CPBN

CENTRAL
PROCUREMENT
BOARD OF NAMIBIA

Procuring with Integrity

ANNUAL REPORT 2025/26

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Procurement
that Powers
National
Development

GENERAL INFORMATION

Country of incorporation and domicile:	Namibia
Nature of business and principal objective:	To conduct the bidding process on behalf of public entities for the award of contracts for procurement or disposal of assets that exceed the threshold prescribed for public entities.
Board members March 2026:	Ms M Shiimi (Chairperson) Mr AP Collard Ms JM !Garus-Oas Mr IN Kadhila Ms L Kazetjikuria Mr STW Shivute Mr P Tshiningayamwe
Business address:	Central Procurement Board of Namibia Erf 8161, Julius Nyerere Street Southern Industry Windhoek Namibia
Postal address:	PO Box 23650 Windhoek 10005 Namibia
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LIST OF ABBREVIATIONS

BD	Bidding Document
BEC	Bid Evaluation Committee
BIPA	Business and Intellectual Property Authority
CEO	Chief Executive Officer
CPBN	Central Procurement Board of Namibia
DP	Direct Procurement
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
EVP	employee value proposition
FIDIC	Fédération Internationale Des Ingénieurs-Conseils (International Federation of Consulting Engineers)
FY	Financial Year
IBRS	Intergrated Business Registration System
ICT	Information And Communication Technology
IDP	Individual Development Plan
IPP	Individual Procurement Plan
ISBP	Integrated Strategic Business Plan
JV	Joint Venture
MoU	Memorandum of Understanding
NamCode	Corporate Governance Code for Namibia
NDP6	Sixth National Development Plan
NHP	Namibia Health Plan
NUST	Namibia University of Science and Technology
ONB	Open National Bidding
PPA	Public Procurement Act, 2015 (No. 15 of 2015; as amended)
PSUN	Public Service Union of Namibia
Q	Quarter
RB	Restricted Bidding

ABOUT OUR *Theme*

Public procurement is one of the most significant drivers of national development. Through the strategic allocation of public resources, procurement enables infrastructure delivery, strengthens service provision, stimulates economic participation, and supports socio-economic transformation.

Procurement that Powers National Development

The theme "Procurement that Powers National Development" reflects the Central Procurement Board of Namibia's (CPBN) commitment to ensuring that procurement serves as a catalyst for progress. As Namibia advances the objectives of National Development Plan 6 (NDP6) and moves steadily toward the aspirations of Vision 2030, procurement plays a pivotal role in translating policy priorities into tangible outcomes.

Every bid evaluated represents an opportunity to advance national goals, whether through infrastructure development, service delivery improvement, or economic empowerment. By upholding transparency, fairness, and accountability in procurement processes, CPBN safeguards public resources while enabling the implementation of strategic development projects.

During the 2025–26 financial year, CPBN strengthened oversight mechanisms, enhanced governance standards, and refined evaluation processes to ensure that procurement outcomes align with national priorities. Through competitive and credible processes, the Board promotes value for money and supports efficient public expenditure both of which are essential to sustainable development.

This theme recognises that procurement is not merely administrative compliance; it is a strategic lever for growth and transformation. By ensuring integrity in processes and accountability in decision-making, CPBN contributes meaningfully to Namibia's developmental trajectory.

01

CHAIRPERSON'S REVIEW

MARY SHIIMI
CHAIRPERSON

01 Chairperson's Review

Procurement that Powers National Development" is not merely a theme, it is our commitment.

It is my honour to present the Annual Report of the Central Procurement Board of Namibia (CPBN) for the 2025/26 financial year, under the theme: "Procurement that Powers National Development."

Public procurement remains a critical instrument for national transformation and socio-economic advancement. Beyond regulatory compliance, procurement serves as a strategic lever through which government delivers infrastructure, strengthens service delivery, stimulates economic participation, and advances inclusive development. In alignment with the priorities of Vision 2030, the Sixth National Development Plan (NDP6), and the Harambee Prosperity Plan II, CPBN remains committed to ensuring that Namibia's procurement systems are transparent, efficient, competitive, and anchored in integrity.

