



Implemented by



German-Namibian Cooperation in the Transport Sector

Reflecting on 30 Years of Partnership
and Joint Achievements
(1991 – 2021)



An enhanced and well-maintained transport infrastructure that considers regional, economic, social, and gender-related inequalities in Namibia, and which contributes to regional integration and to socio-economic development and poverty eradication.

Overall Goal for German-Namibian Cooperation in the Transport Sector, as formulated in 2006



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Contents

Abbreviations	ii
Forewords	iii
By Hon. John Mutorwa, Namibian Minister of Works and Transport	iii
By Alois Schneider, BMZ, Head of Division Southern Africa	v
Note of Gratitude	vi
Introduction	1
Leading the Way – a Comprehensive Policy	3
Building Strong Institutions	5
Cultivating Homegrown Civil Engineers	9
Investing in Infrastructure for Trade and Economic Development	13
Improving Livelihoods and Socio-Economic Opportunities	22
Transitioning Towards Sustainable Mobility	31
Way Forward	40
Annex	41
Overview: Technical Cooperation, by GIZ	41
Overview: Financial Cooperation, by KfW	42
Overview: Key Implementing Partners	43
Links to Important Documents (web addresses and QR codes)	44
Imprint	46

Abbreviations

BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung <i>German Federal Ministry for Economic Cooperation and Development</i>
CIF	Construction Industries Federation of Namibia
CIM	Centre for International Migration and Development
COVID-19	Corona Virus Disease of 2019
CoW	City of Windhoek
DED	German Development Service <i>Deutscher Entwicklungsdienst</i>
DR	District Road
FC	Financial Cooperation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (since 2011) <i>German Corporation for International Cooperation</i>
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (until 2011) <i>German Corporation for Technical Cooperation</i>
HR	Human Resources
InWent	Internationale Weiterbildung und Entwicklung GmbH <i>Capacity Building International</i>
KfW	Kreditanstalt für Wiederaufbau <i>German Development Bank</i>
LB	Labour-Based
MWT	Ministry of Works and Transport (since 2008)
MWTC	Ministry of Works, Transport and Communication (until 2008)
NDP	National Development Plan
NMT	Non-Motorised Transport
NRSC	Namibian Road Safety Council
NUST	Namibian University of Science and Technology (previously PoN)
PoN	Polytechnic of Namibia (now NUST)
PTD	Public Transport Division of the City of Windhoek
RA	Roads Authority
RCC	Roads Contractor Company
RFA	Road Fund Administration
SADC	Southern African Development Community
SME	Small and Medium Enterprises
SOE	State-Owned Enterprises (also known as 'Parastatals')
SUTMP	Sustainable Urban Transport Master Plan
TC	Technical Cooperation
TR	Trunk Road
UNAM	University of Namibia
WBCG	Walvis Bay Corridor Group
WBNLC	Walvis Bay-Ndola-Lubumbashi Corridor

Foreword

By **John Mutorwa**
Namibian Minister of Works and Transport



Namibia's "wide open spaces" are a beautiful feature of our beloved motherland, yet they pose a transport and mobility challenge for Namibians and visitors alike, as well as for the country's economy. An interesting phenomenon of the sector is that, as long as all goes well, one hardly realises the importance of transport and its underlying infrastructure. Only when taxis, busses, trucks, ships, planes or trains stop working, when major potholes become visible, or when products are no longer on the shelves, does the average citizen begin to realise that any weaknesses in those complex systems can have very severe consequences for the individual and the country at large.

Therefore, solid investments in reliable transport infrastructure and comprehensive transportation systems, and good management of these, are key for individual personal mobility and for Namibia's socio-economic development.

At the dawn of our Independence in 1990, we were aware of the importance of our Transport Sector, for ourselves as well as our neighbours in the Southern African region. Preparing and implementing national reform programmes as from 1995 has challenged this Ministry and its many stakeholders to face and overcome various challenges. Enlarging previously neglected traffic arteries (i.e. trunk roads along strategically important national corridors), expanding the initially narrow sectoral focus on roads and rail only, ensuring sufficiently qualified local engineering capacity and establishing entirely new entities to handle the complexity of this important sector, have been among the challenges this Ministry has faced over the last three decades.

Hence, as we reflect on the past and look to the future, I want to sincerely honour and appreciate the foundation laid by my several predecessors, the league of Ministers who presided over the reformation and development of the sector, and enabled us to travel on the roads they helped to build. Special acknowledgment is accorded to them in this publication (on page vi). Mostly less visible than us, the political leadership, are the many dedicated staff members who have applied their minds and expertise to translating challenges into new policy, policy into implementation plans, and such plans into operational realities. Many of them built their careers in dedication to this sector, growing through the ranks and providing continuity in the face of constant change. I sincerely thank them and all other technical staff and management working for the various entities and institutions in this sector.

In contemplating the development of the Namibian Transport Sector, it is impossible to overlook the influence of the German-Namibian partnership of the past 30 years. One would do well to speak of a *lesson in development cooperation* marked by features befitting any approach to transport: "in for the long haul" and "holistic" are terms that come to mind. Investments in strengthening of institutions,

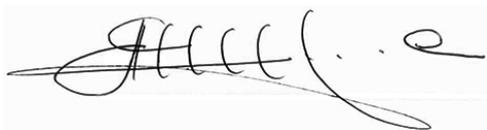
stretching Namibia's scarce financial resources through complementary financial measures, and stimulating innovative solutions, are just a few of the outstanding features of this partnership. This booklet is but a small reflection of the immense contribution that the German people, through their government, have made to Namibia by continuously investing in our Transport Sector over the last three decades.

This German-Namibian partnership stands out amongst the many benevolent contributions that the international community has made to our young democracy. This Ministry, being the primary cooperation partner within the said 30-year journey, can and likes to highlight a few lessons learnt:

- i. The complexity of sub-sectors and modes of transport was professionally responded to and supported by primarily two different agencies, namely GIZ and KfW, which exposed our officials to the two different forms of cooperation – technical and financial.
- ii. In addition to gaining intercultural competencies and learning about typical German ways of thinking, communicating and problem-solving, the nature and characteristics of both agencies taught us different styles of partnering and jointly implementing.
- iii. As much as there is sadness about the partnership in this sector coming to an end, all sides have come to understand the importance of good and timely communication as the foundation for a long-term partnership to work.
- iv. Lastly, there is truth in the saying that 'the end of something means the beginning of something else', and we appreciate that in this case there is a transition of some key aspects related to urban mobility into new beginnings within an adjacent sector.

As a last and lasting testimony of the unique and historic German-Namibian cooperation within the Transport Sector, this publication helps us to witness and reflect on where we have come from, what we were able to achieve together, and where we are now in 2021.

This booklet, co-authored by the protagonists of their own 'story' and those who have significantly shaped this shared journey, offers a colourful glance at what can be achieved in a dynamic and dedicated partnership – a partnership that shared an ambitious yet attainable vision.

A handwritten signature in black ink, appearing to be 'GIZ', written over a light blue horizontal line.

Foreword

By **Alois Schneider**,
BMZ, Head of Division Southern Africa, South Africa



Due to our shared history, Namibia and Germany are united by a long-standing and close partnership. Germany's development cooperation with Namibia is an important pillar of this special relationship.

From the very beginning the Namibian Transport Sector was part of our joint development cooperation, as it was seen as key for economic growth, employment, and social development through providing everyone access to goods and services.

Thanks to the extraordinary cooperation with and commitment from Namibian partners on all levels, within the Ministry of Works and Transport, other ministries, local authorities, implementing organisations, academic institutions and other stakeholders, the bilateral cooperation in this specific sector lasted over 30 years, which is quite exceptional.

Exemplary highlights of this cooperation are the substantial improvements of Namibia's road network as visualised on pages 20-21 and the capacities built in civil engineering in line with Namibia's Vision 2030. Over 585 qualified civil engineers have graduated since 2005 from both the Namibia University of Science and Technology (NUST) and the University of Namibia (UNAM), while the "German Wing" of UNAM's Ongwediva Campus, in particular, will provide a solid basis for further capacity to be built. Lastly, the comprehensive new Transport Policy alongside the Sustainable Urban Transport Master Plan (SUTMP) for Windhoek, and other innovative and inclusive Master Plans, constitute other important achievements.

Starting last year, the partnership has also demonstrated its strength and value during times of crisis. When the world started feeling the bitter effects of the global COVID-19 pandemic, Germany was able to provide key support to Namibia's logistics sector, e.g. by helping truck drivers to safely enter the country and ensuring reliable support with essential goods during lockdowns.

On behalf of the German Government, I hereby thank and congratulate Namibia for its exceptional achievements over the last three decades, and I wish her all the best for future socio-economic development, of which the transformation into a full-fledged regional logistics hub will be a major steppingstone. We trust that the investments over the last 30 years – as displayed in this booklet – will provide a solid foundation on which to build further successes.

We remain with best wishes, as partners in development,

Alois Schneider

Note of Gratitude

From the German side, the Federal Ministry of Economic Development and Cooperation (BMZ), KfW and GIZ would like to express deep and sincere gratitude to all levels of Namibian leadership for the good cooperation and the achievements of the GIZ Transport Project over the last three decades, particularly to the **honourable Minister John Mutorwa** for his strong support and acceleration of projects through his guidance during his term since 2018, as well as all his predecessors ...



Hon. John Mutorwa
(2018 to date)



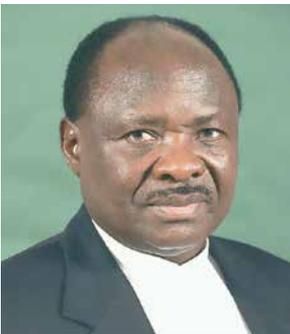
Hon. Alfeus !Naruseb
(2015-2018)



Hon. Erkki Nghimtina
(2010-2015)



Hon. Helmut Angula
(2008-2010)



Hon. Joel Kaapanda
(2005-2008)



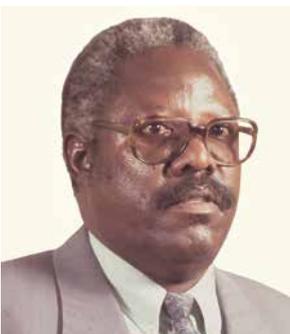
Hon. Moses Amweelo
(2000-2005)



Hon. Oskar Plichta
(1995-2000)



Hon. Marco Hausiku
(1992-1995)



Hon. Richard Kabajani
(1990-1992)



... and **all staff** of the Ministry of Works and Transport since 1990.

Introduction

Prior to Namibia's Independence in 1990, both East and West Germany already had their own unique relationship with the "land of the brave", and there was no doubt that a thenceforth united Germany would support the emerging Namibian nation in its development.

A reasonable number of the young nation's economic problems were in many aspects caused by a historically biased transport infrastructure. There was a concentration of roads along the north-south alignment of the country solely towards South Africa, the former colony's ruler. This left Namibia's connections with other neighbouring countries poorly developed. The quantity and quality of the inherited roads system was therefore significantly different in the southern and central parts compared to the densely populated and more traditional parts in the north, which somehow created 'first world and third world areas'.

Considering the importance of infrastructure and the overall transport sector for socio-economic development, road construction has been part of the German-Namibian cooperation right from the start – since 1991. Namibia's geopolitical importance in terms of Southern African regional logistics and the crucial role of a well-functioning roads infrastructure for the national economy were important aspects, as was the creation of access and mobility for Namibia's own population and for the global tourism industry.

Consequently, as from 2002, alongside the launch of Namibia's Second National Development Plan (NDP2), Namibia and Germany agreed to intensify cooperation in the Transport Sector and make this sector one of three focal areas, the other two being Sustainable Economic Development and Natural Resource Management. The finalisation of the development of Namibia's Vision 2030 in early 2004 provided the ideal framework for joint technical and financial cooperation for the following ±20 years of collaboration in the Transport Sector.

Over the last three decades, Namibia, with the support of Germany and other donors, has invested increasing efforts and resources into its Transport Sector. The financial and technical cooperation provided via KfW and GIZ allowed for more than 1,800km of roads to be constructed or rehabilitated, and significant progress has been made in the governance and transformation of the sector. These joint efforts resulted in the World Economic Forum (WEF) ranking Namibia's road infrastructure first among its African peers for five consecutive years (2017-2021), but also, these efforts have addressed crucial goals for inclusive and sustainable development, as expressed in the global Sustainable Development Goals (SDGs) and in the continuous National Development Planning.

After 30 years of successful German-Namibian development cooperation in the Transport Sector, the phasing out of this focal area was initiated in 2019, and the focus of this bilateral cooperation began shifting towards the area of Inclusive and Sustainable Urban Development.

This publication highlights the challenges addressed and the impact made by this longstanding development cooperation, which has contributed to the transformation of the Transport Sector as an enabler for socio-economic growth and inclusive development in Namibia.

Namibia has been ranked as the country with the best quality of roads in Africa for a fifth consecutive time, according to the World Economic Forum's Global Competitiveness Report Index of 2020 on the quality of road infrastructure.

Takudzwa Hillary Chiwanza, *The African Exponent*, 5 September 2021
www.africanexponent.com/post/8179-top-10-african-countries-with-the-best-roads



Photo source: **The African Exponent**, www.africanexponent.com/post/8179-top-10-african-countries-with-the-best-roads

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Leading the Way – a Comprehensive Policy



Launch of Namibia's new Transport Policy in Windhoek on 3 December 2018. (Photo source: GIZ)

In the early post-Independence years, the situation in Namibia's Transport Sector was characterised by an exemplary national reform programme, based primarily on the **White Paper on Transport Policy**, approved in 1995. This policy was crucial at the time, and provided invaluable guidance for the sector as well as new guidelines to transform and overcome historic imbalances. A major focus of this policy was on the roads subsector, with emphasis placed on the premise that competition in the market would lead to fair prices for transportation services.

