aligning divergent interests around a shared goal: seamless trade along the Walvis Bay Corridors.

Government



State-Owned Enterprises



Private Sector



07

KEY SUCCESS FACTORS

The key success factors needed to support the expected growth in volumes in the Port and along the Walvis Bay Corridors are:

- 01** **SUCCESSFUL PUBLIC-PRIVATE PARTNERSHIP**

→ The WBCG's foundational strength is its unique PPP structure, which pools resources, expertise, and authorities from both government regulators and private sector operators. This integrated model enables coordinated action on customs, infrastructure, and trade facilitation that neither sector could achieve alone.
- 02** **ECONOMIC VALUE DRIVER**

→ The WBCG directly contributes to national economic resilience by driving cargo volumes that generate non-tax revenue, strengthening Namibia's fiscal position without burdening taxpayers. Every tonne moved along the corridors supports employment, trade, and regional integration.
- 03** **DIGITAL MARKET INTELLIGENCE**

→ Through corridor data collection, analytics, and real-time visibility, the WBCG provides actionable insights to members and stakeholders. This intelligence enables predictive logistics, performance benchmarking, and evidence-based decision-making across the logistics ecosystem.
- 04** **RESPECTED BRAND**

→ The WBCG is widely recognised as a leading corridor management institution in Africa, known for reliability, safety, and efficiency. Its brand credibility opens doors with regional governments, development partners, and international shipping lines.
- 05** **INTEGRATION OF WELLNESS SERVICE TO INDUSTRY**

→ The Wellness Programme is embedded as critical soft infrastructure along the corridors, supporting transport worker health through roadside clinics and mobile services. This integration improves workforce productivity, driver retention, and corridor reliability.
- 06** **PASSIONATE, COMPETENT & COMMITTED WORKFORCE**

→ The WBCG's team combines deep sector expertise with a strong service ethos. Their commitment to the organisation's mission enables disciplined execution, stakeholder trust, and the ability to deliver complex trade facilitation outcomes with a lean structure.

Figure 4: Key Success Factors



08 VALUE PROPOSITION



BUSINESS DEVELOPMENT AND MARKETING

The WBCG serves corridor users and port authorities with the recognition that no single stakeholder can independently open new markets, attract new cargo, or sustain cross-border visibility. Through its Public-Private Partnership model, the organisation acts as a collective platform for market expansion, coordinating efforts to drive cargo volumes and enhance the visibility of the Walvis Bay Corridors across all gateway ports.



HEALTH AND WELLNESS PROGRAMME

The WBCG delivers integrated corridor wellness services as a core component of its mandate, recognising that the health of both the workforce and corridor-based communities is fundamental to corridor efficiency and reliability. Through coordinated partnerships, the organisation provides cross-border, data-driven wellness services that enhance productivity, improve safety, and deliver sustainable health outcomes for mobile populations and communities along the corridors.



LOGISTICS HUB

The WBCG serves as the catalyst for Namibia's Logistics Hub ambition, bridging public policy and private sector capability to deliver a unified, competitive logistics ecosystem. By mobilising investment, coordinating infrastructure development, and aligning stakeholders across corridors and gateway ports, the organisation drives integrated, market-led solutions that position Namibia as a leading regional logistics hub.



ONE UNIFIED VALUE PROPOSITION

The WBCG serves as a key enabler and facilitator, aligning public and private sector stakeholders to deliver efficient, reliable corridors, expanded market access, improved health outcomes, and coordinated logistics hub development. By integrating business development, trade facilitation, wellness, and infrastructure alignment, the organisation converts individual efforts into collective national and regional value.

09

KEY INDICATORS

OPERATIONAL EFFICIENCY & GROWTH



SI1: TOTAL CORRIDOR CARGO VOLUME
(monitors annual tonnage for consistent volume growth).



SI 2: DIGITAL SYSTEM ADOPTION RATE
(measures transition toward digitally transformed logistics environment).



SI 3: AVERAGE BORDER CROSSING TIMES
(trackshours at keyposts to improve stakeholder performance and advocacy).

SUSTAINABILITY & INTERNAL CAPABILITY



SI 4: REVENUE PERCENTAGE
(targets financial sustainability by increasing income from diverse, non-standard sources).



SI 5: CORE PROCESS DOCUMENTATION
(strengthens internal capability by formalising essential organisational workflows).



SI 7: WELLNESS SERVICES
(focuses on securing funding to sustain health and wellness initiatives).