Our unwavering commitment to safeguarding fairness, accountability, and value for money in public procurement continues to guide the work of the Board. Through the effective execution of our mandate, CPBN contributes directly to strengthening public confidence, supporting national development priorities, and promoting sustainable economic growth.

Effective 01 March 2025, I was entrusted with the responsibility of serving as Chairperson of the Central Procurement Board of Namibia, a role I undertake with humility, commitment, and a deep appreciation of the importance of procurement governance within the public sector. Together with fellow Board Members, we remain committed to strengthening institutional governance, promoting ethical procurement practices, and ensuring that procurement continues to support Namibia's broader developmental aspirations.

The Board comprises a diverse and experienced team whose expertise contributes significantly to sound governance, strategic oversight, and responsible decision-making. Working together with Management and staff, we continue to strengthen the institution's ability to respond to evolving procurement demands while maintaining the highest standards of professionalism and accountability.

1.1 Governance and Institutional Oversight

During the year under review, the Board continued to prioritise governance excellence and ethical procurement practices. A credible procurement system is essential to safeguarding public resources, ensuring efficient project delivery, and strengthening trust in public institutions. CPBN therefore remains focused on reinforcing transparency, professionalism, fairness, and compliance across all procurement processes.

The Board further continued to strengthen oversight mechanisms aimed at improving institutional efficiency, enhancing accountability, and supporting timely implementation of national projects. These efforts contribute toward improving procurement responsiveness while maintaining compliance with the Public Procurement Act (PPA) Act No 15 of 2015 (as amended) and applicable governance frameworks.

1.2 Our Role in Advancing Procurement Excellence

CPBN continues to play a strategic role in advancing procurement excellence within Namibia's public sector by promoting transparency, competitiveness, fairness, and accountability across procurement processes. Through strengthened governance oversight and continuous stakeholder engagement, the Board remains committed to improving procurement outcomes and supporting national development priorities.

During the year under review, the Board focused on enhancing procurement awareness, improving bidder participation, and strengthening institutional understanding of procurement requirements. These efforts are aimed at creating a procurement environment that is accessible, credible, and responsive to the evolving needs of both public entities and the private sector.

In March 2025, CPBN launched a Bidder Education Campaign aimed at improving understanding of public procurement processes, enhancing bidder participation, and promoting compliance with procurement requirements. The campaign focused particularly on empowering local businesses, emerging enterprises, and previously disadvantaged bidders to participate more effectively and competitively within the public procurement system.

As part of this initiative, CPBN also conducted targeted training sessions for bidders within the security industry on the implementation of the new bidding mechanism applicable to security procurement. The training sought to improve understanding of revised procurement procedures, strengthen compliance, and support greater transparency and efficiency within the bidding process.

1.3 Responding to Trends in the Procurement Sector

The procurement environment continues to evolve in response to increasing demands for efficiency, transparency, accountability, and digital transformation. In response to these trends, CPBN continued to implement measures aimed at improving procurement turnaround times, strengthening process efficiency, and enhancing the overall bidder experience within public procurement processes.

Particular focus was placed on improving efficiency within the bidding process through the review of internal procedures, strengthening procurement planning practices, and encouraging timely submission and evaluation of bids by public entities.

During the reporting period, the Board also advanced initiatives relating to the pre-qualification of bidders in selected sectors. These measures are intended to strengthen procurement readiness, improve quality assurance, support capable contractor participation, and enhance efficiency during competitive bidding processes. The pre-qualification framework further supports broader national objectives relating to local economic development, contractor development, and procurement integrity.

1.4 Legal and Regulatory Developments

During the year under review, CPBN continued to strengthen regulatory oversight and governance within the procurement environment through the implementation of various policy and compliance initiatives.