However, over the years, with technical developments taking place in Namibia and around the world, this guiding policy document had its limitations, and was falling short of addressing many of the complex challenges and opportunities emerging in the Transport Sector. Therefore, a comprehensive overhaul was required, which would have to include a more integrated understanding of transport, featuring different modes of transport, and focusing more on sustainable development of the entire Transport Sector.

In 2011, the German-Namibian cooperation initiated the support for revising the policy framework and expanding its scope, the main aim being to create a more enabling environment by comprehensively including various institutional, legal, logistical, social, economic and environmental aspects in the new policy.

The first breakthrough was achieved in 2016, when the first draft of a modern and inclusive policy document was presented after extensive stakeholder consultations. The draft covered roads, rail, aviation and the maritime sector, as well as sustainable mobility, environmental and social aspects.

After another two years of collaborative efforts by the Ministry of Works and Transport (MWT) and all its partners, **Namibia's new Transport Policy** was approved by Cabinet and officially launched in **December 2018**. (An internet link to the policy document is provided on page 44 herein.)

This new policy embraces a **holistic understanding of 'transport'**, and provides a vital strategic framework for efficiently managing, planning, monitoring and regulating Namibia's Transport Sector, and for intensifying capacity-building measures. According to the old policy, facilities like roads were built simply to move vehicles, whereas now roads are understood to be an integral part of an effective, complex and interconnected mobility ecosystem that serves the purposes of moving people and goods, and connecting people and goods to services. This allows for a new focus on public and non-motorised transport, thereby laying the foundation for transitioning towards sustainable development of the sector, with clear directions and a strong emphasis on Local Authorities.

In addition, the new policy addresses important **crosscutting issues**:

- There is more emphasis on the **special needs of people with disabilities**, who are restricted to a greater or lesser extent in every social and economic facet of life. Many are isolated due to poor mobility, in addition to stigma and discrimination. Therefore, accessibility has to be included in the development of transport solutions nationwide.
- **HIV and AIDS awareness and prevention measures** have been incorporated into the standard training for transport-related construction workers, whose work places them at risk of exposure to infection, especially during their frequent travels to different regions.
- Lastly, the new policy advances the Namibian Government's visionary objective of making this country a **regional logistics hub for the Southern African Development Community (SADC) by 2030**. To this end, the policy places particular emphasis on two vital needs: (a) fulfilling international safety regulations and standards, especially in the aviation and maritime sectors; and (b) expanding the rail system and improving its service, so that it can move large quantities of goods as well as serve the need of many Namibians to travel by train.

Technical support for this new policy included sourcing of consultancy services for the design of the implementation plan, as well as ongoing support during implementation.



High-level consultations on the new Transport Policy, launched on 3 December 2018.
(Photo source: GIZ)



Multiple modes of transport in Windhoek.
(Photo source: GIZ)



A container ship in the Walvis Bay port – a critical port for Southern Africa.
(Photo source: GIZ)

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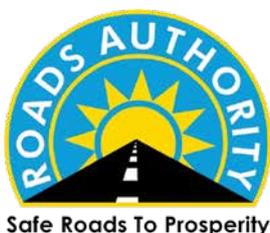
Building Strong Institutions



Effective transport and mobility systems are key for Namibia's socio-economic development (Photo: TransNamib)

In the mid 1990s the Ministry of Works, Transport and Communication, on behalf of the Namibian Government, identified the need for **Road Transport Sector Reform**, to plan, finance, expand, manage and maintain the country's road network.

The creation of several semi-autonomous entities with specific functions was crucial to this reform, and duly, through Acts of Parliament in 1999, the Roads Authority (RA), the Road Fund Administration (RFA) and the Roads Contractor Company (RCC) were established.



RFA
Road Fund Administration

RCC
ROADS CONTRACTOR
COMPANY LIMITED

Key success factor for the efficient implementation of this reform were **capacity development** for the sector and the development of a **performance monitoring system** for new parastatals, both supported through KfW and GIZ on behalf of the German Government.

Additional support was received from the Technical Advisory Board (TAB) for Performance Monitoring. As a result, the quality of the RA's data management improved notably, and this helped to establish and avail clear figures on road coverage and funds required for road maintenance and rehabilitation. Unexpectedly, however, during the first years of these newly introduced performance-monitoring systems, the RA, RFA and RCC experienced severe HR-related challenges, which led to steering measures and even budgeted projects not being effectively implemented. At the same time, the condition of the road network continued to deteriorate, creating a sense of urgency to act.

In response to the emerging crisis, Germany, via technical and partially financial cooperation, helped to address the demand for qualified personnel and experts with administrative, organisational and technical knowledge and experiences within the Ministry and its state-owned enterprises (SOEs). GIZ supported the Ministry, selected SOEs and the City of Windhoek through training measures and by engaging several senior experts through the Centre for International Migration and Development (CIM), who provided their expertise mainly between 2011 and 2016.

The support by the financial cooperation included, among other accompanying measures, provision of financial management software and corresponding training by KfW. Over the years, the **Road Fund Administration** (RFA) became an increasingly important enabler and crucial stakeholder in the execution of programmes supported by the German Government. The implementation and success of some of these projects was made possible by the RFA taking up loans of over €60 million over the past years to fund key roads projects, and reliably paying these loans back to KfW as per signed agreements. In addition, the RFA continuously assists the MWT and KfW with payments to contractors for labour-based projects and Access Roads, which has helped to ensure and speed up the implementation of respective projects.

Another key contribution to the **Roads Authority** (RA) was the continuous support through KfW for improving Namibia's Road Management System (RMS) by way of a coordinated and integrated approach to facilitate the efficient management of the road network and to provide information about the network. This approach includes analysing the impact of funding constraints on the road network and road users, and identifying and prioritising projects to ensure the most efficient use of scarce funds. Namibia's current RMS is a robust system that is one of the best in Africa, and competitive with any international standard. One vital contribution in the early years of this RMS-improvement support was KfW's support for the implementation of the Highway Development and Maintenance Management (HDM4) software and calibration of performance models for Namibian conditions as from 2002.

Since 2004, GIZ has seconded an **Expert Advisor** to the Office of the Minister for the MWT to provide continuous support at policy level as well as to ensure effective and efficient collaboration with German development cooperation in the now officially established focal area of transport.

Up until 2021, GIZ's key areas for cooperation were capacity building, including strengthening of performance-monitoring systems and other key coordination functions of the MWT, and the Ministry's planned restructuring in line with requirements of the new Transport Policy. A major shift happened when the MWTC decided to move from individual project funding to a more comprehensive planning approach that covered the entire roads sector. This allowed the Namibian Government greater sovereignty and more efficient use of donor funding in the road sector. A particular **Sector-Wide Approach** (SWAp) to budgeting was facilitated with the support of both technical and financial cooperation from 2006 to 2013.

Additional capacity-building measures included **exchange visits and study trips** to Germany, which provided valuable first-hand insights and experience of some best practices in state-of-the-art transportation planning, sector strategies and policy development, public transport and transportation of dangerous goods. These exchanges enhanced the mutual understanding, direct engagement and overall working relations.



Exchange visit to the City of Bremen in 2019, related to Public Transport.
(Photo source: GIZ)

Several major studies were also commissioned, such as a comprehensive **Gender Study** for the sector, jointly conducted by MWT and GIZ in 2018, and a **Triple Mainstreaming Analysis** in 2019.

Although latest policy developments address gender and disability issues, the studies revealed several shortcomings. Challenges around gender mainstreaming include the lack of integration hereof in the monitoring and evaluation within the policy development process, inadequate human resource capacity in most organisations, and lack of financial resources to assist with gender-sensitive programming. Personal safety and how to avoid harassment are major concerns for women as users of public transport. For those living with disabilities, a main worry regarding transport is accessibility, as they often require personal assistance, and there is a clear need for more awareness-raising activities within the transport sector around people living with disabilities.

Considering the crucial role of the private sector, institution building for the emerging local construction industry was also of great importance, given the Transport Sector's perpetual need for effective and efficient construction services. GIZ (then DED) provided support for establishing the Namibian Planning Construction Council (NPCC), the Construction Industries Federation of Namibia (CIF) and the Namibian Small Contractors Association (NASCA).

A major game-changing **institutional capacity-building success story** was the development of specific tender processes, which now guarantee full inclusion of Namibian SMEs in all regions of the country. This in turn ensures that a growing percentage of Namibian construction companies and workers contribute to any large road project.

Understanding the role of a well-functioning railway system for Namibia's transition into a vibrant logistics hub for SADC, special attention was given to the **performance of TransNamib**, as the national railway carrier.



GIZ supported TransNamib to become Namibia's preferred bulk logistics supplier. This included contributing to the development of its restructuring plan for a vertically integrated railway company based on new management principles, and providing a market- and product-oriented cost-accounting system that offers more reliable and efficient services.

Namibia's road safety situation was and remains **very concerning**. Namibia infamously is ranked among the global 'Top 40' in road traffic accident deaths, with over 600 Namibians losing their lives in road traffic accidents annually.

It is against this backdrop that GIZ supported the **National Road Safety Council (NRSC)** in developing a legal framework in response to Namibia's road safety challenges, and helped with organising road safety campaigns and trainings. Furthermore, the NRSC developed a database for accidents, serving as an integral instrument to monitor road safety in Namibia and to use that data to assist in developing future road safety strategies.



The national-level traffic units of the **Namibian Police Force (NAMPOL)** as well as units of the **Windhoek City Police** were directly involved as key stakeholders in road safety. They had been challenged by insufficient resources as well as shortfalls of knowledge and skills within their respective traffic units.



Through GIZ, the German Saarland State Police helped to strengthen these capacities by developing an "Advanced Traffic Policing" curriculum, which combined aspects of traffic law enforcement with road safety. The curriculum modules ranged from first aid, traffic control and accident recording to conducting traffic-related investigations. Police officers and instructors from all relevant police forces received training to become future trainers themselves.



A practical exercise during one of the training workshops.
(Photo source: GIZ)

In exchange, high-ranking Namibian police officers went on a practical study trip to Germany in 2014. They visited various police stations in the federal state of Saarland, received additional traffic policing training, and gained valuable insights from comparing the traffic safety situations and the measures being applied in both countries.



A group of police trainees after their Traffic Policing training workshop in Windhoek in 2017.
(Photo source: GIZ)

Another measure connected to road safety was the 2015 study on the **Driver Licensing System** in Namibia. Support interventions towards road safety culminated in 2017 with the finalisation of the *Road Map for Road Safety Traffic Policing in Namibia*.

At the time of writing in mid-2021, the **Road Safety Management Bill** is awaiting Cabinet approval.

Cultivating Homegrown Civil Engineers



Namibia's next generation at the ready: University of Namibia graduates in Civil Engineering. (Photo source: GIZ)

In 2006, a comprehensive Capacity Development Assessment, carried out in key institutions of the road sector, clearly identified the **shortage of civil engineers** as one of the core challenges facing the entire Transport Sector. Subsequently, over the next 15 years, a multitude of complementary collaboration and investment actions were taken. As a result, the ability and capacity of Namibia's two leading tertiary institutions, namely the Namibian University of Science and Technology (NUST) and the University of Namibia (UNAM), to provide homegrown engineers in such numbers and of the quality envisaged in Namibia's Vision 2030, have been significantly improved. In cooperation with German and other international universities, full-fledged Bachelor and Master of Science programmes have been established at both universities since 2012, with significantly increased teaching capacities and growing number of students graduating.



NAMIBIA
UNIVERSITY
OF SCIENCE AND
TECHNOLOGY

Initial steps to address the severe shortage of civil engineering capacity were taken by the then **Polytechnic of Namibia** (PoN,

now NUST), when it entered into an academic partnership with the Aachen University of Applied Science in **2007**. This resulted in Namibia's first internationally recognised Civil Engineering curriculum, and a vibrant exchange programme with lecturers from Aachen to overcome the initial staffing shortages. In 2013 the PoN initiated its first PhD programme in Civil Engineering, which contributed to this institution's transformation into a full-fledged university in 2015.



A group of Namibians, including the **Founding Rector of the PoN, in Aachen in 2007**. (Photo source: GIZ)



Left: **The Faculty of Engineering Building at NUST's Windhoek Campus.**
 Middle: **A Civil Engineering student at NUST.**
 Right: **One of the pieces of material-testing equipment at NUST.**
 (Source of photos: GIZ)



The first joint Bachelor's Degree in Civil Engineering between NUST and the Fachhochschule (FH) Aachen was accredited in 2017, and the **Material Testing Institute** which by then had been established as a component of the NUST-FH Aachen partnership was officially handed over to NUST.

In addition, in May 2009 the **Namibian-German Centre for Logistics** (NGCL) was inaugurated, and was established as a partnership between the then PoN (now NUST) and Flensburg University of Applied Science (FUAS) in Germany.



The NGCL, in line with its original mandate, has established itself as a centre of excellence for logistics and transport education, while driving applied research in the SADC Region. The Centre is part of the "African Excellence" initiative funded by the German Academic Exchange Service (DAAD) as part of the "Aktion Afrika" programme of the German Foreign Office.