ADDITIONAL STRATEGIC METRICS



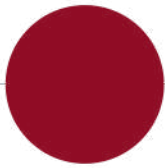
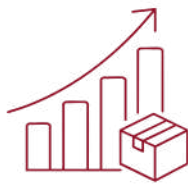
SI 6: MARKETING AND COMMUNICATIONS
(measures Member & Stakeholder Retention Rate).



SI 8: LOGISTICS HUB ADVANCEMENT
(tracks Logistics Hub Infrastructure Milestones).



10

STRATEGIC
INITIATIVESSECURE
AND GROW
VOLUMES

Build on the 2.4 million tonnes achieved in 2024/25, securing a larger share of regional trade while capturing new volumes from emerging commodity owners and traders. Leverage the Atlantic security premium and targeted business development to convert pipeline opportunities into actual cargo.

DESIRED OUTCOMES (BY 2031)

- Corridor volumes grow from 2.4 million tonnes in 2024/25 to 3.6 million tonnes by 2031.
- Strategic benchmarking studies conducted and completed.
- Cargo identification and diversification across new commodity types in all key markets.
- Increased targeted business development activities in key markets.
- Targeted, strategic and cost-effective stakeholder engagement in potential markets.
- Introduction of new clients in all key and potential markets.

SI 2:
DIGITAL
CORRIDOR
TRANSFOR-
MATION

Advance corridor digitisation to enable real-time visibility, predictive analytics, and enhanced member services. Move from manual reporting to data-driven insights that demonstrate tangible value to corridor users.

DESIRED OUTCOMES (BY 2031)

- Identify and develop digital platforms to enhance business and cargo growth.
- Funding secured and deployed for the organisation's digital capabilities.
- Analytics function established and producing actionable insights.
- Integrated digital platforms implemented for seamless information sharing.
- A centralised data repository established for one-stop access to corridor information.



SI 3:

TRADE COMPETITIVENESS & MARKET ENABLEMENT



Position the WBCG as a market-driven enabler of corridor competitiveness, delivering targeted, data-driven and client- focused interventions that directly support cargo conveyance, improve supply chain predictability, and enhance the commercial attractiveness of the Walvis Bay Corridors.

DESIRED OUTCOMES (BY 2031)

- Strengthen corridor competitiveness through data-driven insights that inform decision-making by both public and private stakeholders.
- Enable cargo conveyance through targeted, client-specific interventions that eliminate non-tariff barriers and bottlenecks impacting high-value trade flows.
- Influence policy harmonisation and operational improvements through evidence-based advocacy aligned with national and regional priorities.
- Position WBCG as the trusted source of corridor performance intelligence across key markets.

SI 4:

FINANCIAL SUSTAINABILITY



Strengthen financial resilience through balanced growth across all revenue streams. Enhance contributions from direct stakeholders through the User Pay Principle while reinvigorating the membership value proposition. Develop value-added commercial services that generate predictable, non-UPP income.

DESIRED OUTCOMES (BY 2031)

- Diversified revenue sources in a balanced and sustainable manner to meet both operational and capital expenditure.
- Established commercial services contributing to a stable, predictable income stream
- Membership model enhanced to demonstrate value and secure sustained membership fee income
- Development of partner portfolio diversified across bilateral, multilateral, and philanthropic partners
- Diversify and secure sustainable funding for the Wellness Programme across donor, corporate, government, and insurance partners, with a defined mix of co-funding arrangements.
- Mobilise investment for corridor support infrastructure, including the development of commercially viable truck ports and rest stops, supported by completed feasibility assessments and partnership frameworks.



SI 5:

**INTERNAL
CAPABILITY**

Strengthen organisational capacity and develop team capabilities. Fill critical positions, invest in professional development, and institutionalise knowledge to reduce succession risk. Align skills with emerging needs, including digital analytics, policy advocacy, and green logistics.

DESIRED OUTCOMES (BY 2031)

- Employee professional development programme operational.
- Key processes and policies documented and institutionalised.
- Staff wellness and retention enhanced through competitive benefits and a supportive workplace culture.
- Data-driven culture embedded across the organisation.
- A performance-based incentive framework implemented for WBCG workforce.
- Fit for purpose organisational structure that responds to organisational needs.
- Adequately resource-capacitated team.

SI 6:

**MARKETING
AND
COMMUNI-
CATIONS**

Communicate the WBCG's value proposition to members and stakeholders by shifting from awareness driven campaigns to value demonstration through targeted engagements, corridor performance insights, and measurable impact. Leverage the WBCG's unique selling points of safety, efficiency, and reliability to position the WBCG as a trusted corridor authority and Logistics Hub enabler.

