REPUBLIC OF NAMIBIA

OFFICE OF THE GOVERNOR • OHANGWENA REGION

INVESTOR ACTION PLAN • APRIL 2026

From Vision to Reality

The Ohangwena Region Investor Action Plan

2026-2030

A coordinated framework for investment facilitation in the Ohangwena Region convened by the Office of the Governor and the Regional Investment Committee.

Prepared by the Office of the Governor

Supported by the Regional Investment Committee, the Development Bank of Namibia (Lead Arranger), and Monasa Advisory & Associates (Co-Lead Arranger)

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FOREWORD

From the Governor

The Ohangwena Region Investor Map (2025) was a declaration of intent. This Investor Action Plan (IAP) 2026—2030 converts that intent into execution moving us from mapping opportunities to mobilising partners, from identifying potential to structuring bankable, implementable projects.

President Dr. Netumbo Nandi-Ndaitwah entrusted this office with a clear mandate: to harness the energy and ideas of our people and turn collective vision into tangible reality. In fulfilment of that mandate, this IAP establishes the **Regional Investment Committee (RIC)** under the Governor's leadership, supported by a Technical Committee and five Sectoral Working Groups. The RIC drawing together Ministers, the Regional Council, Local Authorities, Traditional Leaders, and private sector partners constitutes the institutional embodiment of the President's vision for Ohangwena.

The **Development Bank of Namibia (DBN)** is designated as Lead Arranger for all investment transactions under this Action Plan, placing a sovereign-backed Namibian institution at the centre of every financing structure. This dual-arranger structure alongside Monasa Advisory & Associates as Co-Lead Arranger ensures that projects are both financially anchored by a sovereign institution and commercially de-risked through independent expert project preparation, reducing the time from project inception and financial close to implementation.

> *"Together, we will transform potential into prosperity, resources into revenue, and vision into reality."*
>
> HON. KADIVA DIANA HAMUTUMWA • GOVERNOR, OHANGWENA REGION

ORIENTATION

Document at a Glance

This Action Plan converts the Ohangwena Regional Investor Map (2025) into an executable five-year programme. The numbers below define what success looks like by 2030. Every figure is a contractual target, embedded in the Investment Facilitation Agreements signed under this plan.

16	N$700M	500+	25+
ANCHOR PROJECTS	INVESTMENT	DIRECT JOBS	IFAS SIGNED
Across 5 priority sectors	*Mobilised by 2030*	*40%+ youth share*	*Cumulative target*

> **THE STRATEGIC LOGIC IN ONE SENTENCE**
>
> *A dual-arranger model DBN as Lead Arranger, Monasa Advisory as Co-Lead substitutes for an in-house facilitation unit, structures all five capital layers in parallel, and targets financial close within 12—24 months of project inception.*

HOW TO READ THIS DOCUMENT

Sections A & B: Establish the strategic and constitutional foundation start here for orientation.

Sections 1—2: Define the governance architecture: the RIC, the Technical Committee, and the dual-arranger structure.

Section 3: Walks through the EOI process — the practical engagement mechanism for all investor categories.

Section 4: The financing landscape local, national, continental, multilateral capital. Use as a reference.

Section 5: The project pipeline. Each sector has 3 - 4 anchor projects with indicative envelopes and financing fits.

Sections 6—8: Roadmap, KPIs, and engagement. Use Section 8 for direct contact pathways.

SECTION

A

A. Executive Summary

Why this Action Plan exists, what it achieves, and how it differs from previous efforts to attract investment to the Ohangwena Region.

SECTION A

Executive Summary

The Ohangwena Region Investor Action Plan (IAP) 2026 - 2030 operationalises the *Ohangwena Regional Investor Map (ORIM)* to unlock the region's economic potential. Under **Article 110A** of the Constitution, the President of Namibia appoints the Governor as the political head of the region, establishing a direct link between central government, the Regional Council, Local Authorities, and Traditional Leaders.

In ensuring that the priority areas highlighted in the Investor Map turn into sustainable projects, the Governor as the region's head chairs the Regional Investment Committee (RIC), the apex coordination body that convenes key Ministries, the Ohangwena Regional Council (ORC), Local Authorities (ORLAs), Traditional Leaders, private sector representatives, and technical advisors, ensuring that statutory approvals, project facilitation, and strategic guidance are integrated within a legally coherent framework.

> FIVE PRIORITY SECTORS, ONE ARCHITECTURE
>
> *This IAP translates investment opportunity areas into bankable projects across five priority sectors Agriculture, Manufacturing, Healthcare, Tourism, and Creative Industries anchored by a dual-arranger financing structure that de-risks projects, expedites financial close, and reduces reliance on public sector resources.*

The **Development Bank of Namibia (DBN)** acts as Lead Arranger, providing sovereign-backed financing credibility and syndication capacity, while **Monasa Advisory & Associates** serves as Co-Lead Arranger, offering independent commercial expertise, project preparation, and transaction advisory.

Investment facilitation under this Action Plan relies on a structured Expression of Interest (EOI) process to attract domestic SMEs, national and regional investors, multilateral DFIs, and international private partners. The process integrates screening, sectoral working group assessments, project preparation, due diligence, and signing of Investment Facilitation Agreements

(IFAs) to ensure accountability, ESG compliance, and alignment with community consent in rural areas.

The financing ecosystem is layered, spanning local capital (pension funds, commercial banks, insurance companies), national DFIs, continental DFIs and impact funds, and multilateral development institutions. By structuring the full capital stack from project inception, the IAP accelerates access to long-term, blended finance for priority projects in agriculture, manufacturing, healthcare, tourism, and creative industries.

Complemented by a robust governance and accountability framework, the IAP aligns with NDP6, Vision 2030, regional development plans, and SADC/AfCFTA commitments positioning Ohangwena as a leading investment destination in northern Namibia and the wider SADC corridor.

SECTION

B

B. Legal Authority Framework

How the constitutional mandate of the Governor and the participation of line Ministries, the Regional Council, Local Authorities, and Traditional Authorities together constitute a complete and legally coherent investment facilitation ecosystem.

SECTION B

Legal Authority Framework

The President of Namibia has appointed the Governor of the Ohangwena Region under **Article 110A of the Constitution**, mandating the Governor to act as the political head of the region and as the critical link between the central government, the Regional Council, Local Authorities, and Traditional Leaders. In fulfilling this mandate, the Governor has established the Regional Investment Committee (RIC) as the apex coordination body for investment facilitation a structure that is both constitutionally grounded and practically necessary to give effect to the President's directive to harness the region's economic potential.

The RIC draws together, under the Governor's chairpersonship, the key Ministries, the Ohangwena Regional Council (ORC), the Ohangwena Region Local Authorities (ORLAs), Traditional Leaders, private sector representatives, and technical advisors. By participating in and supporting the RIC, these entities including the ORC and ORLAs thereby endorse the governance framework established by this IAP.

> **PARTICIPATION IS ENDORSEMENT**
> *Their presence on the RIC constitutes institutional endorsement of the investment facilitation structure and the action plan that underpins it. No separate resolution or adoption process is required.*

The ORC holds the broadest statutory mandate for economic development in the region, encompassing the power to plan regional development, enter joint business ventures, commercialise services, and acquire or dispose of property. The ORLAs are the critical delivery partners for land, utilities, and infrastructure that underpin project implementation. Traditional Authorities govern communal land allocation and community consent, making their RIC participation essential for projects in rural constituencies. Together, these bodies convened and coordinated by the Governor's Office constitute a complete and legally coherent investment facilitation ecosystem for the Ohangwena Region.