Starting in **2010**, Germany also supported the development of the Faculty of Engineering and Information Technology of the **University of Namibia's José Eduardo dos Santos Campus** in Ongwediva.



Close collaboration between financial and technical cooperation from Germany allowed for valuable synergies to emerge. GIZ established initial working relations, and was responsible for the entire academic development as well as for equipping the laboratories and providing training and exchange visits with international laboratories. KfW financed the construction of all buildings on this campus, including the student hostels. KfW also financed an expert who came to Namibia to calibrate key laboratory equipment. GIZ is currently supporting the calibration of other equipment in this lab.

The most prominent milestone was the construction of the third wing of the five-star-shaped Engineering campus. The German Government provided €15 million for constructing the "German Wing" – the other two wings being the "Namibian Wing" and the "Indian Wing". The German Wing is a free-standing faculty building with lecture halls, two workshops, a laboratory, and a hostel block with a cafeteria to accommodate and cater for up to 300 students.



Left: **The UNAM Ongwediva Campus in north-western Namibia.**
 Middle: **A UNAM Ongwediva staff member operating laboratory equipment.**
 Right: **Workspaces and equipment in the Ongwediva Campus laboratory.**
 (Source of photos: GIZ)



Since 2011, to overcome the lack of lecturers and to help ensure sufficient capacity, GIZ has worked in close collaboration with UNAM in establishing cooperation between UNAM and the University of Cape Town, focusing on **capacity-building** means such as teaching-support and online-course development. Through this collaboration, UNAM has been able to sustain, enhance and expand its study programme, and to implement key courses despite the COVID-19 pandemic in 2020/21.

The German Government also assisted in addressing UNAM's need for local engineering-related testing facilities, by procuring specific testing equipment and machinery, and by implementing targeted capacity-building measures for the **Civil Engineering laboratories**. For instance, in 2018 UNAM's technologists were temporarily deployed at specialised civil engineering testing facilities in Germany to gain practical experience, and in turn, a few leading representatives of these institutions visited UNAM in October 2019, where they provided additional training, reviewed the laboratories and made recommendations for further developing the laboratories. In addition, with initial support from KfW, new road construction methods are currently being tested by UNAM in collaboration with the RA in the civil engineering laboratories at UNAM's Ongwediva Campus, paving the way for locally adapted and cost-efficient innovations for the Namibian road sector. UNAM is now moving towards international accreditation of its testing facilities, which will advance this institution's drive towards greater self-sustainability.



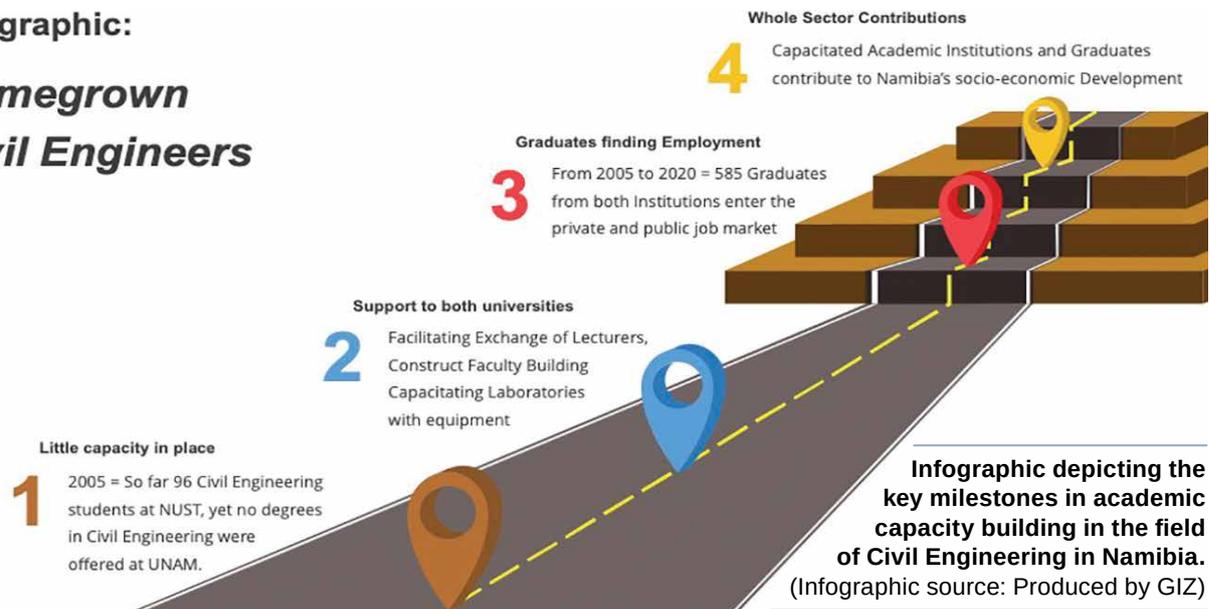
The German Wing inauguration at UNAM's Ongwediva Campus on 11 September 2017.
 (Photo source: KfW)

Furthermore, UNAM's **BSc Civil Engineering graduates** can qualify for recruitment by UNAM as lecturers if they first acquire the necessary further qualifications through international post-graduate programmes in South Africa and the United Kingdom. The German Government is now considering supporting these post-graduate and PhD students beyond the phase-out of the GIZ Transport Project, so that they can complete their studies and possibly join UNAM's academic staff as teachers of BSc and MSc Civil Engineering students, and thereby support Namibia's Civil Engineering Sector at large through basic and applied research. Also under consideration is the deployment of a senior CIM expert as one option for filling UNAM's temporary teaching gaps during the transition period.

With engineering faculties at NUST and UNAM having been established, homegrown graduates have become available for the national and regional labour market, not only in the field of transport but in the broader sector of Civil Engineering as a whole.

Infographic:

Homegrown Civil Engineers



The need for this, and the importance of it, were highlighted in a study on “The Role of the Engineering Profession in Namibia”,¹ which reflected on opportunities and challenges faced by various institutions and engineers themselves. High-level outcomes of this study were as follows:

- Qualified engineering professionals are a key factor for the development and growth of Namibia, yet they remain often under-recognised.
- Engineers should be more involved within strategic teams when the government is engaging in major planning exercises.
- Women constitute a mere 5% of professional engineers in Namibia, thus more efforts and specific programmes are necessary to enhance and support their training.
- Rebuilding a healthy engineering industry will require more capacity building, improved training, better salaries, investment in personnel, and improvements regarding consulting, contracting and interpersonal relationships.

Visible progress has since been made.

GIZ-funded **tracer studies**, involving a total of 216 NUST and UNAM Civil Engineering students who graduated between 2014 and 2020, tracked their development until 2021, and confirmed that the student numbers had grown each year, and that the graduates are successfully filling vacant positions in public and private entities in Namibia.



The launch in 2014 of the study on “The Role of the Engineering Profession in Namibia”, the same year in which the two tracer studies commenced.

(Photo source: Mrs Sophie Tekie)

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1 This study was funded by GIZ and publicised in 2014 by the Engineering Professions Association of Namibia (EPA), a non-profit membership association of professionals active in engineering and related fields in Namibia.

Investing in Infrastructure for Trade and Economic Development



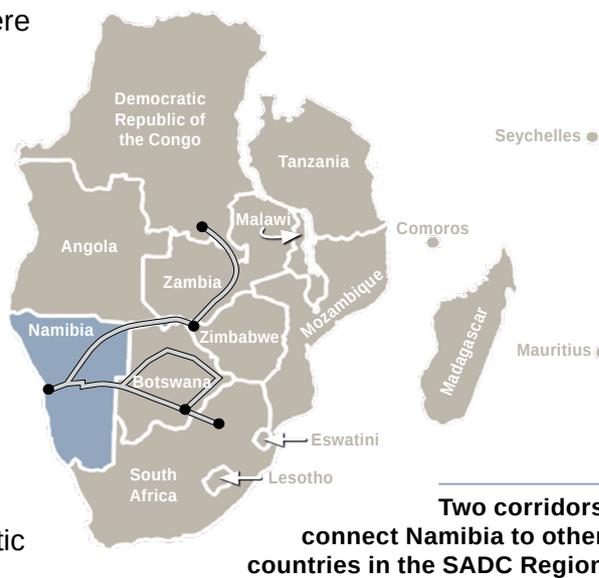
Long-distance road transport in Namibia, along one of the two major Corridors – see map. (Photo source: GIZ)

At Independence in 1990, Namibia inherited a very well-built but severely one-sidedly developed road system, in that the South African colonial power had concentrated on north-south roads to connect Namibia solely with South Africa. This hampered Namibian interests and restrained future development, as it limited Namibia's connection and trade with its other neighbours within the SADC Region. Road construction was therefore one of the first areas of cooperation within the Namibian Transport Sector.

Key success factors for the efficient implementation of this reform were **capacity development** for the sector and the development of a **performance-monitoring system** for new parastatals, both of which would be supported by KfW and GIZ on behalf of the German Government.

In the early years, two major capital road projects were key to Namibia's socio-economic development:

- The **Trans-Kalahari Highway (TKH)**, which provides a direct route from Walvis Bay and from Windhoek through Botswana to Pretoria in South Africa's Gauteng Province.
- The **Trans-Caprivi Highway (TCH)** – now named the **Walvis Bay-Ndola-Lubumbashi Corridor (WBNLC)**, also referred to as *Trunk Road 8 (TR8)* – which runs between Rundu and Katima Mulilo in Namibia's north-east. It is a key connector for the major trade route between Namibia and land-locked SADC countries such as Zambia, Zimbabwe, Malawi and the Democratic Republic of the Congo.



The expansion of the TKH was supported by a loan from the African Development Fund, while Germany supported the construction of the TCH between 1994 and 2005 with a total of €35.6 million in grants. Over 276 km of road were built, upgraded and rehabilitated. These operations included the building of a new weighbridge control station and the rehabilitation of 142 km of the strategically important TR8 between Rundu and Murangi Gate in Kavango Region.

The German support of the WBNLC has been one of the major capital road projects that helped to facilitate logistics on transboundary main roads to significantly help Namibian economic growth – by, for instance, enabling trucks with copper ore concentrate from mines in the Democratic Republic of the Congo to reach copper smelters in Tsumeb in Namibia, so that refined copper can be exported via Namibian ports.

Other key investments supported by the German development cooperation were the rehabilitation of the TR1 in Oshana, Oshikoto and Ohangwena Regions – on key sections of the **Trans-Cunene Corridor** between Oshivelo (in Oshikoto Region) and Oshakati (Oshana), and between Ondangwa (Oshana) and Oshikango (Ohangwena). Over the years 1996-2005, 253 km of road were rehabilitated with a €20.5 million grant provided via KfW. This rehabilitation was of high strategic importance, not only for enhancing the main trade route to neighbouring Angola, but also to provide critical transport infrastructure for the densely populated northern regions.

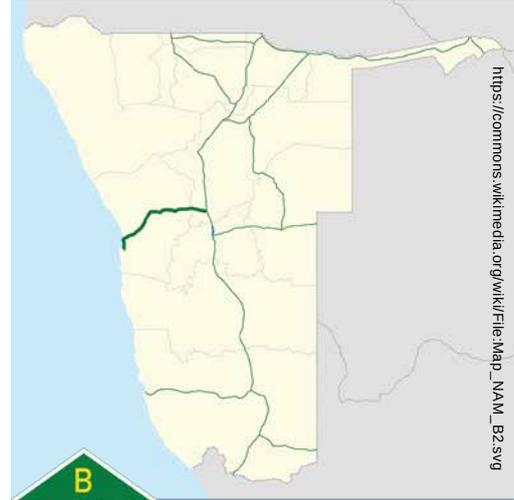
At the dawn of the new Transport Policy, Namibia intensified efforts to integrate maintenance and rehabilitation of key national roads into the National Development Plans (NDPs). Since 2009, Germany has committed interest-reduced loans totalling €81 million for this purpose, via KfW.

These funds have provided for strengthening the logistically central connection between **Windhoek and Okahandja**, by transforming the 76 km stretch between these two towns from B1 into **A1**, hereby substantially extending the Western Bypass to **Namibia's first National Freeway**.

Furthermore, road maintenance and rehabilitation were necessary for a 33 km stretch between Usakos and Karibib on the **B2**, a **critical artery that connects Walvis Bay on the coast to central Namibia**.



The A1 freeway (76 km) from Windhoek to Okahandja.
(Photo source: Namibia Press Agency (NAMPA))



The B2 trunk road (300 km) from Walvis Bay to Okahandja.



Lastly, in the **Trans-Oranje Corridor (TR1/3)** in southern Namibia, 89 km of road between Gibeon and Tses, being a key section of the Mariental-Grünau road, will receive significant maintenance and rehabilitation until 2025.

For these capital road projects, it is foreseen that local SMEs and workers from towns and villages in proximity to each project will be involved in carrying out smaller works, such as building culverts.



Groundbreaking of the TR1/3 in southern Namibia (NDP4, Phase II).
(Photo source: KfW)

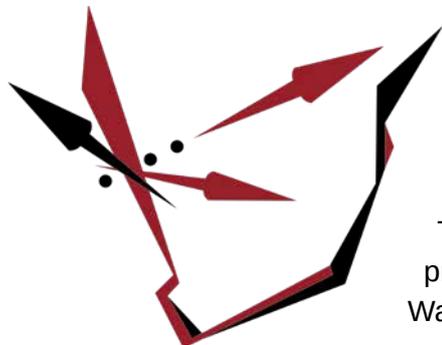


The Port of Walvis Bay is another critical element of the Namibian Transport Sector, being the country's largest commercial port and a logistical centrepiece for the Southern African region.