Particular emphasis was placed on supporting the implementation of the Directive on the Code of Good Practice, which establishes guidelines for ethical conduct, preferential procurement, and professional standards aimed at promoting local economic development and strengthening integrity within Namibia's public procurement system.

During the year under review, the Board continued to implement the national preference framework across procurement processes to promote local participation, inclusive economic growth, and empowerment opportunities for Namibian businesses. In further advancing these objectives, CPBN also facilitated a targeted procurement initiative specifically aimed at promoting participation by women- and youth-owned enterprises, reflecting the Board's commitment to broadening economic inclusion within public procurement.

In addition, Environmental, Social, and Governance (ESG) considerations continued to be integrated into bidding processes to encourage responsible, sustainable, and socially responsive procurement practices. Through these initiatives, CPBN remains committed to advancing procurement systems that not only ensure compliance and value for money, but also contribute meaningfully toward national development, sustainability, and inclusive economic transformation.

Measures were also introduced to support reduced bidding timelines in order to improve procurement responsiveness and accelerate project implementation. These efforts are intended to strike an appropriate balance between procurement efficiency, competitiveness, and compliance with legislative requirements, while ensuring that national development projects are implemented in a timely manner.

1.5 Performance Highlights

1.5.1 Individual Procurement Plans

During the period under review, the Board approved 29 Individual Procurement Plans (IPPs) and associated Bidding Documents, with a combined value of N$3.60 billion, compared to 26 IPPs valued at N$5.8 billion in the previous financial year.

While the number of approved procurement plans increased, the overall value declined due to fewer large-scale capital projects submitted during the reporting period. Nonetheless, the increase in procurement planning activity reflects improved compliance with procurement planning requirements and stronger pipeline management across public entities.

This trend demonstrates growing institutional discipline in ensuring that projects are properly scoped, budget aligned, and prepared for competitive bidding processes in support of national development priorities.

1.5.2 Procurement Awards

During the year under review, the Board awarded 21 procurement contracts through competitive bidding processes amounting to approximately N$3.2 billion. Of these awards, 53% were for goods, 44% for works, and 3% for non-consultancy services.

Notably, 88% of the total contract value was awarded to Namibian bidders, while 11% went to joint ventures between Namibian and foreign entities, and only 1% to foreign entities. These outcomes demonstrate the Board's deliberate commitment to using public procurement as a catalyst for national development by strengthening local participation, promoting economic empowerment, supporting job creation, and stimulating domestic economic activity.

In addition, 9 contracts valued at N$950 million were awarded through direct procurement and were executed strictly within the applicable regulatory framework to ensure continuity of critical public services and implementation of priority projects.

Although the total value of awards declined compared to the previous financial year, this reflects a more moderated procurement cycle aligned to prevailing fiscal priorities and expenditure discipline.

1.5.3 Contract Management and Procurement Discipline

During the reporting period, the Board approved several variation orders, price increases, and contract extensions in response to evolving project requirements and prevailing market conditions. While certain adjustments were necessary to ensure continuity of projects, the Board maintained increased scrutiny over extension requests to reinforce the principle that contract extensions should remain exceptional rather than routine procurement mechanisms.

The reduction in contract extensions during the reporting period reflects the Board's continued efforts to strengthen competitive procurement practices and encourage improved upfront planning, accurate costing, and better project scoping by public entities. These measures are critical in safeguarding value for money and preserving the integrity of the procurement system.

1.5.4 Outlook for 2026 and Beyond

Looking ahead, CPBN remains focused on strengthening governance frameworks, enhancing operational efficiency, and deepening stakeholder confidence in Namibia's procurement system. The Board will continue to position procurement as a strategic driver of economic growth, infrastructure delivery, industrial development, and inclusive socio-economic transformation.

Our focus remains on improving procurement responsiveness, promoting transparency and accountability, supporting local industry participation, and ensuring that procurement contributes meaningfully toward national development objectives.