The ministerial approvals required for joint ventures, property transactions, environmental clearances, and foreign investor participation particularly from the Ministers of Urban & Rural Development, Environment, Forestry and Tourism, International Relations & Trade, Finance, Agriculture, Fisheries,

Water and Land Reform, Health and Social Services, and Works and Transport — are managed proactively through the RIC structure, where these Ministers are represented by designated senior officials under delegation of authority. ***Their early engagement within the RIC eliminates the risk of these statutory requirements becoming bottlenecks to investment.***

B.1 Governance Authority at a Glance

Entity	Mandate	Role in Investment Facilitation
Governor's Office	Article 110A, Constitution; Presidential appointment.	RIC Chairperson; political leadership; coordination hub; liaison with the presidency and national ministries
Regional Council (ORC)	Regional Councils Act 22/1992	Principal vehicle for economic initiatives; joint ventures; commercialisation; development planning; RIC member
Local Authorities (ORLAs)	Local Authorities Act 23/1992	Land provision; utilities; infrastructure delivery; joint ventures; community-level project facilitation; RIC member
Traditional Authorities	Traditional Authorities Act 25/2002	Communal land rights; community consent for PPCP projects; rural constituency engagement; RIC member
Key Ministries	Designated senior officials under delegation: MURD; MEFT; MIRT; MFSG; MAFWLR; MoHSS; MWT.	Statutory approvals for joint ventures, property, foreign investor participation, agricultural land use, health facility licensing, and transport infrastructure managed within RIC through ministerial representatives to prevent delays

SECTION

1

1. Purpose and Strategic Context

What this Action Plan operationalises, the national frameworks it advances, and the five sectors that anchor the project pipeline.

SECTION 1

Purpose and Strategic Context

1.1 Purpose of the Action Plan

The Ohangwena Region Investor Action Plan 2026 - 2030 (IAP) operationalises the *Ohangwena Regional Investor Map (ORIM)* by:

- Translating investment opportunity areas (IOAs) into prioritised, bankable project pipelines.
- Establishing the Regional Investment Committee (RIC) as the apex governance and coordination body under the Governor.
- Designating the Development Bank of Namibia (DBN) as Lead Arranger and Monasa Advisory & Associates as Co-Lead Arranger, creating a dual-arranger structure that anchors financing and de-risks projects through independent commercial expertise.
- Defining the Expression of Interest (EOI) process to attract and onboard qualified partners from domestic, regional, and international markets.
- Setting out the full financing landscape local, national, and multilateral available to Ohangwena projects; and
- Creating an accountability framework aligned with NDP6, Vision 2030, and the SDGs.

1.2 Alignment with National Frameworks

Framework	Relevant Commitment
NDP6 (2025 - 2030)	Industrialisation, regional value addition, agriculture transformation, healthcare expansion, youth employment
Vision 2030	Diversified economy, food security, globally competitive Namibia
SWAPO Manifesto Implementation Plan	Water access, road optimisation, agriculture, textile manufacturing, crafts, tourism, creative arts

Framework	Relevant Commitment
Ohangwena Regional Development Plan (2023 - 2028)	Priority investment zones in Eenhana, Oshikango, and Okongo; agro-industrial processing; cross-border trade
AfCFTA & SADC Strategy	Regional market access, cross-border value chains, logistics corridor development

1.3 Five Priority Sectors

Sector	Key Subsectors	Target Locations	Partnership Model	Lead Arranger
Agriculture	Crop farming, agro-processing, livestock, aquaculture, grain value chain	Eenhana, Ondobe, Omulonga	PPP, PPCP, JV, Private	DBN / Monasa
Manufacturing	EPZ/SEZ, food processing, textiles, construction materials, logistics	Oshikango, Eenhana, Helao Nafidi	PPP, JV, Private FDI	DBN / Monasa
Healthcare	Hospital construction, medical supplies, e-health, health insurance	Engela, Okongo, Eenhana, Oshikango	PPP, Private, DFI	DBN / Monasa
Tourism	Eco-lodges, cultural tourism, MICE, Okongo Conservancy, heritage routes	Okongo, Eenhana, Helao Nafidi	PPCP, Community JV, Private	DBN / Monasa
Creative Industry	Film production, craft value chains, music studios, Ohangwena TV series	Eenhana, Oshikango	PPP, Youth Fund, NIPDB	DBN / Monasa

SECTION

2

2. Governance Architecture

The institutional design that converts the President's mandate into a working investment facilitation system: dual arrangers, the RIC, the Technical Committee, and five Sectoral Working Groups.

SECTION 2

Governance Architecture

2.1 Roles of Lead Arranger and Co-Lead Arranger

The Office of the Governor does not have the budgetary resources to establish a dedicated investment facilitation unit. To address this constraint while ensuring that investment projects are both financially anchored and commercially de-risked, this Action Plan designates a dual-arranger structure comprising the Development Bank of Namibia (DBN) as Lead Arranger and Monasa Advisory & Associates as Co-Lead Arranger.

EXHIBIT 2 | THE DUAL-ARRANGER ARCHITECTURE

TWO INSTITUTIONS, ONE ARCHITECTURE

LEAD ARRANGER

Development Bank of Namibia

Sovereign-backed institutional anchor

- Structures and prices financing
- Leads due diligence and credit
- Syndicates senior debt and equity
- Provides sovereign comfort to DFIs
- Acts as facility & information agent

CO-LEAD ARRANGER

Monasa Advisory & Associates

Independent commercial expertise

- Prepares DFI-standard PIMs
- Supports EOI process and screening
- Transactional advisory & bankability
- Custodian of ORIM market intelligence
- De-risks projects before DBN review

Combined cost: zero burden on the public purse during project preparation.

Source: Office of the Governor; designation per IAP 2026—2030.

Development Bank of Namibia (DBN) — Lead Arranger

As a government-owned development finance institution with a sovereign-backed balance sheet and established multilateral relationships, DBN is uniquely positioned to serve as the institutional anchor for Ohangwena's investment pipeline. DBN's Lead Arranger role encompasses:

- Structuring the financing package for each IFA-backed project.
- Leading due diligence and credit assessment.
- Syndicating senior debt and equity participation.
- Negotiating intercreditor and co-financing agreements.
- Acting as facility agent and information agent during the life of each loan; and
- Providing sovereign comfort to international co-financiers, serving as the institutional anchor that gives multilateral DFIs confidence in the Namibian regulatory and counterparty environment.

Monasa Advisory & Associates — Co-Lead Arranger

Monasa Advisory & Associates is designated as Co-Lead Arranger, providing independent commercial expertise that complements DBN's institutional financing role. Monasa Advisory's Co-Lead Arranger responsibilities include:

- Technical support for the EOI process, including the preparation and dissemination of prospectus materials, partner screening criteria, and evaluation frameworks.
- Project preparation for selected project promoters, including the development of DFI-standard Project Information Memoranda (PIMs), financial models, impact frameworks, and bankability assessments.
- Transactional advisory throughout the investment lifecycle, from deal structuring and term sheet negotiation to financial close support.
- Market intelligence and custodianship of the Ohangwena Region Investor Map (ORIM), ensuring the project pipeline reflects current market conditions and investor appetite; and
- De-risking projects through independent commercial preparation, enabling DBN to present bankable, well-structured projects to its credit committee and co-lenders with confidence.

> **THE STRATEGIC LOGIC**
> *By combining DBN's sovereign-backed financing capability with Monasa Advisory's independent commercial expertise, projects are de-risked at the preparation stage materially improving the probability of financial close and reducing the burden on public-sector resources.*

2.2 Regional Investment Committee (RIC)

The RIC is the apex investment facilitation body, chaired by the Governor and drawing together the key ministerial, institutional, and private sector stakeholders whose engagement is essential both for strategic direction and for the statutory approvals that major investment transactions require.