This port offers direct access to principal shipping routes, and is therefore a natural gateway for international trade. Walvis Bay's strategic importance was the reason for South Africa keeping it under its control even after Namibia became independent in 1990, i.e. until 1994 when sovereignty of Walvis Bay was finally transferred to Namibia.

Expansion of the commercial port of Walvis Bay was critical for the young republic's economic development in the early stages, and for strategically positioning Namibia as a suitable partner and facilitator for national, regional and global trade. In the years 1996-98, the Namibian Ports Authority (Namport) collaborated with KfW in implementing a project aimed at ensuring efficient and safe handling of containerised freight and liquid goods, and efficient docking and undocking of fishing boats for repairs and maintenance. A grant of over €5.8 million was provided for: (a) the relocation of the container terminal; (b) the acquisition of ancillary freight handling machinery and technical equipment for the port's safety area and the tanker pier; and (c) the rehabilitation of machine parts for the synchro-lift (used for lifting boats, ships and other vessels onto land for maintenance/repair and back to sea). This expansion of the container terminal enhanced the port's competitiveness, and in the long run has led to additional staff being employed, and hence poverty reduction in the area.

Most importantly though, this initial project provided a solid basis for further investments in, and expansions of, the economically crucial port of Walvis Bay as the strategic epicentre of Namibia as a regional logistics hub. With many of the SADC members transitioning from being landlocked to land-linked countries, there is great potential from a geo-political perspective, as well as strong political commitment, international support, and growing national interest in bringing this vision of a **regional logistics hub for Southern Africa** to life.



WALVIS BAY CORRIDOR GROUP



A few of the WBCG Wellness Centre's ±70 staff members.
(Photo source: GIZ)

The **Walvis Bay Corridor Group (WBCG)**, established in 2000 as a public-private partnership to promote the utilisation of the Walvis Bay Corridor, is another key player when it comes to regional logistics.

The WBCG functions as a **service and facilitation centre** created to promote imports and exports for the SADC Region via the ports of Walvis Bay and Lüderitz.

The first technical collaboration with the WBCG in the context of German-Namibian development cooperation began in 2006, when the Namibian Business Coalition on Aids (NABCOA) was approached to provide support on **wellness in workplaces**. What started off as an outsourced service offered by NABCOA would soon become an integrated aspect of WBCG as an organisation. As from 2013, **integrated wellness services** turned into one of the WBCG's flagship programmes, with service points not only in Namibia but across the entire SADC Region.

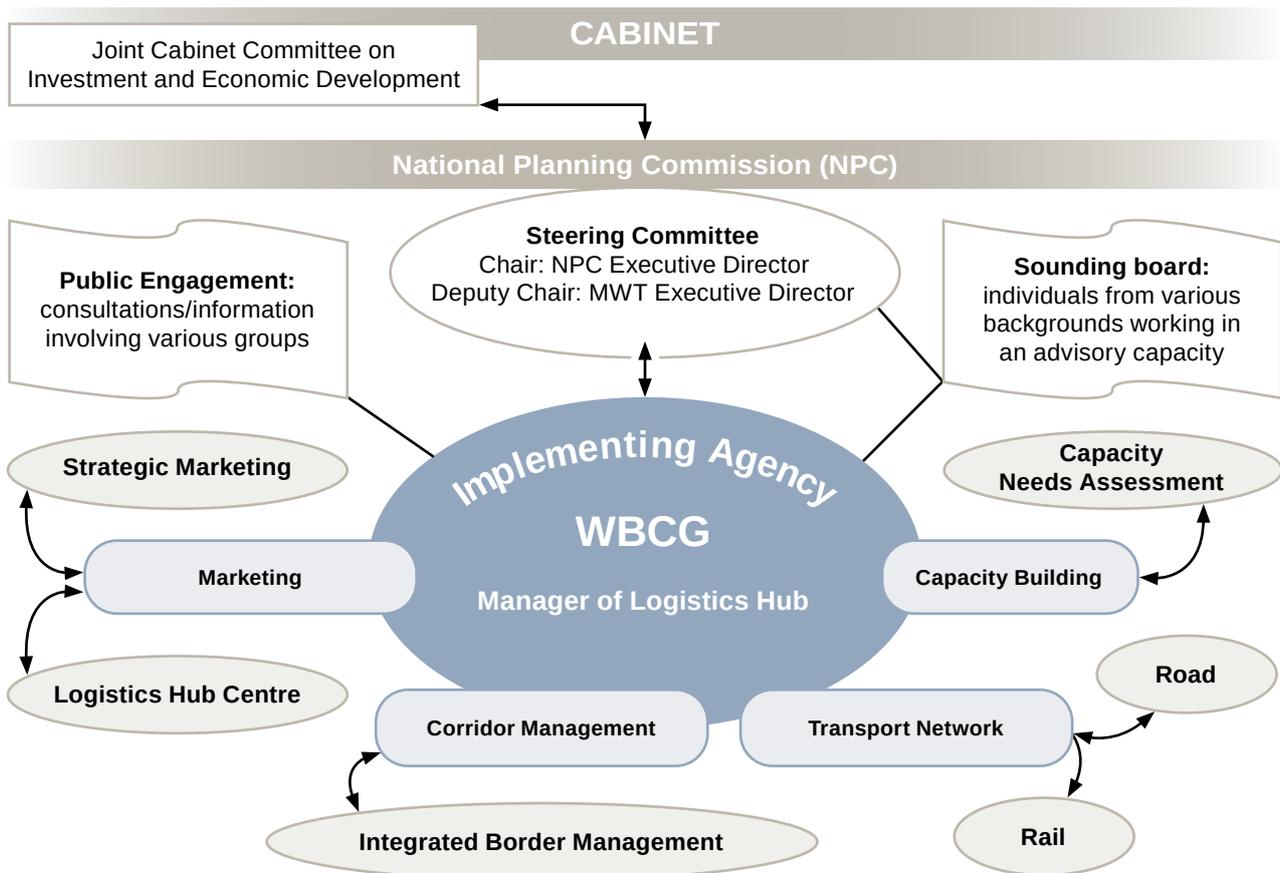
In the process of developing the **Master Plan for Development of an International Logistics Hub for SADC countries in the Republic of Namibia** (2015), the WBCG approached the German partners to request support for implementing this Master Plan.

As from 2016, technical cooperation through GIZ helped to set up four **working groups** and to develop the **Steering Structure** (depicted in the diagram on the next page). Facilitating stakeholder engagements was a key activity of the working groups, which was supported through GIZ until the end of the technical cooperation.

In addition, German development cooperation assisted the WBCG in its coordination function and through various consultancies, to:

- develop a **Marketing Strategy** that emphasises Namibia's high standard as a SADC logistics hub, and provides guidelines to increase Namibia's attractiveness for business in and around logistics;
- develop a **Capacity Needs Assessment** via the Namibian German Centre for Logistics;
- organise **Study Tours with Logistics Sector Stakeholders** to Hamburg and Rotterdam;
- conduct a **Social and Environmental Impact Assessment** in connection with the Strategic Environmental Assessment to be conducted along the WBLNDC at that time;
- conduct a **Feasibility Study for further Roadside Health Clinics**; and
- facilitate additional **Cooperation for Logistics and Mobility** with the city of Bremen.

Steering Structure of the Walvis Bay Corridor Group (WBCG)



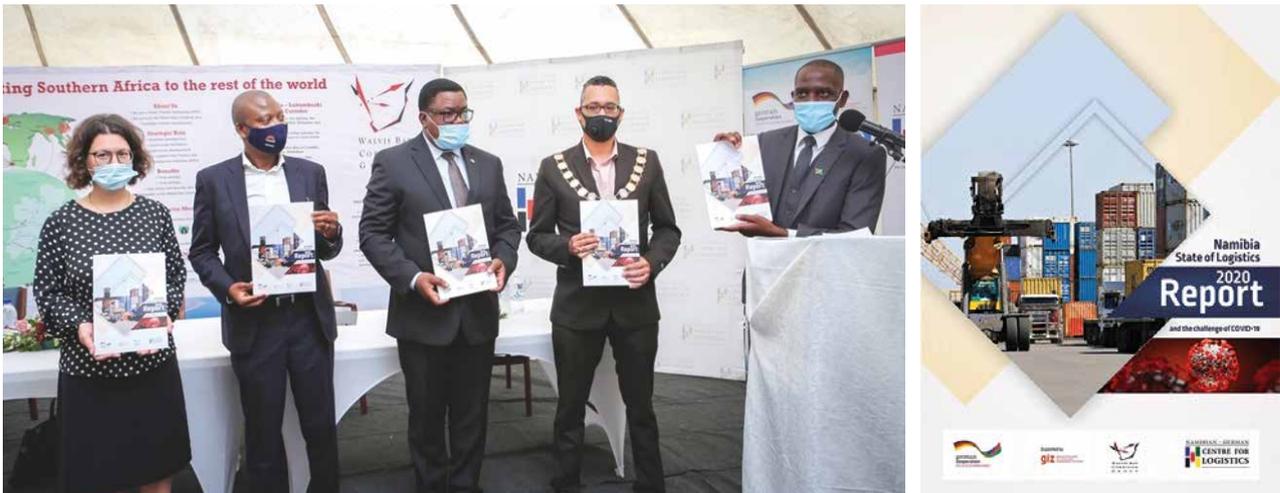
In 2018 the WBCG took the lead in conducting a **sector-wide on-site Health Screening** in collaboration with the MWT, as one measure to address the crosscutting issues of HIV/AIDS, Gender, and Inclusion of People Living with Disabilities. This campaign reached over 2,000 employees of the Ministry and other stakeholders across the country.

A significant highlight of the co-operation and a major milestone for both Namibia and the WBCG was the publication of Namibia's **first State of Logistics report** in March 2019. This made Namibia the second African country after South Africa to have published concise and up-to-date data on its logistics sector.



Health Screenings conducted on site. (Photo collage source: WBCG)

Namibia's **second State of Logistics report** was launched in February 2021 – a demonstration of continuity and long-term commitment.



Launch of the second report: Namibia State of Logistics 2020 and the challenge of COVID-19. (Photo source: GIZ)

In August 2020, during Namibia's first wave of the **COVID-19 pandemic**, the WBCG's Health Clinics received additional funds of €0.5 million from the German Government to increase access to critical health services and sanitation housed in container clinics at points of entry and along major transportation routes, enabling Covid-19 testing and screening of thousands of drivers. In addition, the WBCG's Wellness Services received a vehicle for visiting roadblocks and all of Namibia's entry points to ensure adherence of uniformed forces to all necessary health and safety regulations.

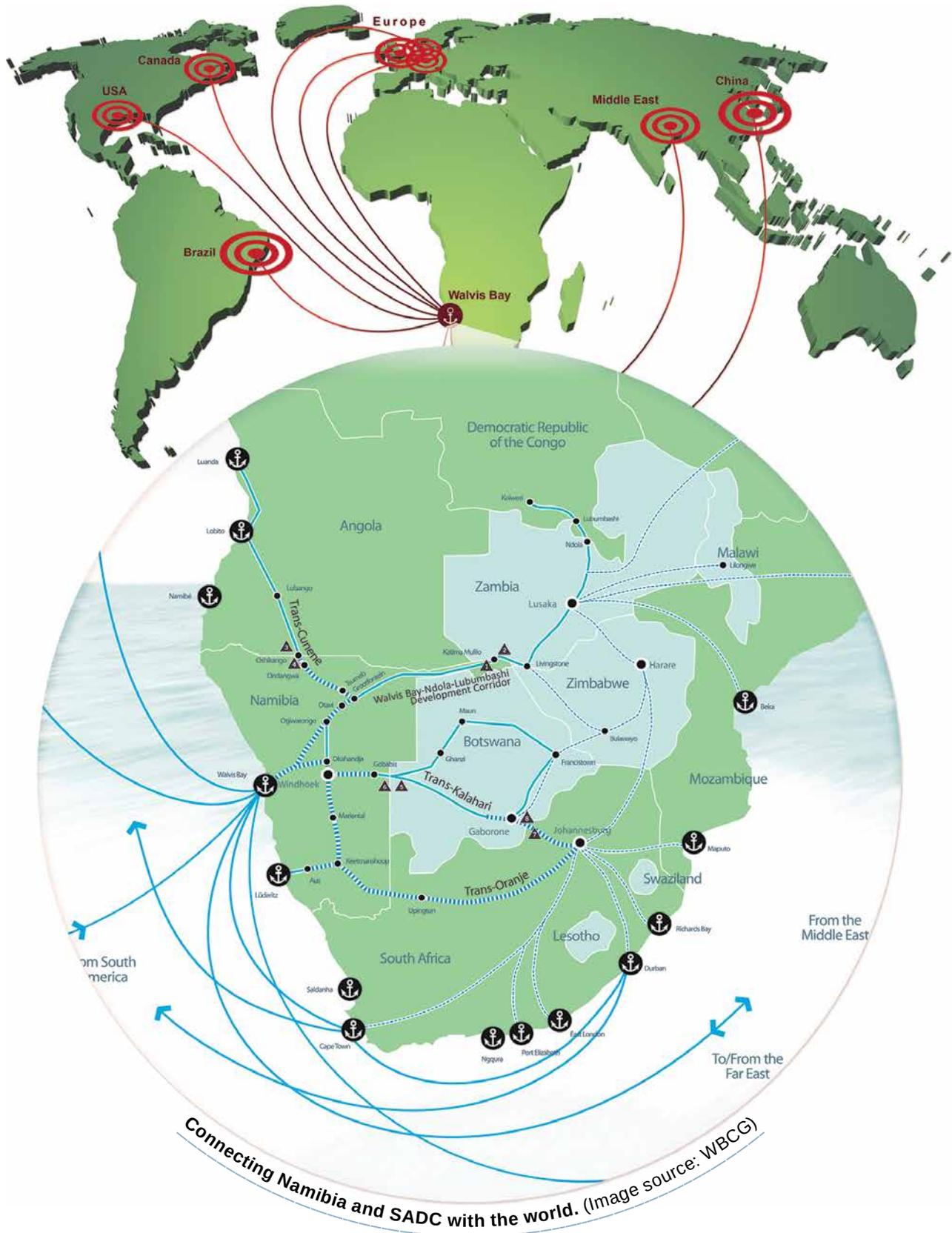
Germany's support to Namibia's COVID-19 response has provided crucial public health services and has strengthened the screening mechanisms at national border crossings. This screening remains essential to ensure that Namibia receives a steady supply of vital goods, particularly during times of lockdown. This screening has also served to demonstrate that flexible interventions related to health and safety are crucial for the Transport Sector and for Namibia's overall socio-economic development.