As Namibia continues to pursue sustainable development and economic resilience, CPBN remains committed to ensuring that procurement not only complies with legislative requirements but also actively supports national transformation and service delivery.

Appreciation

I extend sincere appreciation to fellow Board Members, Bid Evaluation Committees, Management, and staff for their professionalism, dedication, and commitment throughout the year under review.

I further wish to acknowledge our stakeholders, public entities, suppliers, oversight institutions, and development partners for their continued cooperation and support in strengthening Namibia's procurement system. Their contribution remains invaluable in building a procurement environment that is credible, transparent, and responsive to national development aspirations.

Together, we remain committed to advancing a procurement system that upholds integrity, strengthens public trust, and contributes meaningfully toward Namibia's long-term development agenda.

"Procurement that Powers National Development" is not merely a theme, it is our commitment."

Mary Shiimi
Chairperson

02

CEO's REVIEW

IDI ITOPE
CEO

02 CEO's Review

Together, we remain committed to advancing transparent, efficient, and accountable procurement administration for the benefit of all citizens of Namibia.

With a deep sense of humility and a commitment to the servanthood philosophy that anchors our institution, I present the operational review for the CPBN Annual Report for the 2025/2026 financial year. As the Chairperson has comprehensively detailed our strategic trajectory, procurement performance, and governance framework, this statement focuses on the operational matters, institutional strengthening that drive our daily mandate.

Our core mandate remains clear, to conduct transparent bidding processes on behalf of public entities, enter into procurement contracts, and supervise the implementation of those contracts.

At the heart of our operations lies our most indispensable asset, **OUR PEOPLE.** We have continued to cultivate a culture of teamwork, ethics, and continuous improvement. To build a resilient and high-performing workforce, we initiated the Human Capital Excellence Engagement project, a strategic step toward redefining our talent management and operational culture. Reflecting our growing operational capacity, our staff complement increased from 41 to 47 dedicated professionals. By investing in our personnel, we ensure that CPBN remains equipped to navigate an increasingly complex public procurement landscape.

Stakeholder service and education formed a cornerstone of our administrative efforts this year. Recognizing that a responsive procurement system requires informed bidders, CPBN successfully launched our first large-scale public and bidder education campaign under the theme of enhancing responsiveness in the bidding process. This initiative was complemented by the introduction of a nationwide pre-qualification exercise for construction works, a reform designed to streamline evaluation processes, elevate project quality, and ensure equitable access for competent contractors across the country.

Good governance and compliance are non-negotiable standards within our operational framework. During the year under review, we deepened our alignment with the NamCode principles, ensuring that ethical leadership dictates our administrative conduct. We strictly adhered to our statutory obligations, notably achieving timely compliance in the submission of our annual report. Furthermore, we fortified our enterprise risk management by formally training nine risk champions and identifying eight strategic risks, which are now actively monitored and mitigated to protect the integrity of the institution.

Our commitment to the prudent utilization of appropriated funds remains undiminished. We exercised strict financial discipline across procurement and operational expenditure, ensuring an economically efficient environment.

To bridge the gap between procurement awards and successful project delivery, the Board and Management intensified hands-on oversight through targeted visits to active project sites. These field engagements significantly strengthened our internal coordination and allowed us to proactively direct and supervise accounting officers in the management of high-value infrastructure projects. This active monitoring ensures that the public receives the value for money promised during the bidding phase.

While we celebrate these milestones, we acknowledge the challenges encountered in the operational environment. We continue to grapple with challenges such as contractor financial viability, isolated instances of labour-law non-compliance, delayed client payments, and various external operational constraints. We are actively reforming our contract management methods and stakeholder engagements to address the challenges and ultimately safeguard public resources.

Looking into the future

Our strategic priorities are focused on modernization and efficiency. Foremost among these is managing a seamless transition toward the Electronic Resource Planning (ERP) system, which will revolutionize our operations and make CPBN more efficient. We will also focus on bringing the Human Capital Excellence Engagement project to full realization and further strengthening our contract management frameworks to ensure operational efficiency.