Member	Institution	Role & Statutory Significance
Governor (Chairperson)	Office of the Governor	Strategic leadership, presidential mandate, RIC convener
Rep. of Minister of Urban & Rural Development	MURD	Approves ORC/ORLA joint ventures and property transactions
Rep. of Minister of Environment, Forestry & Tourism	MEFT / Namibia Tourism Board	Environmental clearances; tourism concessions; conservancy oversight; forestry permits; alignment with biodiversity and climate commitments
Rep. of Minister of International Relations & Trade	MIRT	Foreign joint-venture endorsement; NIPDB oversight
Rep. of Minister of Industries, Mines & Energy	MIME	Industrial incentives; SEZ/EPZ designation; energy enabling infrastructure
Rep. of Minister of Finance & Social Grants	MFSG	Foreign joint-venture compliance; State finance compliance; sovereign endorsement letters
Rep. of Minister of Agriculture, Fisheries, Water, Land	MAFWLR	Green Scheme irrigation; aquaculture licensing; water permits; land use approvals; livestock export

Member	Institution	Role & Statutory Significance
Rep. of Minister of Health & Social Services	MoHSS	Private hospital licensing; facility standards; pharmaceuticals; e-health; insurance frameworks
Rep. of Minister of Works & Transport	MWT	Road approvals; transport corridor; logistics; building standards
Chairperson, Regional Council	Ohangwena Regional Council (ORC)	Principal economic development vehicle; development planning
Local Authority Representatives	Helao Nafidi, Eenhana, Okongo	Land; utilities; infrastructure delivery
Traditional Leaders Representative	Traditional Authority structures	Communal land; community consent; PPCP governance
Private Sector Representative	Chamber of Commerce (North) & Naloba	Market intelligence; business linkages; investor voice
Technical Committee (invited member)	TC Chairperson	Reports on pipeline status, EOI progress, facilitation activities

2.3 Technical Committee (TC)

The Technical Committee comprises members appointed by the Governor, drawn largely from the private sector to bring the necessary commercial skills, sector expertise, and implementation capacity that investment facilitation demands. Ministry representatives are included as members of the TC to ensure alignment with national policy and to facilitate the regulatory and statutory approvals that projects require. The TC is an invited member of the Regional Investment Committee, providing technical input and reporting on pipeline progress.

The TC is organised into five Sectoral Working Groups (SWGs), each focused on one of the priority investment sectors. The SWGs are subcommittees of the TC not separate structures ensuring that private sector expertise drives sector-level project identification, assessment, and facilitation.

TC Member	Role
TC Chairperson (appointed by Governor)	TC leadership; investor relations; pipeline management; reports to RIC as invited member
Private Sector Experts (appointed by Governor)	Sector-specific commercial expertise across the five sectors; lead the SWGs; bring market knowledge, deal-making experience, and investor networks
Ministry Representatives	Policy alignment; regulatory guidance; facilitation of statutory approvals; participation as members within relevant SWGs
Monasa Advisory & Associates (Co-Lead Arranger)	Technical support for the EOI process, project preparation, transactional advisory, market intelligence, ORIM custodian, DFI project packaging
NIPDB Representative	National investor facilitation; business registration; FDI promotion; one-stop service coordination
Development Bank of Namibia (Lead Arranger)	Lead financing institution; structures and syndicates capital; provides sovereign-backed credibility; coordinates co-lender engagement; advises TC on bankability
Environment Investment Fund (EIF)	Climate and environmental finance; grant and concessional funding; supports EIA compliance and green project preparation
Agricultural Bank of Namibia (Agribank)	Agricultural lending; co-lender for grain processing, livestock, irrigation, agro processing; input finance for Agriculture SWG pipeline
Namibia Special Risks Insurance Association (NASRIA)	Credit guarantees and collateral support for SMEs and smaller enterprises requiring funding below N$5 million
Office of the Governor — Secretariat	Day-to-day coordination; EOI administration

2.4 Sectoral Working Groups (SWGs)

The SWGs are sub-committees of the Technical Committee, each led by a private sector TC member appointed by the Governor. Ministry representatives participate as members within relevant SWGs to provide policy guidance and facilitate regulatory processes. This structure ensures that commercial priorities and market realities drive sector-level investment facilitation.

SWG	SWG Lead	Ministry & Agency Members	Key Responsibilities
Agriculture	Private-sector expert in agribusiness/farming	MAFWLR, Agribank, Namibia Agronomic Board, AMTA	Grain value chain, irrigation, livestock, agro-processing pipelines
Manufacturing	Private-sector expert in industrial sectors	MIME, NIPDB representatives, NIDA	SEZ development, textile parks, food processing, logistics hubs
Healthcare	Private-sector expert in healthcare/medical	MoHSS Regional Directorate representatives	Hospital PPPs, medical supplies, e-health platforms
Tourism	Private-sector expert in tourism/hospitality	MEFT, Namibia Tourism Board representatives	Eco-lodges, heritage routes, MICE facilities, conservancy expansion
Creative Industry	Private-sector expert in creative/media	Directorate of Arts & Culture, NFC, NAA	TV series, craft value chains, music studios, youth hubs

SECTION

3

3. Expression of Interest Process

The practical engagement mechanism that converts investor interest domestic, regional, multilateral into signed Investment Facilitation Agreements through a transparent ten-stage rolling process.

SECTION 3

Expression of Interest (EOI) Process

3.1 Purpose and Scope

The EOI is the primary mechanism by which the Governor's Office attracts, assesses, and onboards qualified partners across the full investment spectrum from Namibian SMEs to regional businesses, international FDI, and multilateral DFIs. The process operates on a rolling annual basis, ensuring Ohangwena remains continuously open for business.

The EOI process is designed to cast the widest possible net reaching not only domestic investors but also regional and international audiences who may not yet be aware of Ohangwena's investment opportunities. To this end, the dissemination strategy combines targeted outreach, digital platforms, and institutional partnerships to ensure maximum visibility among qualified investors and development partners globally.

3.2 Partner Categories

Partner Category	Description
Namibian SMEs & Entrepreneurs	Namibian-owned businesses establishing or scaling in Ohangwena; eligible for local procurement preferences and NIPDB support
Local & Institutional Investors	DBN, Bank Windhoek, FNB Namibia, Nedbank Namibia, Standard Bank Namibia, GIPF, Agribank, local pension funds, insurance companies
National DFIs	Development Bank of Namibia (DBN), Agribank, Environment Investment Fund
Regional Businesses (SADC)	SADC-based companies in agro-processing, healthcare, logistics, or tourism seeking cross-border expansion into Namibia
International Private Investors	Foreign direct investors, institutional funds, and family offices seeking frontier-market ESG-aligned opportunities

Partner Category	Description
Continental & Multilateral DFIs	AFC, Afreximbank, AfDB, DBSA, IDC, IFC, MIGA, Africa50, OPEC Fund, EIB
Technical Assistance Providers	Consulting firms, NGOs, universities, and research institutions providing feasibility, capacity building, or technology solutions
Community-Based Organisations	Registered CBOs and conservancies for PPCP investment models in tourism, agriculture, and creative sectors

3.3 EOI Teaser Package

The EOI teaser package is the first document prospective investors and partners receive. It is designed to communicate Ohangwena's investment proposition clearly and credibly, and to signal the institutional commitment behind the opportunity. The teaser package comprises:

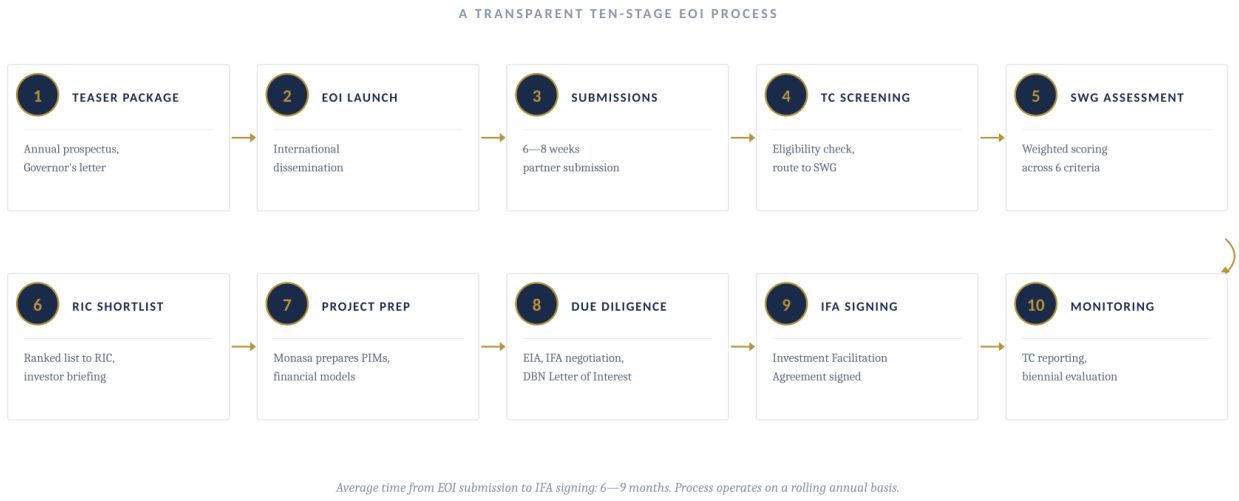
- Annual Investment Prospectus: a comprehensive overview of the region's five priority sectors, individual project briefs with indicative deal sizes, partnership model preferences, and submission guidelines.
- Firm Letter of Support from the Office of the Governor: a formal letter issued by the Office of the Governor in her capacity as Chairperson of the RIC, confirming the Region's endorsement of the investment facilitation process and the Governor's commitment to facilitating engagement with the relevant Ministries to expedite statutory approvals within their respective mandates. This letter provides prospective investors with assurance that projects enjoy regional political leadership support and that regulatory pathways have been proactively engaged through the Governor's Office.
- Ohangwena Region Investor Map (ORIM) Summary: key data on the region's demographics, infrastructure, natural resources, and strategic location on the Namibia Angola corridor; and
- DBN Lead Arranger Confirmation: a statement confirming DBN's designation as Lead Arranger, providing institutional credibility and signalling to co-lenders and DFIs that a sovereign-backed Namibian institution anchors the financing structure.

3.4 International Outreach and Dissemination

Reaching an international audience is critical to attracting the quality and diversity of investment partners that Ohangwena's pipeline requires. The EOI dissemination strategy includes the following channels:

- NIPDB International Network disseminated through trade offices, diplomatic missions, and Namibia's existing FDI promotion infrastructure.
- DFI and Multilateral Channels DBN circulates the EOI to co-lending partners (DBSA, AfDB, AFC, Afreximbank, IFC, OPEC Fund);
- Digital Platform and Online Presence published on a dedicated digital investment platform hosted by the Governor's Office, accessible globally.
- International Investment Conferences Africa Investment Forum (AfDB), SADC Industrialisation Week, Namibia Investment Conference (NIPDB), and other relevant platforms.
- Diplomatic and Trade Channels Namibian embassies and honorary consuls in target markets (South Africa, Germany, China, UK, US, Angola, Gulf states); and
- Media and Public Relations coordinated media campaign accompanying each annual EOI launch.

EXHIBIT 3 | THE TEN-STAGE EOI PROCESS



Source: Office of the Governor; Section 3.5 of the IAP.

3.5 Ten-Stage EOI Process

#	Stage	Key Actions	Timeline	Lead
1	Teaser Package Preparation	Prepare Annual Investment Prospectus, secure a firm letter of support from the Office of the Governor, compile an ORIM summary, and confirm DBN Lead Arranger designation.	Q4 prior	Monasa / TC / Governor
2	EOI Launch & International Dissemination	Publish teaser; distribute via NIPDB, DFI networks, digital platforms, diplomatic channels, conferences, media.	Q1 annually	Governor / NIPDB / Monasa / DBN
3	Submission Window	Partners submit: organisational profile, technical & financial concept note, partnership model preference, ESG declaration.	6—8 weeks	All partners
4	TC Screening	Eligibility and completeness check; route compliant EOIs to relevant SWG.	2—3 weeks	Technical Committee
5	SWG Assessment	Weighted scoring: technical 25%; financial 20%; impact 20%; ESG 15%; Namibian content 12%; innovation 8%.	4—6 weeks	Sectoral Working Groups
6	RIC Shortlisting	TC presents ranked shortlist to RIC; shortlisted partners notified and invited to investor briefing and site visits.	2 weeks	RIC / Governor

#	Stage	Key Actions	Timeline	Lead
7	Project Preparation	Monasa Advisory prepares DFI-standard PIMs, financial models, and impact frameworks; bankability assessment and deal structuring.	4—8 weeks	Monasa / Promoters
8	Due Diligence & Negotiation	Credential verification; land & infrastructure access; EIA requirements; IFA negotiation via CDH Namibia; DBN reviews PIMs and issues Letter of Interest.	4—8 weeks	TC / CDH Namibia / DBN
9	IFA Signing	Investment Facilitation Agreement executed: commitments, employment targets, local procurement ratios, reporting, dispute resolution.	Q3 target	Governor / RIC
10	Implementation Monitoring	Quarterly TC reporting; semi-annual RIC review; annual SORA report; independent evaluation every two years.	Ongoing	TC / All partners

DFI TRACK

DFIs and institutional investors engage through the same EOI process but with a tailored Project Information Memorandum (PIM) track prepared by Monasa Advisory as Co-Lead Arranger that meets their internal credit and investment committee requirements. The TC initiates parallel DFI outreach alongside the public EOI launch.

SECTION

4

4. Full Financing Landscape

The four-tier capital ecosystem available to Ohangwena projects from local pension capital to multilateral DFIs and the five-layer blended architecture that DBN structures from project inception.

SECTION 4

Full Financing Landscape

4.1 Strategic Overview

Ohangwena projects have access to a deep and layered financing ecosystem spanning four tiers: (1) local Namibian capital banks, pension funds, and insurance companies; (2) national development finance institutions, led by the Development Bank of Namibia as Lead Arranger; (3) continental DFIs with active SADC portfolios; and (4) multilateral institutions and global impact funds. With DBN designated as Lead Arranger and Monasa Advisory as Co-Lead Arranger, the financing strategy for every project is structured with DBN at the centre originating, structuring, and syndicating the capital stack while Monasa Advisory ensures that projects presented to DBN and co-lenders are commercially prepared to DFI standards.