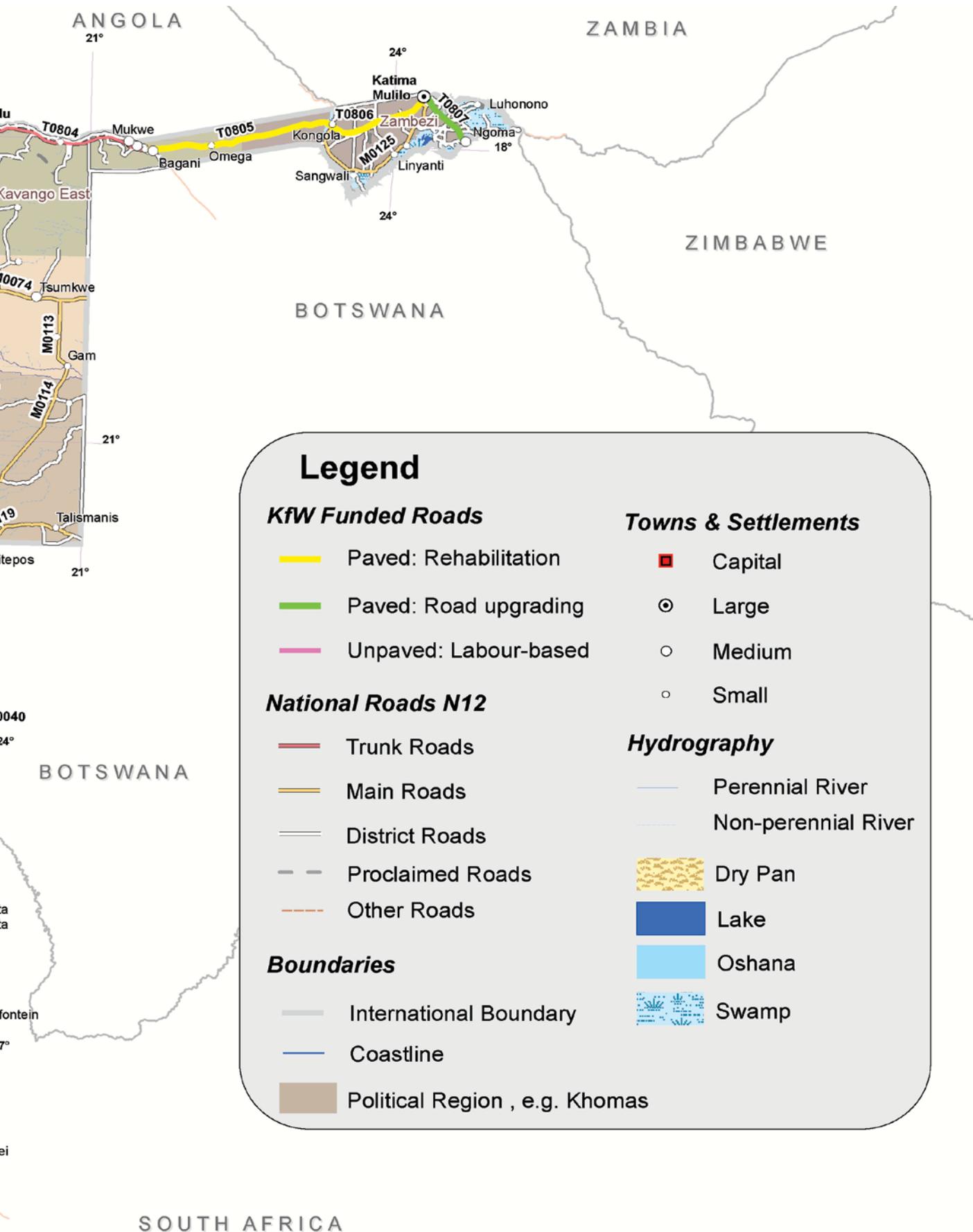
Germany will continue to support Namibia in raising awareness and fighting the COVID-19 pandemic within the country's Transport and Logistics Sectors until the end of the technical cooperation.



Supporting truckers during the COVID-19 pandemic.
(Photo source: WBCG)

Namibia was recently rated **number one** among its neighbours in terms of quality of networks and efficiency at ports. And, after receiving technical and financial support from Germany, alongside good collaboration with the Japanese Development Cooperation Agency (JICA), Namibia is now well positioned to implement its **Logistics Master Plan** and become a **key logistic hub for SADC**.





Improving Livelihoods and Socio-Economic Opportunities

The Success Story of Labour-Based Road Works in Namibia

Besides tackling inherited transport infrastructure challenges, including underdevelopment of roads in northern rural parts of the country, the top priority of the newly established Government of the Republic of Namibia in 1990 was to tackle the inherited high rates of **unemployment** at the time, as well as severe imbalances in education, skills development and wealth distribution.

An important approach to tackling all these issues was called “**labour-based works**”, which began to emerge in various countries around the world in the 1970s.

***Labour-based works** is a construction approach that provides infrastructure at acceptable engineering quality standards and cost-competitive levels, while maximising opportunities for skilled and unskilled labour together with appropriate equipment. Labour-based works also utilises locally available materials and resources, and it has significant socio-economic impacts in the respective areas where such infrastructure is being developed.*

Against the background of Namibia’s social and economic challenges, a labour-based approach to road construction **seemed promising**: it would produce roads of equal quality to those built using high-end equipment, while generating fixed and temporary employment, developing skills, know-how and experience, involving and empowering rural communities, reducing adverse environmental impacts, and contributing to overall redistribution of wealth.

However, there was resistance and scepticism from the Government as well as players in the construction industry at the time of considering this new approach. The **big concerns at that time** were that adopting labour-based technology would cause compromise on the quality and standards, and be slow, expensive and difficult to manage. On top of that, conflicts between labourers and the construction industry were anticipated. Other concerns were the lack of skills in rural areas, and whether there would be sufficient capacity within the Department of Transport to manage such a new and different approach. In addition, there were highly technical challenges to be overcome, such as establishing an optimal combination of appropriate equipment, labour, and road-building materials, together with work methods and processes that would result in roads of acceptable standards. And of course, climatic, geological, land-use and traffic-related factors would also have to be considered.



Labour-based construction work in action: filling a borrow-pit excavation. (Photo source: A.C. van der Merwe)

The young nation was highly committed, and made its first attempt to use a labour-based approach for building a paved track road (a *spoorbaan* in the Afrikaans *lingua franca*) in Omusati Region. Although this road type was discontinued for various reasons, it was a crucial step towards the **first pilot phase for labour-based road works**, from 1992 to 1995, on a stretch of 9 km between Okahao in Omusati Region and Oshakati in Oshana Region, financed by the Swedish International Development Cooperation Agency (SIDA), with technical support from KfW. Based on successes during this pilot, KfW, on behalf of German development cooperation, offered to provide financial support for future implementation, while SIDA continued to support initial capacity aspects.



Labour-based road construction tools. (Photo source: KfW)

The main **outcomes of this pilot** were that basic **technical parameters** could be established and adequately customised. In addition, key lessons were learnt as to how to handle several **operational challenges**, i.e. by providing training on both technical and operational aspects of road construction and contract management, followed by hands-on mentoring.

During that time, **several studies** were also conducted to better understand the physical, technical and operational environment, as well as the social aspects, which ranged from general labour standards to local wage levels, agricultural practices, community development priorities, gender roles in society, the levels of interaction and working relationships with government institutions, and environmental impact assessments.

The **first full-fledged labour-based programme (LBI)** ran from 1996 until 1999, in which 66 km of District Roads were built in Oshana Region (Oluno-Uukwiyu and Oshakati-Ompundja) and Oshikoto Region (Onethindi-Olukonda), and the road between Onethindi and Oshigambo was upgraded to a main road. The total cost of almost €6 million for this first LB phase was provided in full by the German Government through KfW. LBI marked the very first time that labour-based construction techniques were applied to a construction project in Namibia on a broad scale, and overall positive experiences contributed to their acceptance and application, not only in road construction but also in other areas. Although plenty of lessons had yet to be learnt, it became clear that the labour-intense approach is a recipe for success that indeed contributes to employment creation, as one of the main goals of Namibia's First National Development Plan (NDP1), while providing rural populations with year-round access to important places and services.

All of the subsequent phases (LB II-VI) were implemented in the areas with the highest population densities in northern Namibia, and were **co-funded by the German and Namibian Governments** with the German Government funding about 50% of the costs per phase.

The deliberate focus on labour-based work contributed to the overall reduction of poverty, and to stimulating economic and social development, since up to **40% of the construction costs** remain as **revenue in the project areas**, allowing the local population to provide for their families.

Numerous technical and operational challenges of the labour-based projects contributed to the **approach evolving** through and with these challenges. This approach has led to technical capacity being built and operational guidelines being developed to ensure adherence to, and to give guidance on, the involvement of communities living close to the project areas. It has also led to fair recruitment processes, application of market-driven wage levels and acceptable task rates, meticulous site organisation, proper ratio and allocation of tasks, and timely payment.



A typical rural road in northern Namibia during the rainy season before (left) and after (right) labour-based construction. (Photos source: A.C. van der Merwe)



A typical community meeting during the implementation of labour-based road construction projects.
(Photo source: A.C. van der Merwe)



Labour-intensive culvert excavation in progress on a new rural road in northern Namibia.
(Photo source: A.C. van der Merwe)

As from 1996, LB I-VI created temporary employment for over 9,300 previously unskilled workers, almost a third of whom were women, with a total of N\$92.3 million paid out directly to workers from these communities.

In addition to positive effects on workers from these communities and their families, there were great benefits, learning opportunities and employment creation for **local Small and Medium Enterprises (SMEs)** in the Namibian construction sector.

During all six phases of the KfW-supported Labour-Based (LB) and Access Roads (ARs) projects, a total of 79 SMEs were successfully contracted and supported.

Projects with labour-based components	LB I	LB II	LB III	LB IV	LB V	LB VI	ARs
Number of SMEs contracted	1	3	18	10	15	26	8

Contracting and empowering SMEs was crucial right from the start, although competitive selection processes and implementation of respective projects are challenging for most SMEs.

In 2002 (during LB II), the newly established Roads Authority (RA) embarked on a tailor-made '**mentorship programme**' to support SMEs, whereby experienced individuals from the private sector were seconded to SME contractors and helped them with pricing of their work and with the overall execution of projects. However, mentorship alone proved not to be effective enough.

As from 2005 (during LB III), based on previous experiences, the RA made important changes around standardisation of key documents and specifications, including partnership contracts, to help clarify roles and obligations between SME contractors and professional 'plant contractors' (i.e. contractors who provide the construction equipment), which made it safer and easier for SME contractors to participate, and steps were also taken to ensure fair pricing and tendering.



Two female supervisors checking on task workers during excavations for Road 30 in northern Namibia.
(Photo source: KfW)



Mrs Maria Shilongo, CEO of Eponga, supervising culvert construction for Road 10 in northern Namibia.
(Photo source: Mr Fram Malan)

SME contractors received regular professional mentoring by an experienced external trainer who reported directly to the RA and provided feedback in a timely manner. This was done to assist and correct any emerging problems immediately if necessary. Furthermore, the RA began to organise 5-day **SME Contractor Courses** which were compulsory for the SMEs, as these courses provided a basic understanding of essential aspects related to tendering and implementation of projects, while still leaving key responsibilities with the respective mentors.

Since 2006, a total of **25 SME Contractor Courses** have been conducted in Windhoek, Oshakati, Ongwediva, Ondangwa, Rundu, Katima Mulilo, Otjiwarongo and Swakopmund, with over 550 participants in total, a quarter (23%) of whom were women. Two-thirds of the participants, i.e. 343 people, also successfully completed these courses and received SME Course certificates.

In addition, those who successfully tendered and were awarded contracts in the regions also participated in **Site Management Courses** that focused much more on implementation and project management. Six such courses were facilitated, with about 45 participants in total.

Lastly, four **Emerging Contractor Courses** (10 days each) were organised in Windhoek, which at total of 33 participants, a third of whom were women, successfully completed.