DESIRED OUTCOMES (BY 2031)

- Targeted stakeholder engagements strengthened through segmented and trade-aligned corridor promotion.
- Associated membership expanded across key markets.
- Strong national, regional and international visibility achieved through digital platforms, media engagements, stakeholder forums, B2B engagements, trade missions, and exhibitions.
- Testimonials and success stories programme established.
- WBCG recognised as a valued partner in key markets.
- Strengthened internal communication and staff alignment.
- Wellness Services established as a recognised value-added offering.

SI 7:

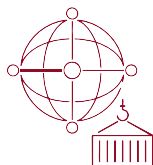
**SUSTAINABLE
HEALTH AND
WELLNESS
PROGRAMME**

Institutionalise health and wellness as critical soft infrastructure that underpins corridor efficiency and reliability. Evolve the WBCG Wellness Initiative from a project-based service provider into a self-sustaining, insurance accredited, and data driven health integrator for the broader transport and logistics industry.

DESIRED OUTCOMES (BY 2031)

- Wellness programme funding diversified across donor, corporate, and government sources.
- Wellness services integrated into the corridor value proposition.
- WBCG clinics are accredited and contracted by leading medical insurers to deliver employee wellness services.
- Broader, comprehensive health and wellness services provision in the public and private sector space.

SI 8:

**LOGISTICS
HUB
ADVANCE-
MENT**

Advance Namibia's Logistics Hub vision through sustained project funded implementation and stakeholder coordination. Support infrastructure development, policy frameworks, and regional positioning while managing vulnerability to government funding cycles.

DESIRED OUTCOMES (BY 2031)

- Phase II of Logistics Hub Master Plan developed and implemented.
- Advocacy for key infrastructure projects advancing, including rail upgrades, OSBPs, port expansions etc.
- Advocate and strengthen policy frameworks supporting logistics hub initiatives.
- Namibia's position as regional logistics hub enhanced.
- Transition plan developed for core business integration of mature hub elements.
- Consolidate KPIs under MWT Strategic Plan e.g. Benchmarking activities.

11

ACRONYMS &
ABBREVIATIONS

AfCFTA	African Continental Free Trade Area	NAMLOMA	Namibia Local Market Operators Association
AfDB	African Development Bank	NamRA	Namibia Revenue Agency
B2B	Business-to-Business	Namport	Namibian Ports Authority
BDM	Business Development Manager	NATA	Namibia Transporters Association
BI	Business Intelligence	NCCI	Namibia Chamber of Commerce & Industry
BIP	Business Implementation Plan	NIPDB	Namibia Investment Promotion & Development Board
BSC	Balanced Scorecard	NPC	National Planning Commission
CapEx	Capital Expenditure	NDP6	Sixth National Development Plan (Namibia) Namibian
CBAM	Carbon Border Adjustment Mechanism	N\$	Dollar
CFC	Cargo Forwarding Committee	NTB	Non-Tariff Barrier
CLOF	Container Liners Operators Forum	NTFC	National Trade Facilitation Committee Operational
CMI	Corridor Management Institution	OpEx	Expenditure
COMESA	Common Market for Eastern and Southern Africa	OSBP	One-Stop Border Post
CPD	Continuing Professional Development	PMP	Project Management Professional
CTMS	Corridor Transit Management System	PPP	Public-Private Partnership
DFC	(US) International Development Finance Corporation	RISDP	Regional Indicative Strategic Development Plan
DBSA	Development Bank of Southern Africa	ROI	Return on Investment
DRC	Democratic Republic of Congo	SADC	Southern African Development Community
EU	European Union	SDI	Strategic Development Initiatives
FY	Financial Year	SLA	Service Level Agreement
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	SOE	State-Owned Enterprise
HR	Human Resources	TCUC	Trans-Cunene Corridor
IT	Information Technology	TKC	Trans-Kalahari Corridor
KAM	Key Account Management	TKCS	Trans Kalahari Corridor Secretariat
KPI	Key Performance Indicator	ToC	Trans-Oranje Corridor
M&E	Monitoring and Evaluation	TEU	Twenty-foot Equivalent Unit
MAFWLR	Ministry of Agriculture, Fisheries, Water & Land Reform	Tpa	Tonnes Per Annum
MoU	Memorandum of Understanding	Tpm	Tonnes Per Month
MWT	Ministry of Works and Transport (Namibia)	UAE	United Arab Emirates
MIRT	Ministry of International Relations & Trade	UPP	User Pay Principle
MoHSS	Ministry of Health & Social Services	WBCG	Walvis Bay Corridor Group
		WBPUA	Walvis Bay Port Users Association
		WBNLDC	Walvis Bay-Ndola-Lubumbashi Development Corridor
		YTD	Year-to-Date



WALVIS BAY
CORRIDOR
G R O U P

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