> **ELIMINATING THE SEQUENCING PROBLEM**
> *Rather than exhausting domestic options before approaching multilaterals, DBN simultaneously structures all five layers of the capital stack from mandate date onwards, with Monasa Advisory providing the project preparation that gives co-lenders confidence. The target is financial close within 12—24 months of project inception.*

4.2 Tier 1 — Local Namibian Capital

Government Institutions Pension Fund (GIPF)

The GIPF is Namibia's largest institutional investor, managing assets in excess of N$150 billion on behalf of Namibian public servants. As a long-term institutional investor with a regulatory mandate to invest a prescribed minimum of its portfolio in Namibian assets, the GIPF represents the single largest pool of domestic long-term capital available to Ohangwena infrastructure projects.

Attribute	Detail
AUM	N$150+ billion (2025 estimate); among the largest pension funds in sub-Saharan Africa by AUM relative to GDP
Mandate	Maximise long-term risk-adjusted returns for members while fulfilling the Namibia Investment Charter obligation to invest a minimum of 45% in Namibia
Relevant Investment Focus	Infrastructure (roads, energy, water, healthcare facilities), property development, agribusiness, listed equities. Ohangwena's healthcare PPP, EPZ infrastructure, and irrigation scheme are directly investable.
Instruments	Infrastructure debt, mezzanine finance, property equity, listed equities, private equity via appointed asset managers
Typical Deal Size	N$50 million — N$2 billion for direct infrastructure; smaller deals via GIPF-appointed asset managers
Current Priority	GIPF's 2024—2028 strategy targets unlisted infrastructure and property to meet the domestic investment charter. Healthcare, renewable energy, and agro-industrial facilities in northern Namibia are under-represented in its portfolio.
Engagement Pathway	Approach GIPF's CIO directly with a bankable project package. GIPF participates as co-lender alongside DBN (Lead Arranger), which provides an established domestic counterparty and reduces due-diligence burden — materially accelerating GIPF's investment committee process.

Local Commercial Banks

Bank	Relevant Products	Ohangwena Relevance
Bank Windhoek	SME loans, agriculture finance, commercial property, project finance, trade finance	Strong northern Namibia footprint; active SME and agri lending; preferred bank for working capital facilities for IFA holders
FNB Namibia	Retail banking, SME lending, property finance, corporate banking	Largest retail network in northern Namibia; active in agribusiness and commercial property; potential anchor bank for logistics and retail projects
Nedbank Namibia	Green finance, renewable energy, agriculture, corporate lending, project finance	Green finance mandate aligns with renewable energy and sustainable agriculture projects; corporate lending for manufacturing and EPZ tenants
Standard Bank Namibia	Trade finance, project finance, corporate banking, infrastructure lending	SADC-wide trade finance capabilities support Oshikango cross-border trade; project finance for medium-scale manufacturing and logistics

4.3 Tier 2 — National Development Finance Institutions

The Development Bank of Namibia (DBN) is designated as Lead Arranger for investment transactions under this Action Plan. As Lead Arranger, DBN will be the first point of institutional financing contact for every project in the pipeline, taking responsibility for structuring the financing package, syndicating participation to co-lenders, and coordinating the capital stack across domestic and multilateral partners. Monasa Advisory & Associates, as Co-Lead Arranger, supports DBN by ensuring that projects are prepared to DFI standards before presentation to DBN's Investment Division.

Development Bank of Namibia (DBN) — Lead Arranger

Attribute	Detail
Role	Lead Arranger for all Ohangwena Region investment transactions. DBN structures, syndicates, and coordinates the full financing package, engaging co-lenders and multilateral DFIs on behalf of the Governor's Office.
Mandate	Development finance for Namibian infrastructure, manufacturing, SMEs, and NDP6-aligned priority sectors. As a government-owned DFI, DBN provides sovereign comfort to international co-financiers.
Lead Arranger Functions	(1) Structure financing for each IFA-backed project; (2) Lead due diligence and credit assessment; (3) Syndicate senior debt and equity to GIPF, local banks, DBSA, AFC, AfDB, and other co-lenders; (4) Negotiate intercreditor and co-financing agreements; (5) Act as facility agent and information agent through the loan life.
Instruments	Senior project finance, term loans, mezzanine debt, equity participation, co-lending arrangements, syndication facilities, bridge financing during preparation.
Typical Deal Size	N$10 million — N$500 million per transaction (own book); unlimited through syndication. The total financing envelope DBN can mobilise significantly exceeds its own balance sheet.
Co-lending Relationships	DBSA (SADC corridor); AfDB (sovereign co-lending); AFC (commercial infrastructure); GIPF (domestic institutional); OPEC Fund (concessional); Afreximbank (trade-linked).
Lead Arranger Engagement	TC engages DBN's Investment Division at the project preparation stage (Q2 2026) before EOI closes. DBN reviews PIMs (prepared by Monasa Advisory), issues a Letter of Interest, and is formally mandated as lead arranger prior to IFA signing.

Attribute	Detail
Sectoral Coverage	All five Ohangwena priority sectors: agriculture; manufacturing; healthcare; tourism; creative industry.

INSTITUTIONAL CORNERSTONE

DBN as Lead Arranger is the institutional cornerstone of Ohangwena's financing strategy. Every project in the pipeline is structured with DBN at the centre as originator, structurer, and syndication lead with multilateral DFIs and local commercial banks participating as co-lenders behind DBN's lead. Monasa Advisory ensures projects are commercially prepared and de-risked before presentation to DBN.

Other Tier 2 National Institutions

Institution	Mandate & Focus	Instruments	Ohangwena Application
Agribank	Agricultural finance; communal and commercial farmers; Affirmative Action Loan Scheme	Agricultural loans, input finance, value chain lending	Co-lender (behind DBN) for grain processing, livestock, irrigation, agro-processing; anchor for Agriculture SWG
NIPDB Investment Incentives	Foreign and domestic investment promotion; one-stop service	Tax incentives, EPZ/SEZ status, facilitation grants	All sectors: FDI attraction, EPZ tenant incentives, business registration; government endorsement for DBN mandates
Namibia Youth Fund	Youth enterprise and creative sector development	Grants, concessional loans, business development support	Creative industry, craft value chains, music studios, youth agri-entrepreneurs; Layer 1 grant capital

Institution	Mandate & Focus	Instruments	Ohangwena Application
NASRIA	Credit guarantee and collateral support for SMEs and smaller enterprises	Credit guarantees, collateral substitution, risk participation	Provides guarantees for smaller enterprises requiring funding below N$5M, enabling access to commercial bank and DFI finance

4.4 Tier 3 — Continental DFIs and Impact Funds

Institution	Mandate & Programmes	Best-Fit Sectors	Min Deal	Engagement
AFC	Infrastructure: power, transport, agro-industrial, telecoms; risk-tolerant pan-African lender	EPZ, logistics, renewable energy, agro-industrial	US$30M	Investment origination team, Lagos
Afreximbank	Intra-African trade finance; ARISE industrialisation zones; CAYE Fund for creative economy; AfCFTA adjustment	Agro-processing, textiles, creative industry, trade	US$500K	Harare SADC office
AfDB / ADF	Pan-African MDB; ENABLE Youth, TAAT agriculture, health infrastructure, Desert to Power	Agriculture, water, health, renewable energy	US$10M	Windhoek country office

Institution	Mandate & Programmes	Best-Fit Sectors	Min Deal	Engagement
DBSA	Southern African infrastructure finance; SADC corridor focus; active Namibia portfolio; climate resilience	Infrastructure, water, health, energy, transport	US$5M	Co-lender via DBN or direct for large sovereign deals
IDC (RSA)	Industrial development across SADC: manufacturing, agro-processing, tourism, green economy	Manufacturing, agro-processing, tourism, green economy	R5M	Johannesburg head office
IFC	World Bank Group private sector arm; agribusiness, healthcare PPPs; Creating Markets Advisory	Agribusiness, healthcare, manufacturing, tourism	US$1M	Johannesburg hub
MIGA	Political risk insurance; de-risks FDI, EPZ and PPP guarantee coverage	All sectors (risk mitigation)	US$5M	Government host approval required
Africa50	Commercially driven infrastructure fund, AfDB-backed, EPZ and economic zone focus	Infrastructure, EPZ/SEZ, energy, transport	US$50M	Casablanca HQ
OPEC Fund	Multilateral development lender; agriculture, water, health, private-sector	Agriculture, water, health, SME	US$2M	Via Ministry of Finance