Positive Changes and Socio-Economic Impact

By 2025, **Namibia** will have successfully applied the **labour-based approach** in constructing about **2,000 km** of roads, over half of which will have been funded by the German development cooperation through KfW.

The *History of the Namibian Road Sector* (Roads Authority, Windhoek, Namibia, 2011: pp. 194ff) describes the labour-based approach as a **key success story** as far as the **communities** in the implementation areas are concerned:

“It was also realised that in the past, rural communities had not been adequately involved in the selection, planning and implementation of infrastructure projects. [...]”

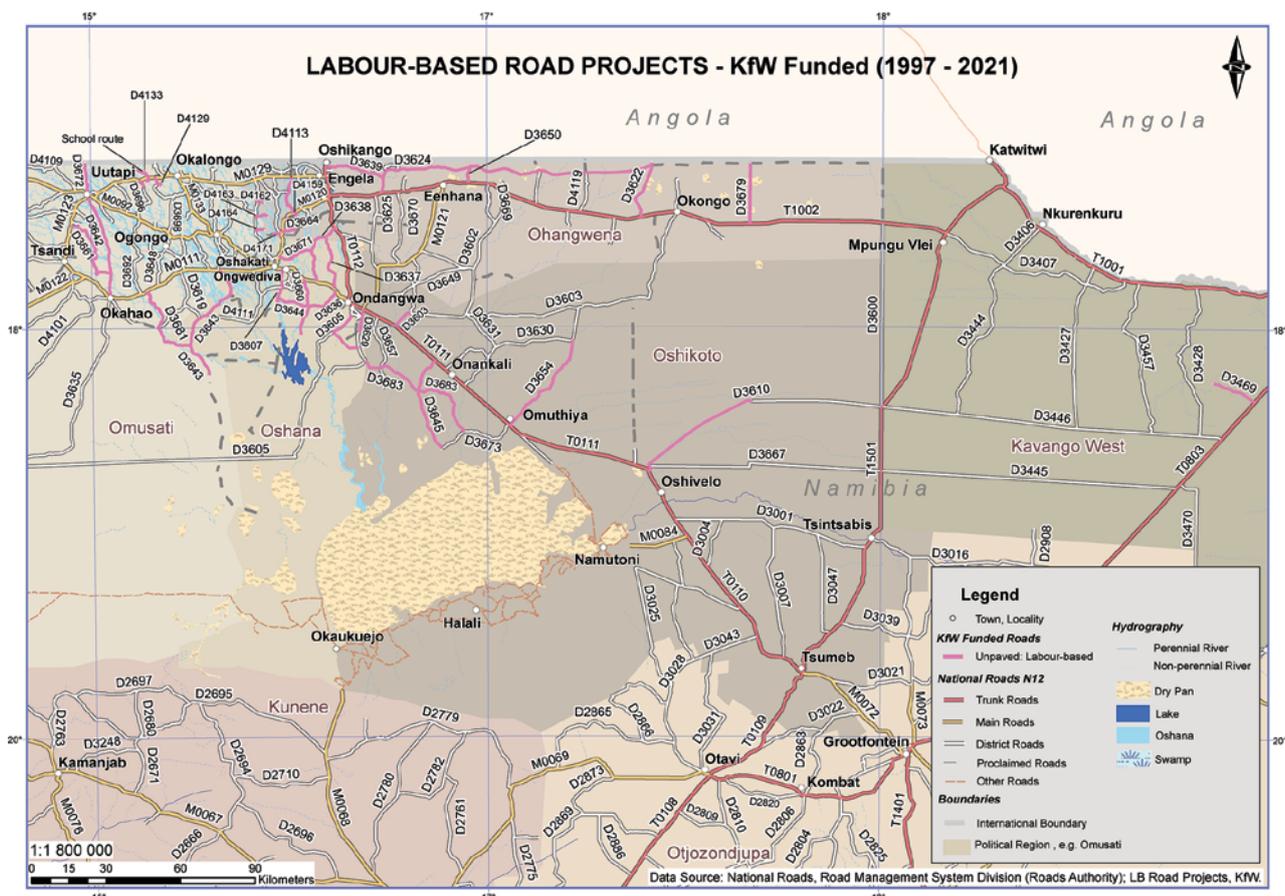
[However, after] consultations with the local leadership, [...] communities were pleased that they would benefit from employment, in addition to getting a new road asset that would be permanently theirs. [...]

The enthusiasm and ability of the communities exceeded the expectations, as was demonstrated by some employees who would turn up or work well before sunrise and many performed more than a typical day's task."

Apart from these direct labour-related benefits, the **main impact** was made by the **new roads** themselves, in that they immediately served to improve people's lives and livelihoods, and boosted local, regional and national economic development.

As noted on page 4 herein, Namibia's new Transport Policy conveys the understanding that roads are an *integral part of an effective, complex and interconnected mobility ecosystem which serves the purpose of moving people and goods, and which connects them to services.*

These new roads, mostly gravel, provide for year-round access to schools, clinics, markets, banks, social events and administrative services. And, since these roads allow for all forms of transport/mobility, whether on foot or by bicycle, donkey-cart, truck or car, they have removed the necessity for, and dependency on, expensive and often unavailable 4x4-vehicles. Overall access to important education and health services has been enhanced, and local economies have been boosted by improved access to markets which makes buying and selling of products much easier.



Overview of labour-based-constructed roads in northern Namibia in 2019. (Map source: Roads Authority)

A **socio-economic impact evaluation**, conducted by the RA in collaboration with KfW between November 2017 and July 2020, measured these effects more substantially. The study assessed the impact of two labour-based District Roads (Okatana-Onamutai and Okahao-Okapalelona) in Oshana, Oshana and Omusati Regions. The construction of both roads was completed in 2013, and baseline data from 2012 was used. This study has confirmed that access to markets, clinics, offices and educational institutions has significantly increased.

Highlighted outcomes of this socio-economic impact evaluation:

- Significant **increase in traffic volumes** and the number of road users, to a much greater extent than anticipated, probably even exceeding the carrying capacity – a finding which has led to considerations of future paving of these roads. The traffic volume is now actually so high that concerns have been raised about road safety and dust, especially near schools.
- **Travel time** has been **significantly reduced**, at times by up to 30% – so, for example, a whole hour can be saved in a previously 3-hour return trip to the nearest town. This is a notable improvement in terms of **access to markets, offices and services**, and it gives people more time for childcare and/or other productive or social activities.
- Availability of public transport has improved, hence the waiting time for taxis has been reduced, and the **taxi fares** are increasing at a slower rate than in other comparable areas. In other words, the roads have significantly reduced the **costs of transport** for people in these areas.
- **Individuals' income increased** at a higher rate and was also more diversified than in other comparable areas, yet no additional employment creation could be observed. Road construction contributed to improving overall living standards. This improvement is visible in, for instance, increased adequate food consumption in these areas.
- **Access to schools** by teachers and students has **improved**, even during the periodic flooding in these areas, although some schools remain without Access Roads, and may therefore be closed and unable to enjoy the full benefits of the new roads, during the flood season for instance.
- **Access to clinics and hospitals** has changed for the better by virtue of reduced financial costs for accessing these facilities. The **ratio of transport costs vs medical treatment costs** has visibly decreased. For example, the amounts charged for transport to and from a health clinic were 2-3 times higher than the amounts charged for the medical treatment itself, whereas now transport costs only about half of what the treatment costs.

The **Impact Study report concludes** that the three roads evaluated have significantly benefited the communities, and are therefore contributing to their wellbeing. It also suggests future building of roads to serve the most needy and most remote locations, with such roads linking as many schools and clinics as possible, even though this would result in longer and less-straight roads.

Other **road-management data** collected by the RA over the years also shows the following:

- Significant improvement of access to services in the applicable areas, with community centres developing next to the roads.
- Over 80 schools are now connected to the road network, which has led to an increase of learners of up to 15% in certain areas.
- Over 30 clinics in the selected project areas are experiencing more visits for healthcare services, and are attending to increased numbers of births on their premises. It is also easier now to access these clinics throughout the year, even during flood periods.
- Another reported benefit for the community at large is a **reduction in environmental damages**, an observation based on a decrease in off-road traffic in the project region.



The inauguration of one of the life-changing Access Roads in northern Namibia.
(Photo source: KfW)



One of the newly constructed Access Roads in northern Namibia during the rainy season.
(Photo source: Mr Fram Malan)

Another benefit for communities has been the integration of **HIV/AIDS awareness-raising** into training sessions for construction workers on site.

Furthermore, regarding **gender equality**, the proportion of female workers employed throughout the programme period reached about 31%, and in some cases up to 44%. Women have also profited significantly from the improved road infrastructure, in that it has enabled them to participate more in income-generating activities, and has afforded them much better access to healthcare facilities and thus much easier access to vital services such as pre- and antenatal care.

In conjunction with these District Roads, an important add-on component of the labour-based road construction programme was repeatedly highlighted: the need for **Access Roads**, particularly to **connect schools and clinics** to existing Main/District Roads.

In 2012 it was possible for the RA and KfW to tap into additional funding provided by the German Government for Climate Change Adaptation, which enabled them to fund the construction of 36 short Access Roads (1-5 km each) in flood-prone areas in Ohangwena and Omusati Regions. These roads connect a total of 33 schools and 9 clinics to existing Main/District Roads, assuring year-round access to these facilities.

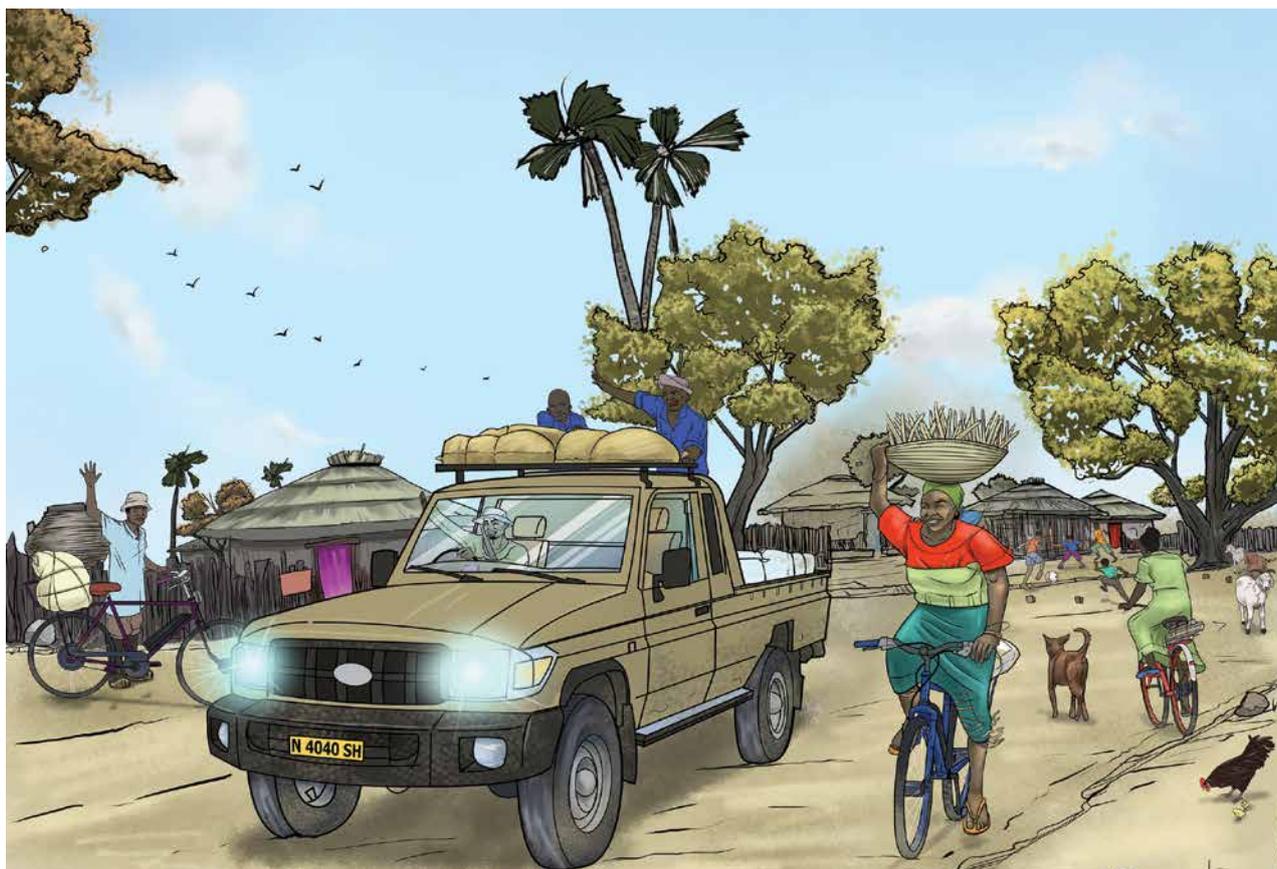
To construct these roads, the labour-based approach was again applied, with eight local Emerging Contractors involved in constructing a total of ±130km of Access Roads for a total of €12.4 million, of which €3.6 million (30%) was the contribution of the Namibian Government.

This Access Road construction project was successfully implemented between 2017 and 2021, and contributed to employment creation by providing full-time employment to at least 160 Namibians for the duration of the project period, and temporary employment to around 1,600 workers from the respective local communities.