In closing, I extend my deepest gratitude to the Board of Directors for their unwavering strategic guidance, and to the CPBN management and staff whose tireless dedication give practical effect to our mandate. I am equally thankful to our stakeholders, public entities, and the bidders for their continued partnership, as well as to the Minister of Finance for the enduring trust placed in this institution.

Together, we remain committed to advancing transparent, efficient, and accountable procurement administration for the benefit of all citizens of Namibia.

Idi Itope

Chief Executive Officer

At the heart of our operations lies our most indispensable asset OUR PEOPLE, teamwork, ethics and continuous improvement.

To build a resilient and high-performing workforce, we initiated the Human Capital Excellence Engagement project, a strategic step toward redefining our talent management and operational culture.

03

STRATEGY

03 Strategy

3.1 Mandate

The CPBN was established as a juristic person by the PPA with the following mandate:

To conduct the bidding process on behalf of public entities for the award of contracts for procurement or disposal of assets that exceed the threshold prescribed for public entities;

To enter into contracts for procurement or disposal of assets on its own behalf or on behalf of public entities awarded by the Board; and

To direct and supervise accounting officers in managing the implementation of procurement contracts awarded by the Board.

3.2 Mission, Vision and Values

MISSION

To ethically and efficiently manage procurements on behalf of public entities;

VISION

To be a vibrant and dynamic procuring agent that enables sustainable growth.

Values

Value for money: We consider cost, quality and sustainability in all our actions and decisions;

Integrity: We conduct ourselves in a trustworthy manner and shall account for our decisions and behaviour in line with good governance principles;

Transparency: We ensure that the procurement and asset disposal processes are open and clear;

Accountability: We shall be answerable for all our actions and decisions;

Responsiveness: We value all stakeholders and shall ensure efficient service delivery in relation to set standards;

Teamwork: We value the unique contribution of each team member and shall support one another.

04

CORPORATE GOVERNANCE

04 Corporate Governance

4.1 CPBN Board of Directors Composition and Appointments

Pursuant to section 11 of the PPA, the authority to appoint the nine (9) members of the CPBN Board of Directors vests in the Minister of Finance. During the reporting period, the Minister appointed eight (8) Board members to provide governance oversight and strategic leadership, steering the CPBN through significant legislative amendments and key operational advancements following the end of the previous Board's term, which ended on 28 February 2025. Of these appointments, two (2) members were retained from the previous Board, ensuring continuity and the preservation of institutional knowledge, and one (1) member continued to serve her existing term, which is scheduled to conclude on 31 March 2026.

Table 1: Composition of the Board of Directors, 1 March 2025 to 28 February 2028

Name	Position
*Ms M Shiimi	Independent Non-executive Director (Chairperson of the Board)
*Mr B Katjaerua	Independent Non-executive Director (Deputy Chairperson of the Board)
Ms JM !Garus-Oas	Independent Non-executive Director
Mr IN Kadhila	Independent Non-executive Director
*Ms L Kazetjikuria	Independent Non-executive Director
Mr STW Shivute	Independent Non-executive Director
Mr P Tshiningayamwe	Independent Non-executive Director
Mr AP Collard	Independent Non-executive Director

Note:

Two Board members had not been appointed by the end of the reporting period.

* Ms M Shiimi's term began under the previous Board. On 1 March 2025, Ms Shiimi was appointed for a further three years to serve as a Board Chairperson.

* Ms L Kazetjikuria's term began under the previous Board and expires on 31 March 2026.

* Mr B Katjaerua served from 1 March 2025 and resigned from the board on 30 April 2025.