Institution	Mandate & Programmes	Best-Fit Sectors	Min Deal	Engagement
	lending lines to local DFIs			
EIB / EFSD+	EU development finance; €40B EFSD+ Africa plan; renewable energy, agriculture, SME blending	Renewable energy, agriculture, SMEs, water	EUR 10M	EU Delegation, Windhoek

4.5 Blended Finance Architecture

With DBN as Lead Arranger and Monasa Advisory as Co-Lead Arranger, Ohangwena projects are structured using a five-layer blended finance architecture. DBN sits at the centre of Layer 3 as senior lender and syndication lead, coordinating participation from co-lenders across all layers. Monasa Advisory supports the architecture by ensuring project preparation at Layers 1 and 3 meets DFI standards.

EXHIBIT 1 | THE FIVE-LAYER BLENDED CAPITAL STACK

CAPITAL LAYER		ROLE IN STRUCTURE
5	**EQUITY / QUASI-EQUITY** *IFC • Africa50 • IDC • GIPF (asset managers) • ORC (in-kind land)*	Risk capital; in-kind contributions reduce private cash equity
4	**RISK MITIGATION & GUARANTEES** *MIGA • AfDB PRG • DBSA credit enhancement • NASRIA*	Political and credit cover that unlocks commercial co-lenders
3	**SENIOR PROJECT FINANCE ★ DBN AS LEAD ARRANGER** *DBN (anchor) • AFC • Afreximbank • GIPF • Local commercial banks*	Bulk of financing — DBN structures, prices, syndicates
2	**CONCESSIONAL DEBT** *AfDB • OPEC Fund • DBSA concessional window*	Below-market debt reducing the blended cost of capital
1	**GRANTS & TECHNICAL ASSISTANCE** *EIB / EFSD+ • ADF • OPEC Fund • EU Cooperation • Namibia Youth Fund*	Feasibility, project preparation, capacity building, first-loss

DBN coordinates all five layers in parallel; target financial close 12—24 months from project inception.

Source: Office of the Governor; DBN-led syndication architecture per Section 4.5.

> **WORKED EXAMPLE — OSHIKANGO EPZ**
>
> *EIB/EU technical assistance (Layer 1) + AfDB concessional debt (Layer 2) + DBN as Lead Arranger leading senior debt syndication with AFC and GIPF as co-lenders (Layer 3) + MIGA guarantee to de-risk FDI tenants (Layer 4) + IFC/Africa50 equity with ORC land contribution in-kind (Layer 5). DBN issues a mandate letter in Q3 2026; target financial close Q3—Q4 2027.*

4.6 DBN Lead Arranger Mandate and Co-lender Engagement Pathway

The engagement sequence below places DBN at the centre. The TC's first financing action for every project is to mandate DBN as lead arranger. DBN then drives co-lender syndication, freeing the TC to focus on governance, IFA execution, and sector facilitation. Monasa Advisory, as Co-Lead Arranger, leads the project preparation that precedes DBN's mandate.

Phase	Action	Institutions	Timeline
1	Package 3—5 priority projects to DFI standard (PIM, financial model, impact framework) — Monasa Advisory leads.	Monasa Advisory, CDH Namibia	Q2 2026
2	Engage DBN Investment Division; present PIMs; agree Lead Arranger mandate terms; DBN issues Letter of Interest.	DBN — primary contact for all projects	Q2—Q3 2026
3	DBN approaches GIPF and local commercial banks as domestic co-lenders alongside its own balance sheet.	DBN leads: GIPF, Bank Windhoek, FNB Namibia, Nedbank	Q3 2026
4	DBN initiates multilateral DFI syndication: DBSA, AfDB, AFC, Afreximbank, OPEC Fund as co-lenders.	DBN leads: DBSA, AfDB Windhoek, AFC, Afreximbank	Q3 2026
5	NIPDB secures government endorsement letters required for multilateral DFI credit committees.	NIPDB, MFSG, Governor's Office	Q3 2026
6	Present at the inaugural Investment Forum (Q4 2026) with DBN, GIPF, and key DFI co-lenders in attendance.	Governor hosts; DBN presents financing framework	Q4 2026
7	DBN advances to credit committee and pre-appraisal with anchor co-lenders; term sheets issued.	DBN + 2—3 co-lenders; CDH Namibia on intercreditor	Q1 2027

Phase	Action	Institutions	Timeline
8	Financial close on the first 1—2 flagship projects; DBN signs the facility agreement as Lead Arranger.	Governor, DBN, MFSG, co-lenders	Q3—Q4 2027

CRITICAL PATH NOTE

The typical timeline from DBN mandate to first disbursement is 12—24 months faster than direct DFI engagement because DBN's domestic mandate and NDP6 alignment reduce credit committee timelines. Project preparation by Monasa Advisory must begin in Q2 2026 to achieve disbursement within the plan period. GIPF participation as a domestic co-lender can accelerate timelines further for well-packaged projects.

SECTION

5

5. Prioritised Project Pipeline 2026 - 2030

Sixteen anchor projects across five priority sectors, plus three quick-win proposals already on the Governor's desk and ready for accelerated IFA progression.

SECTION 5

Prioritised Project Pipeline 2026—2030

EXHIBIT 4 | FIVE PRIORITY SECTORS AT A GLANCE

FIVE PRIORITY SECTORS • SIXTEEN ANCHOR PROJECTS • N$366M—870M ENVELOPE

AGRICULTURE	MANUFACTURING	HEALTHCARE	TOURISM	CREATIVE INDUSTRY
Mahangu & Grain Hub	Oshikango EPZ/SEZ ★	HNPH Hospital ★	Okongo Eco-Lodge	Ohangwena TV Series
Aquifer Irrigation	Textile Park (PIH JV) ★	E-Health Telemedicine	MICE & Conference	Music Studios
Livestock Processing	Logistics Hub	Medical Supplies	Heritage Routes	Craft Export Chain
Aquaculture	Construction Materials	Health Insurance	Conservancy Expansion	Youth Hubs
LOCATIONS	LOCATIONS	LOCATIONS	LOCATIONS	LOCATIONS
Eenhana • Ondobe	*Oshikango • Helao Nafidi*	*Engela • Oshikango*	*Okongo • Eenhana*	*Eenhana • Oshikango*
INVESTMENT ENVELOPE	INVESTMENT ENVELOPE	INVESTMENT ENVELOPE	INVESTMENT ENVELOPE	INVESTMENT ENVELOPE
N$90M—195M	N$165M—410M	N$73M—177M	N$30M—65M	N$8M—23M

★ Quick-win projects with proposals already received — ready for accelerated IFA progression

Source: Office of the Governor; sector envelopes per Section 5 of the IAP.