In conclusion, since 1991, intensive labour-based road construction has been a major component of Germany's support to Namibia's Transport Sector, accounting for a large part of the German financial cooperation channelled via KfW.

The labour-based approach, in conjunction with training and empowerment of SMEs and Emerging Contractors within the Namibian Construction Sector, has been an ongoing success story and is considered to be an **international benchmark approach**.

Despite various challenges and delays due to seasonal flooding, occasionally necessary demining, new operational procedures being developed, national procurement laws and regulations being amended and key institutions experiencing capacity limitations, these roads and their construction by way of a labour-based approach have had a **positive and far-reaching impact** on local employment and capacity building **in line with Namibia's national development objectives**.



Rural Namibia – an illustration from Transport for People (T4P) communication materials. (Source: GIZ)

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Transitioning Towards Sustainable Mobility



Urban Namibia – an illustration from Transport for People (T4P) communication materials. (Source: GIZ)

Integrating **Sustainable Mobility** into Namibia's new Transport Policy was one of the most important milestones for the county's Transport Sector. This enabled the development of other key strategic documents to be endorsed and implemented, to ensure that smart mechanisms are in place for the future financing of sustainable mobility in Namibia.

Examples of such strategic documents are:

- the **Sustainable Urban Transport Master Plan (SUTMP)** for Windhoek, including Rehoboth, Okahandja and Hosea Kutako International Airport;
- the **Master Plan for Sustainable Transport for Ohangwena, Omusati, Oshana and Oshikoto Regions** (formulated by T4P);
- the **Non-Motorised Transport (NMT) Strategy** for Windhoek; and
- the soon-to-be-enacted new **Public Passenger Road Transport Bill**.

Transport Master Plans – By and For the People

Historically, **public transport in Namibia**, whether in urban areas or in-between regions, had many significant challenges.

In Windhoek alone, almost 90% of people regularly rely on public transport, as only 13% of Windhoek's population own a car and most residents fall into the low-income category.

Many Namibians are forced to spend up to 25% of their disposable monthly income just for using buses and taxis, whereby buses are currently the more affordable option.

This sad reality, persisting to this day, still leads to constantly overcrowded buses during peak traffic hours, plus, until recently, not all major routes to all ideal destinations could be served, as only 40 buses were ready to be used on a daily basis, with a capacity to accommodate no more than just 15,000 passengers.



The public transport situation in Windhoek circa 2012.
(Photo source: CIM-Online)

The public transport administration, while being very aware of this situation and more than willing to change it, has itself experienced significant challenges in terms of its own capacity for planning, organisation and management of much-needed public and non-motorised transport. It was therefore the City of Windhoek (CoW) that proactively requested technical support from Germany in this regard in 2011.

In a joint project that began in 2012, the CoW, the MWT and GIZ used a participatory approach to tackle these challenges, starting with the **Sustainable Urban Transport Master Plan (SUTMP)** for Windhoek and its surrounding areas. In 2014, Cabinet approved the SUTMP, which now enables decision-makers in the transport sector to develop an affordable, accessible, attractive and efficient public and non-motorised transport system that will meet the Windhoek population's needs for the next 20 years.



One of the City of Windhoek's old buses
(Photo source: GIZ)



The CoW-GIZ COVID-19 Support launch in 2020.
(Photo source: GIZ)

The SUTMP is now the binding guideline for all projects related to mobility within the bounds of the Windhoek Local Authority area, deliberately leading to an improved environment for socially and economically disadvantaged groups.

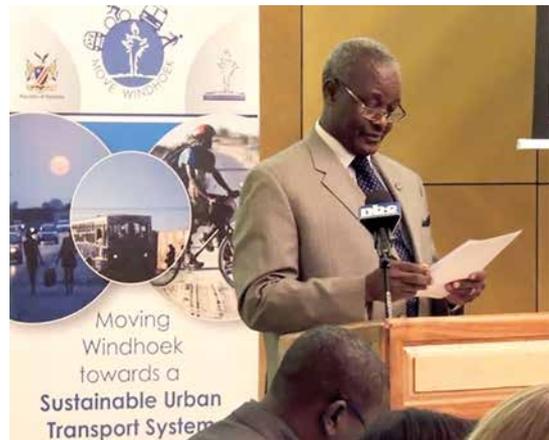
The CoW also received the **Africa Grow with Public Transport Award for Integrated Mobility** at the International Association of Public Transport (UITP – L'Union Internationale des Transports Publics) World Conference in Geneva, Switzerland in May 2013.

An important milestone and crucial step towards the SUTMP **implementation** was the conceptualisation of a **new public transport system** for Windhoek, with an envisaged total of 14 new bus lines, and the system's development after a pre-feasibility study provided detailed recommendations for an improved bus network with both higher frequencies and higher coverage.

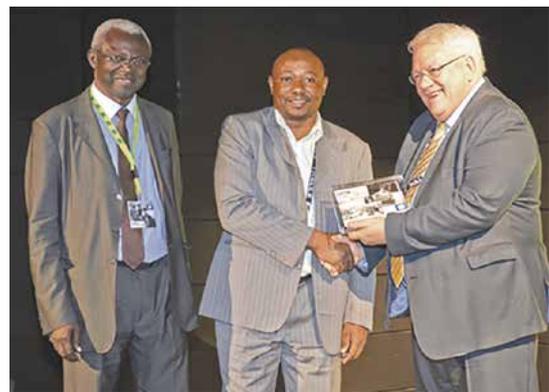
Thereafter, a joint procurement process between the CoW and the German Government added another 26 new buses to the CoW's Public Transport fleet, all of which have low floors that enable easy **access for persons with disabilities and the elderly**. The development of the new network of bus lines, and the further strengthening of the operational capacities of the CoW's Public Transport Division, were supported by an integrated expert who was placed within the planning section for a period of two years.

In addition to Windhoek's 30 established bus routes, over a dozen new routes were designed in 2016. Out of these, 14 were adopted for the new system, and seven were selected for piloting the new system. Although the new system is still based on the initial principles of providing services during the morning and afternoon peak traffic hours, modern service-oriented network concepts are being implemented, meaning that all buses depart at scheduled times, even if not yet full, and all also stop at an increased number of bus stops to allow for passengers to board or get off at more places along the routes.

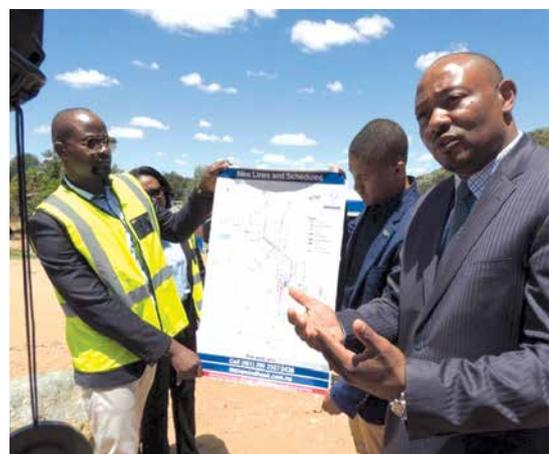
The development and start of the implementation of the SUTMP has literally moved Windhoek through an initiative called "**Move Windhoek**", an innovative urban mobility brand introduced in 2012.



Hon. Alpheus !Naruseb, Minister of Works and Transport, launching the SUMTP in 2015.
(Photo source: GIZ)



The Public Transport for Integrated Mobility Award ceremony in Geneva in 2013.
(Photo source: UITP)



A presentation of the CoW's new bus lines.
(Photo source: GIZ)

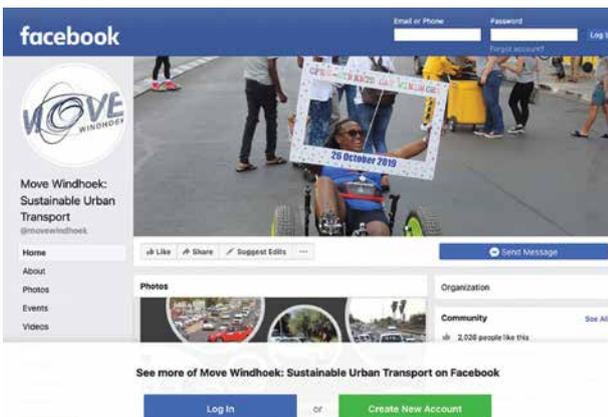


Today the CoW Public Transport Division has a variety of busses, both old and new, in its stable. (Photo source: GIZ)



German transport planners supported the CoW Public Transport Division as “Integrated Experts”. (Photo source: CIM-Online)

In 2015, the Centre for Rural Development in Berlin (SLE Institute) selected the Namibian Transport Sector for a project to investigate the **Integration of People Living with Disabilities**. This generated crucial insights and new planning perspectives to be borne in mind in developing current and future master plans and policies, such as the new Transport Policy. A key result of this focus is that all of the CoW’s new buses are wheelchair friendly and accessible for everyone – a strong indication that ‘inclusivity awareness’ is growing in Namibia, and that Namibia is striving to attain inclusiveness.



A screenshot of Move Windhoek’s Facebook page. (Source: GIZ/CoW)



The handover of universally accessible buses in 2015. (Photo source: GIZ)

In 2014, after the SUTMP was approved by Cabinet, the MWT and CoW decided to develop the first Namibian **Non-Motorised Transport (NMT) Strategy**.

Non-Motorised Transport (NMT) is a **people-centered approach** to transport. It includes all forms of movement that are ‘human-powered’ and do not rely on an engine or motor for movement. This includes walking, animal-drawn carts, cycling, wheelchairs and rollerblading/ skating for recreational purposes. In the Namibian context, NMT provides essential and safe access to services such as clinics, schools, markets and employment, as most households do not have access to motorised transport. Examples of NMT-supportive interventions are bridges (e.g. across the Western Bypass), pedestrian crossings (e.g. for learners at schools), and bicycle lanes that provide the necessary infrastructure for safe, affordable and environment-friendly alternatives to cars, buses and motorcycles.



Non-Motorised Transport (NMT): Daily commuting of Windhoek's residents by foot. (Photo source: GIZ)

NMT forms a significant part of the daily activities of a high proportion of Windhoek residents, who commute to and from public transport stops and stations, workplaces and education facilities, water-collection points and places where they can trade informally (e.g. by selling homemade food or washing cars) or earn a living by other informal means. NMT must therefore be one of the more cost-effective solutions pursued in establishing a sustainable transport system and improving economic progression for the residents of Windhoek.

Hence, over the next 2-3 years, stakeholders continually met and invested their time, resources and creative thinking in imagining and identifying what would serve the city and its inhabitants best in terms of increased use of non-motorised means of transport. A broad variety of factors, such as social and environmental concerns, climate change, affordability, safety, traffic flow, costs and efficiency, were considered.

The **NMT Strategy**, developed through a highly consultative process, was finally approved by both the CoW Council and the MWT in 2018. One **key objective** of this Strategy was to **create a safe and pedestrian-friendly transport system and roads environment for pedestrians and cyclists**. With the approval of this Strategy, the implementation of the SUTMP made additional progress.

A major outreach activity in this regard was Windhoek's first "**Open Streets Day**", which took place on Independence Avenue in 2019. The busy main road was turned into a temporary pedestrian zone, and Windhoek's residents and visitors were invited to come there to play, cycle and walk/move around in the 'open street space' without the nuisance of cars and other motorised traffic and the associated safety risks.



Aerial view of traffic in Windhoek
(Photo source: GIZ)



Windhoek's first "Open Streets Day", in 2019
(Photo source: GIZ)

The Open Streets Day event enabled the CoW and GIZ to build on previous activities that already raised awareness about cycling in the city, such as “**Bike to Work Day**”, an event organised in 2013, 2014 and 2015, which saw up to 200 citizens cycling collectively to work.

Another successful event was “**Windhoek on Bike**” in 2014 and 2015, which included cycling training for over 300 people of all ages, especially women and children, who either learnt for the first time how to ride a bike or learnt about riding more safely on the streets.

Additional support for the NMT Strategy was received from other BMZ-funded projects, for instance through the cooperation agreement between the CoW and the Free Hanseatic City of Bremen, which made it possible to develop further cycling-awareness activities and led to the **donation of 10 cargo bikes** to small enterprises.



The “Open Street Day” event in Windhoek gave children an opportunity to learn how to ride bicycles safely.
(Photo source: GIZ)

Furthermore, funding through the Transformative Urban Mobility Initiative made possible a project to provide **electric bicycles for students** for cycling to and from their campus. This gives the students an efficient alternative to walking or using taxis, and enables them to spend their scarce financial resources on their academic needs instead of transport.



A front-loader cargo bike (Source: www.ebikes4africa.org)

The participatory development of further **Transport Master Plans** beyond Khomas is a **vital aspect of Sustainable Mobility**, building on previous experiences with the SUTMP.



OMUSATI | OSHANA | OHANGWENA | OSHIKOTO

In 2015, Cabinet identified the population-dense central northern regions, namely Oshana, Ohangwena, Omusati and Oshikoto, for the development of the next Sustainable Transport Master Plan, called **Transport for People (T4P)**. In February 2019, Cabinet approved the T4P, and its **implementation** in the four central northern regions commenced, benefiting both the urban and rural populations in all four regions. Part of this implementation was a **feasibility study on scheduled bus services**, to provide insight as to how best to operate a bus corridor between the main urban centres, i.e. Oshakati, Ongwediva and Ondangwa, to give more people access to affordable transport. This will also help with the growing congestion along this public transport corridor.

A very important aspect of the development and implementation of the T4P is Non-Motorized Transport (NMT), and local authorities were supported in identifying suitable passages and constructing adequate infrastructure in the four central northern regions. GIZ helped in organising trainings for the local authorities, and in facilitating the setup of the first networks in the project area.

More challenges relating to rural transport will be addressed with a trial version of a **ride-sharing system** in the T4P regions. Because formalised transport is often not available in rural areas, people residing there are highly dependent on finding other means of transport.

Lastly, the matter of **road safety at and around schools** will be addressed by a guideline for designing suitable solutions for managing traffic and creating safer environments.

The two Master Plans – SUTMP and T4P – and all related projects will continue to pave the way for long-term public transport development in Namibia, even beyond the initiating projects.

Inspired by and based on experiences and lessons learnt in the processes of designing and implementation of the SUTMP and T4P, one can foresee the development of other regional transport master plans in various regions of the country in the near future.



A bicycle workshop in Omusati Region.
(Photo source: GIZ)



Public Stakeholder Consultation during the Non-Motorised Transport Study for the CoW.
(Photo source: GIZ)



School crossing – an illustration from Transport for People (T4P) communication materials. (Source: GIZ)



Road space required for the same number of people, based on different modes of transport. (Photo source: GIZ)

Public Passenger Road Transport and a Sustainable Future

The implementation of the **new Transport Policy** (launched on 3 December 2018) commenced in early 2019. The primary aim of this new policy is to ensure that Namibia has safe, reliable, effective, efficient and fully integrated transport infrastructure and transport operations, which in turn enable and support the country's economic and social development.

Sustainable Mobility being a central but relatively novel aspect of Namibia's Transport Policy framework, the implementing stakeholders' awareness and understanding of this aspect had to be augmented prior to the implementation process. The **Regional Workshop on Sustainable Mobility** held in 2017, with participants from Namibia and the wider SADC Region, was a key milestone to this end. This workshop facilitated the exchange of information and yielded a highly valuable shared understanding and regional commitment to a more holistic approach to transport and mobility.

Additionally, a **resource mobilisation strategy** was finalised in 2017, paving the way to long-term funding for improved mobility.

Given the importance of the new Transport Policy, it was also necessary to pay special attention to **updating all underlying laws and regulations**, some of which came into force as long ago as 1977 and are therefore generally outdated. Since these updates are crucial for successful implementation of the new policy, in 2018 the MWT asked for assistance through the German development cooperation to revise all of the relevant legal and regulatory frameworks around road passenger transport. An international consultancy initiated a highly participatory revision process, during which the **Public Passenger Road Transport Bill and Regulations** were drafted (in 2019 and 2020 respectively). These are currently awaiting final approval by Cabinet and thereafter enactment by Parliament.

Once in force, the **Public Passenger Road Transport Act** will provide the much-needed legal framework for modernising the sector – by, for instance: decentralising license issuing for public transport providers; introducing new forms of transport (such as ride sharing); and elevating aspects of non-motorised transport means such as cycling and walking. This will significantly contribute to transport becoming safer, more accessible and more convenient on Namibia.



Participants in the SADC Regional Workshop on Sustainable Mobility, held in Windhoek in 2017
(Photo source: GIZ)



Public transport in Namibia is not always safe, particularly on main roads in rush-hour.
(Photo source: *Namibia Economist*)

Furthermore, the future Public Passenger Road Transport Act will provide for a maintainable funding mechanism for Sustainable Mobility, which will ensure continuous funding for the Transport Sector. This is particularly important, in view of the fact that similar mobility initiatives worldwide rely heavily on public subsidisation.

In conclusion, it cannot be understated that with long-term political commitment and clear coordination among the key stakeholders – in particular the MWT, the Ministry of Urban and Rural Development (MURD) and the applicable Local Authorities – the ongoing implementation of the SUTMP for the City of Windhoek and the T4P for the four central northern regions (Oshana, Ohangwena, Omusati and Oshikoto) will remain on a good track and will serve as possible models for other regions. In this regard, Non-Motorised Transport is a key element.



Senior officials of the MWT and CoW experiencing the CoW's new buses in person.
(Photo source: GIZ)



The CoW, MWT and GIZ have already generated public buy-in and enthusiasm around sustainable mobility.
(Photo source: GIZ)

Way Forward



“Windhoek on Bike” – cycling training for women in 2014. (Photo source: GIZ)

Namibia has developed and provides quality infrastructure, and even has – according to the World Economic Forum – the **best roads on the African continent for the last five years**.

However, access to transport services, availability of public transport in both urban and rural areas, and the high costs for transportation in general, are impeding the achievement social and economic equity for large portions of the population. In addition, another set of core challenges require further commitment and attention: sharing of responsibilities, establishment of capacities and efficient coordination among the key institutional stakeholders.

Overall, the Namibian Transport Sector has demonstrated promising developments, which show the huge potential of the sector and provide several opportunities. Although Namibia has been hit by an economic crisis since 2016, and faces additional challenges due to years of drought followed by the COVID-19 pandemic, the transportation of goods and people remains a crucial topic for economic and social development, and with the capacity built over the last few decades, Namibia is on a good trajectory to continue building on these successes.

Annex

Overview: Technical Cooperation, by GIZ

Years	Title	Key Areas and Successes	Budget (€ and N\$ millions)
2004 to 2011 Phase I	Strengthening of Institutional and Management Capacity in the Road Sector	<ul style="list-style-type: none"> ● Expert Advisor to Minister of Works and Transport ● Sector-Wide Approach to Budgeting ● Performance Agreements with all SOEs under MWT ● Start of Academic Cooperation with PoN/NUST & UNAM ● Joint Proposal for Comprehensive Transport Programme ● Securing additional €11-15 million by 2010 	€5 ± N\$80
2011 to 2016 Phase II	Strengthening of Institutional and Management Capacity in the Road Sector	<ul style="list-style-type: none"> ● Road Sector Reform ● Transport Policy Advice ● International Study Visits ● Road Safety Strategy and Interventions ● Sustainable Transport Master Plans ● Restructuring Support to TransNamib ● Academic Cooperation with NUST & UNAM ● Sector-Wide Health Screenings and Integration of People Living with Disabilities 	€18 ± N\$288
2016 to 2021 Phase III	Transport, Mobility, Logistics	<ul style="list-style-type: none"> ● Namibia's new Transport Policy ● Sustainable Mobility – e.g. Sustainable Urban Transport Master Plan (SUTMP) and Transport for People (T4P) Master Plan) ● Non-Motorised Transport ● Academic Cooperation with NUST & UNAM ● Logistics ● COVID-19 Support 	€13.2 ± N\$211.2



'Best Roads in Africa' – an illustration from Transport for People (T4P) communication materials. (Source: GIZ)

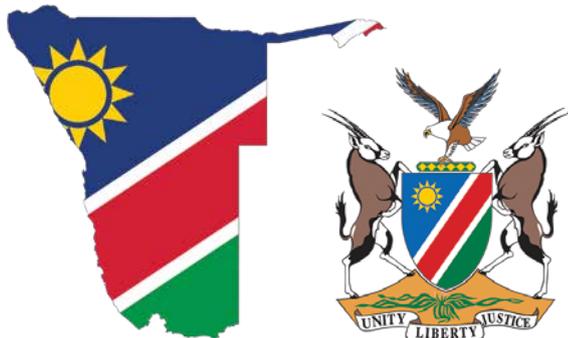
Overview: Financial Cooperation, by KfW

A total of **1,840 km** of roads were constructed/rehabilitated with a total of **€246 million (N\$3.94 billion)** in grants/loans.

Years	Title	Length (km)	Roads / Projects	Budget (millions)	Support Type
1994-2005	Trans-Caprivi Highway I+II+III	276	Divundu - Kongola Katima Mulilo - Zambia/Botswana Katima Mulilo - Kongola	€35.6 ±N\$570	Grant
1996-1998	Walvis Bay Port Expansion	n/a	Expansion of Commercial Port Walvis Bay – Namibian Ports Authority (Namport)	€5.8 ±N\$93	Grant
1996-1999	LB I (Labour-Based Road Construction)*	65.8	Oluno - Uukwiyuushona Oshakati - Ompundja Onethindi - Olukonda Onethindi - Oshigambo	€5.9 ±N\$96	Grant
1996-2005	Rehabilitation of Trunk Roads (TR1+8)	394.4	Oshivelo - Oshakati Murangi Gate - Rundu Ondangwa - Oshikango	€28.1 ±N\$450	Grant
2000-2006	LB II	119.2	Ondangwa - Onakamwandi Ondangwa - Ohalushu Ongwediva - Ongha Omafo - Ondobe Onathinghe - Onayena	€6.1 ±N\$98	Grant
2007-2012	LB III	153.6	Ompundja - Eheke Onyaanya - Onanke Okahao - Outapi Ekamba - Onkani Road to Omagongati (partially funded)	€7.6 ±N\$121	Grant
2007-2013	Sector-Wide Approach	n/a	Introduction and Facilitation of Sector-Wide Approach to Budgeting (SWAP I)	€7.1 ±N\$113	Grant
2009-2020	Support to Road Maintenance and Rehabilitation (SRMR)* Phase I	76	Main Transit Routes / National Highway: Windhoek - Okahandja	€30 ±N\$477	Loan
2011-2015	LB IV	73.7	Okatana - Onamutai Outapi - Okapalelona Epinga - Onakalunga Ēndola - Eemboo DR3607 flood damage repairs	€7 ±N\$112	Grant
2013-2016	LB V	184.4	Etomba - Omundaungilo Uukwiyuushona - Omuntele Epato - Onaushe	€10 ±N\$160	Grant
2013-2021	Climate Adaptation and Flood Prevention	130	36 access roads (1-5km each) for 33 schools and 9 clinics in Omusati and Oshanaana	€8.8 ±N\$141	Grant
2013-2017	UNAM Phase I: Faculty Building	n/a	Ongwediva: UNAM José Eduardo dos Santos Campus – Civil Engineering Building: "German Wing"	€13 ±N\$208	Grant
2015-2025	LB VI	245	Onaanda - Otamanzi Tsandi - DR3642 Omuthiya - Elambo Luwaya - Tsumeb/Katwitwi Road Omundaungilo - Omboloka Oshuuli - Omulondo Omboloka - TR10/2 Erago - Nkamagoro Nankundu - Mbambamusi Mbururu - Mutjokotjo Enyana - Olukula	€25 ±N\$400	Grant
2017-2021	UNAM Phase II: Student Hostel	n/a	Ongwediva: UNAM José Eduardo dos Santos Campus – Extension of Social Infrastructure	€5 ±N\$80	Grant
2021-2024	SRMR Phase II	89	Main Transit Routes / National Highway: Gibeon - Tses (Mariental - Grünau Road)	€30 ±N\$481	Loan
2021-2024	SRMR Accompanying Measure	n/a	Capacity Building for Roads Authority (RA) and Road Fund Administration (RFA)	€1 ±N\$16	Grant
tbd	SRMR Phase III	33	Main Transit Routes / National Highway: Usakos - Karibib	€20 ±N\$320	Loan

* **LB** = Labour-Based Road Construction; and **SRMR** = Support to Road Maintenance and Rehabilitation.

Overview: Key Implementing Partners

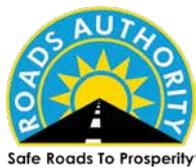


Government of the Republic of Namibia

National Planning Commission

Ministry of Works and Transport

Ministry of Urban and Rural Development



Links to Important Documents

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Document	Date Published	Valid until	Web Link and QR Code	
Vision 2030	June 2004	2030	https://www.npc.gov.na/vision-2030	
Namibia's Fifth National Development Plan (NDP5)	2017/18	2023		https://www.npc.gov.na/national-plans-ndp-5
Namibian Transport Policy	2018	2035	https://mwt.gov.na/documents/576663/953968/Namibian+Transport+Policy_Print.pdf/2fdd3bc7-dd66-14fd-92d6-ebb777d1ab4d?version=1.0	
Namibian Logistics Hub Master Plan	2015	2025		https://openjicareport.jica.go.jp/pdf/12230926_01.pdf
First State of Logistics Report	2018	–	http://www.wbcg.com.na/wp-content/uploads/2019/03/2018-Namibia_of_State_of_Logistics-Report.pdf	
Second State of Logistics Report	February 2021	–		http://www.wbcg.com.na/wp-content/uploads/2021/04/NGCL_Namibia-State-of-Logistics_Report2020-1.pdf
City of Windhoek Sustainable Urban Transport Master Plan	2013/14	2033 (20 years)	http://www.windhoekcc.org.na/documents/SUTMP_Final%20Main%20Report%202013%20v1.pdf	
Master Plan for Sustainable Transport for Ohangwena, Omusati, Oshana and Oshikoto	2019	2039 (20 years)		https://mwt.gov.na/documents/576663/953883/T4P+ES+final_Print+2019.pdf/41b0625c-9ebf-e828-15b3-63ab6a5dfaff
City of Windhoek Non-Motorised Transport Strategy	2018	2035	http://www.windhoekcc.org.na/documents/3857%20NMT%20Windhoek-Strategy%20Report%20FINAL-lp-20180719.pdf	



Photo source: *The Villager*, “Namibia still has best roads in Africa – Global Competitive Report”, 12 October 2018



Cycling, as one form of Non-Motorised Transport, is becoming increasingly popular and important in Namibia, especially for mobility in urban areas. (Photo source: GIZ)

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