5.1 Agriculture

Project	Location	Investment	Model	Financing Fit
Mahangu & Grain Processing Hub	Eenhana / Ondobe	N$15—30M	PPP / JV	DBN + Agribank + Bank Windhoek + Afreximbank
Irrigation Infrastructure Scheme	Aquifer II corridor	N$50—100M	PPP	DBN syndicating AfDB/OPEC Fund + GIPF infrastructure debt
Commercial Livestock & Meat Processing	Oshikango / Eenhana	N$20—50M	Private/JV	DBN + Afreximbank export finance + AFC project debt

Project	Location	Investment	Model	Financing Fit
Aquaculture Pilot	Aquifer zone	N$5—15M	PPCP	DBN + Agribank + IFC advisory + EIB blending + Namibia Youth Fund

5.2 Manufacturing

Project	Location	Investment	Model	Financing Fit
Oshikango EPZ / SEZ	Oshikango / Helao Nafidi	N$100—250M	PPP / FDI	DBN syndicating AFC + GIPF + MIGA guarantee; IFC/Africa50 equity
Textile Production Facility (PIH JV) ★	Oshikango	N$30—80M	JV / FDI	DBN + Afreximbank ARISE + IDC + IFC equity + Nedbank
Logistics & Warehousing Hub	Oshikango Border Zone	N$20—50M	PPP / Private	DBN + DBSA + Standard Bank; MIGA for foreign logistics operators
Construction Materials Factory	Eenhana	N$15—30M	Private	DBN + FNB Namibia commercial lending + NIPDB incentives

5.3 Healthcare

Project	Location	Investment	Model	Financing Fit
Helao Nafidi Private Hospital ★	Eenhana / Oshikango	N$50—120M	PPP / FDI	DBN + IFC healthcare programme + DBSA +

Project	Location	Investment	Model	Financing Fit
				MIGA + GIPF infrastructure debt
E-Health & Telemedicine	Region-wide	N$5—12M	PPP / ICT	DBN + EIB digital facility + Momentum Metropolitan Namibia
Medical Supplies Manufacturing	Eenhana EPZ	N$10—25M	Private	DBN + Afreximbank + Bank Windhoek commercial lending
Regional Health Insurance Scheme	Region-wide	N$8—20M	Private / DFI	DBN + Momentum Metropolitan + Old Mutual + IFC advisory

5.4 Tourism and Creative Industry

Project	Location	Investment	Model	Financing Fit
Okongo Eco-Lodge & Safari Camp	Okongo Conservancy	N$10—25M	PPCP / JV	DBN + IFC advisory + EIB blending + IDC + Bank Windhoek
MICE & Conference Facility	Eenhana / Oshikango	N$20—40M	Private / PPP	DBN + DBSA + GIPF property equity + Standard Bank
Ohangwena TV Series	Eenhana	N$5—15M	PPP / NFC	DBN + Afreximbank CAYE Fund + Namibia Youth Fund + NFC

Project	Location	Investment	Model	Financing Fit
Craft & Textile Export Chain	Region-wide	N$3—8M	PPCP / SME	DBN + OPEC Fund SME line + Namibia Youth Fund + Agribank

5.5 EOI Proposals Received — Quick-Win Projects

Three investment proposals have been formally received by the Office of the Governor and will be submitted through the EOI process. These projects represent potential quick wins for the pipeline — each has an identified proponent, a developed business plan, and a clear financing structure. They are candidates for accelerated progression to Investment Facilitation Agreement (IFA) stage and should be prioritised for financial close and implementation.

Helao Nafidi Private Hospital (HNPH)

60-bed Class A/B specialised facility • Engela Omafo Extension 03, Oshikango

Modern surgical theatre, VIP maternity ward, paediatric unit (9 beds), ICU (9 beds), radiology, pharmacy, chemotherapy, renal dialysis, helipad, and 24-hour emergency. Phase 2 adds dialysis, physiotherapy, second theatre, Eenhana clinic, and CT/MRI imaging. Patron: former First Lady Penehupifo Pohamba. Managing Director: Dr. Odon Tshovo Nkongolo (MD, MPH, MBA).

FUNDING: **N$150 million required (N$90M equity, N$60M loan). Current assets N$2.4M; shareholders invested N$1.2M to date.**

EMPLOYMENT: **65+ permanent healthcare professionals — 6 doctors, 3 specialists, 34 nurses.**

Oshikango Textile Production Facility (PIH JV)

Government-supported PPP • Professional International Holdings

Industrial-scale textile manufacturing focused initially on public sector uniform supply (defence, healthcare, education, corrections). Addresses N$1.2 billion in annual textile imports (import substitution), retains procurement expenditure domestically, and leverages existing state-owned industrial assets at Oshikango. Aligned with NDP6, Vision 2030, Growth at Home Strategy, Retail Charter, and AfCFTA.

FUNDING: **N$80—150 million across both phases.**

EMPLOYMENT: **~1,050 direct jobs Phase 1; ~2,200 additional Phase 2; 3× indirect employment multiplier.**

Ohangwena Community Commerce Centre (OCCC)

30-year BOT • Helao Nafidi Town Council • zero capital outlay

200+ modular container-based commercial units (solar-powered, weather-protected), 10,000-capacity open-air concert and cultural arena, 20 premium portal cabins for cross-border travellers, 400 vehicular parking bays, 140 intercity transport bays with passenger waiting facility, and integrated logistics infrastructure. Trader ownership through title deeds builds generational wealth. Proponent: Remish Group Holdings (Ibrahim Shehu, Founder; Arinze Okafor, Director — Namibia).

FUNDING: **Private — Remish Group Holdings.**

EMPLOYMENT: **2,000+ direct and indirect jobs with deliberate focus on youth, VTC graduates, and women.**

★ Projects marked with this symbol in the pipeline tables denote proposals formally received by the Governor's Office. These quick-win projects should be prioritised for financial close and implementation given their advanced state of readiness.

SECTION

6

6. Five-Year Implementation Roadmap

From Foundations in 2026 through Acceleration to Consolidation by 2030 the phased delivery of N$700M+ in mobilised investment and 500+ direct jobs.

SECTION 6

Five-Year Implementation Roadmap

6.1 Phase Overview

Phase	Period	Focus	Key Deliverables
Phase 1: Foundations	2026	RIC constitution; EOI launch; DBN Lead Arranger mandate; Monasa Advisory Co-Lead Arranger mandate; GIPF outreach; quick-win projects	RIC operational; TC appointed; SWGs established; DBN mandated; Monasa mandated; 3—5 IFAs signed; inaugural Investment Forum (Q4)
Phase 2: Acceleration	2027—2028	Pipeline activation; DBN-led financial close; large-scale project mobilisation	10+ IFAs; EPZ groundbreaking; first DBN-led financial close; hospital PPP MOU; eco-lodge groundbreaking
Phase 3: Consolidation	2029—2030	Delivery; impact measurement; second investment cycle	First projects operational; 500+ jobs; N$700M+ mobilised; IAP 2031—2035 preparation

6.2 Annual Milestones

Year	Key Milestones	Lead
2026	Constitute RIC; appoint TC members; launch SWGs; publish first EOI & Prospectus with firm Letter of Support from the Office of the Governor; mandate DBN as Lead Arranger and Monasa as Co-	Governor / RIC / TC / DBN / Monasa

Year	Key Milestones	Lead
	Lead; sign 3—5 IFAs; DBN approaches GIPF and initiates co-lender outreach; inaugural Investment Forum (Q4).	
2027	Second EOI; EPZ site preparation; mahangu hub construction; first healthcare PPP MOU; eco-lodge groundbreaking; DBN credit committee and co-lender term sheets; 8—12 cumulative IFAs.	TC / SWGs / DBN / IFA partners
2028	Irrigation scheme financial close (DBN with GIPF/AfDB co-lenders); textile park groundbreaking; e-health pilot; TV series in production; digital platform live; 15—20 cumulative IFAs.	SWGs / NIPDB / TC / DBN
2029	EPZ first tenants operational; Mahangu Hub operational; Okongo Eco-Lodge open; first impact report published; third EOI cycle complete; 20—25 cumulative IFAs.	RIC / TC / All Partners
2030	NDP6 alignment review; comprehensive impact assessment; IAP 2031—2035 preparation; Ohangwena Investment Summit; 500+ jobs; N$700M+ investment mobilised.	Governor / RIC / National Ministries

SECTION

7

7. Impact Measurement and Management

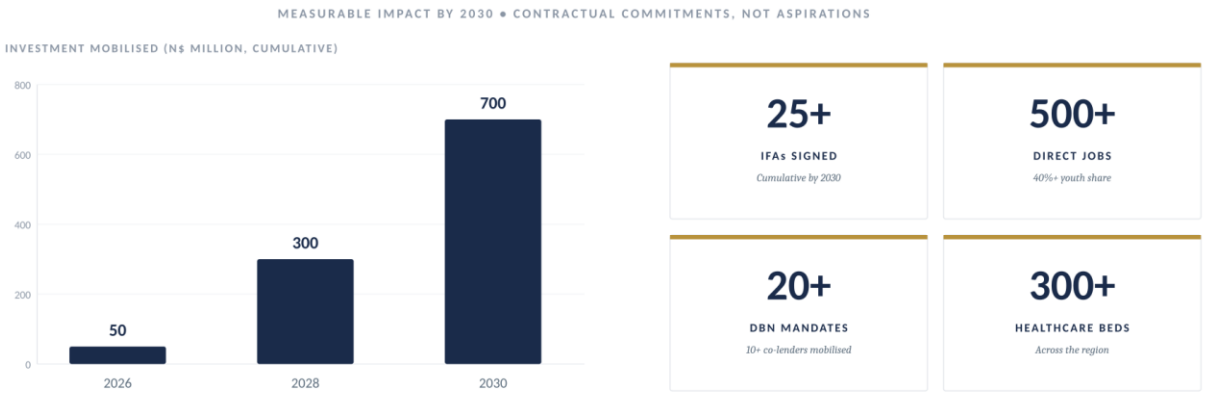
What success looks like the KPI trajectory from 2026 to 2030 and the SDGs each metric advances. These are contractual targets embedded in every Investment Facilitation Agreement.

SECTION 7

Impact Measurement and Management

These are not aspirations. They are the contractual commitments embedded in every Investment Facilitation Agreement signed under this plan. Each KPI is reported quarterly to the TC, semi-annually to the RIC, and annually in the Governor's State of the Region Address.

EXHIBIT 5 | STRATEGIC KPI TRAJECTORY 2026—2030



Source: Office of the Governor; KPI baseline and trajectory per Section 7.1.

7.1 Strategic KPIs 2026—2030

KPI	2026	2028	2030	SDG
IFAs signed (cumulative)	5	15	25+	SDG 17
Direct jobs created	150	350	500+	SDG 8
Total investment mobilised	N$50M	N$300M	N$700M+	SDG 9

KPI	2026	2028	2030	SDG
DBN Lead Arranger mandates issued	3—5	10—15	20+	SDG 9, 17
Co-lenders mobilised via DBN	2—3	6—8	10+	SDG 17
Youth employment share	30%	35%	40%+	SDG 8, 10
Women-benefiting projects	40%	45%	50%+	SDG 5
Agricultural land in production (ha)	2,000	15,000	40,000+	SDG 2
Healthcare beds / facilities added	50	150	300+	SDG 3
Tourism arrivals (annual)	5,000	15,000	30,000+	SDG 8, 11

SECTION

8

8. How to Engage

Direct contact pathways for prospective investors, technical partners, multilateral institutions, and others wishing to participate in Ohangwena's investment programme.

SECTION 8

How to Engage — Contacts and Next Steps

8.1 Investor Contact Points

Contact	Details
Office of the Governor	Hon. Kadiva Diana Hamutumwa • P.O. Box 55, Eenhana • +264 65 263906 • governor@ohangwena.gov.na
Administration	Mrs Veronica Ekandjo • Veronica.Ekandjo@ohangwenaog.gov.na
NIPDB	www.nipdb.com • Windhoek, Namibia

> **WHAT HAPPENS AFTER YOU SUBMIT**
>
> *Every formal Expression of Interest received by the Office of the Governor enters the ten-stage EOI process described in Section 3. Submissions are screened by the Technical Committee within 2 - 3 weeks, scored by the relevant Sectoral Working Group within 4—6 weeks, and shortlisted candidates invited to an investor briefing and site visits within 2 weeks of RIC decision.*

SECTION

Annex

List of Abbreviations

A reference glossary of the institutional, financial, and policy abbreviations used throughout this Action Plan.

ANNEX

List of Abbreviations

Abbreviation	Full Name
ADF	African Development Fund
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AFC	Africa Finance Corporation
Afreximbank	African Export-Import Bank
Agribank	Agricultural Bank of Namibia
AGRIBUSDEV	Agricultural Business Development Agency
AMTA	Agro-Marketing and Trade Agency
BIPA	Business and Intellectual Property Authority
CAYE	Creative Africa Nexus (Afreximbank programme)
CBNRM	Community-Based Natural Resource Management
CDH Namibia	Kauta, Barendse & Kishi Incorporated t/a CDH Namibia
DBN	Development Bank of Namibia
DBSA	Development Bank of Southern Africa
DFI	Development Finance Institution
EFSD+	European Fund for Sustainable Development Plus
EIB	European Investment Bank
EIF	Environment Investment Fund
EOI	Expression of Interest
EPZ	Export Processing Zone

Abbreviation	Full Name
ESG	Environmental, Social and Governance
FDI	Foreign Direct Investment
GIPF	Government Institutions Pension Fund
IAP	Investment Action Plan
IDC	Industrial Development Corporation of South Africa
IFA	Investment Facilitation Agreement
IFC	International Finance Corporation (World Bank Group)
IOA	Investment Opportunity Area
MAFWLR	Ministry of Agriculture, Fisheries, Water and Land Reform
MEFT	Ministry of Environment, Forestry and Tourism
MFSG	Ministry of Finance and Social Grants
MICE	Meetings, Incentives, Conferences and Events
MIGA	Multilateral Investment Guarantee Agency (World Bank Group)
MIME	Ministry of Industries, Mines and Energy
MIRT	Ministry of International Relations and Trade
MLA	Mandated Lead Arranger
MoHSS	Ministry of Health and Social Services
MOU	Memorandum of Understanding
MURD	Ministry of Urban and Rural Development
MWT	Ministry of Works and Transport
NAA	Namibia Arts Association
NASRIA	Namibia Special Risks Insurance Association
NDP6	Sixth National Development Plan (2025—2030)

Abbreviation	Full Name
NIDA	Namibian Investment Development Agency
NFC	Namibia Film Commission
NIPDB	Namibia Investment Promotion and Development Board
NSA	Namibia Statistics Agency
NUST	Namibia University of Science and Technology
OPEC Fund	OPEC Fund for International Development
ORC	Ohangwena Regional Council
ORLA	Ohangwena Region Local Authority(ies)
ORIM	Ohangwena Region Investment Map
PIM	Project Information Memorandum
PPCP	Public Private Community Partnership
PPP	Public Private Partnership
RIC	Regional Investment Committee
SACU	Southern African Customs Union
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SEZ	Special Economic Zone
SME	Small and Medium Enterprise
SORA	State of the Region Address
SWG	Sectoral Working Group
TC	Technical Committee