CPBN Board Members

Ms M Shiimi
Chairperson

Mr A Collard
Director

Ms J !Garus-Oas
Director

Mr I Kadhila
Director

Mr S Shivute
Director

Ms L Kazetjikuria
Director

Mr P Tshiningayamwe
Director

4.1.1 Members of the Board

The Minister of Finance appointed Ms Mary Shiimi as Chairperson of the Board, in line with the statutory Board composition. Ms Shiimi, who previously served on the Board as an ordinary member, was reappointed for a further three-year term from 1 March 2025 to 28 February 2028 to assume the role of Chairperson.

The reappointment of returning members strengthens institutional stability and promotes continuity in governance oversight. Ms Julinda !Garus-Oas was also reappointed, ensuring continuity and preservation of institutional memory.

The remaining Board vacancies were filled by newly appointed members for the three-year term of office, which commenced on 1 March 2025. These appointees bring extensive expertise and strategic leadership experience across key sectors, thereby enhancing governance and supporting its ongoing operational advancement.

4.2 Board Roles

The Board plays a critical role in providing strategic oversight and governance, ensuring the organisation's long-term success and sustainability. Each key member has distinct responsibilities that contribute to the effective leadership and accountability of the institution.

Chairperson

The Chairperson leads the Board, ensuring that it operates effectively and meets its governance responsibilities. This includes presiding over Board meetings, setting the agenda in collaboration with the Chief Executive Officer (CEO) and Governance Practitioner, and facilitating discussions to drive strategic decision-making. The Chairperson also represents the Board in interactions with stakeholders and ensures that governance structures support transparency and accountability.

Committee chairpersons

Each committee Chairperson is responsible for leading their respective Board committee, ensuring effective oversight of critical organisational areas. During the review period, three Board committees were responsible for the following roles:

(a) Audit and Risk Committee

The Audit and Risk Committee is responsible for ensuring that the institution's financial integrity is maintained and for managing any risk to that status. The committee oversees internal and external audit processes, evaluates financial reporting, and ensures that robust risk management frameworks are in place. It also plays a critical role in maintaining transparency, complying with regulatory requirements, and safeguarding the institution's assets. Table 2 presents the committee's composition during the year under review.

Table 2: Members of the Audit and Risk Committee

Member	Capacity	Term of office
Ms L Kazetjikuria	Chairperson	13 March 2024 to 31 March 2026
Mr AP Collard	Member	13 March 2025 to 28 February 2028
Mr IN Kadhila	Member	13 March 2025 to 28 February 2028

(b) Human Resource Committee

The Human Resource Committee provides strategic oversight on human capital management, talent development, and workforce planning. The committee ensures that the CPBN has the appropriate policies and frameworks in place for recruiting, compensating and engaging employees and for managing their performance. It also plays a vital role in succession planning and leadership development to ensure that the institution remains sustainable over the long term. Table 3 presents the committee's composition.

Table 3: Members of the Human Resource Committee

Member	Capacity	Term of office
Mr P Tshiningayamwe	Chairperson	13 March 2025 to 28 February 2028
Mr IN Kadhila	Member	13 March 2025 to 28 February 2028

Following the resignation of Mr Brian Katjaerua from the Board in March 2025, the committee's membership was reduced from three to two members. At the beginning of the reporting period, the committee was fully constituted with three members, ensuring a broad representation for oversight and decision-making. The departure of Mr Katjaerua subsequently left the committee with two members, who continued to discharge their responsibilities in line with the Board's governance and oversight requirements.

(c) Technical Committee

The Technical Committee focuses on the institution's operational and technical excellence. It provides oversight on key projects, innovations, and industry-specific advancements. The committee ensures that technical strategies align with the institution's objectives and that investments in technology, infrastructure, and expertise support overall efficiency and growth. Table 4 presents the committee's composition.

Table 4: Members of the Technical Committee

Member	Capacity	Term of office
Ms JM !Garus-Oas	Chairperson	13 March 2025 to 28 February 2028
Ms M Shiimi	Member	13 March 2025 to 28 February 2028
Mr STW Shivute	Member	13 March 2025 to 28 February 2028

Chief Executive Officer

The CEO is responsible for the strategic execution and operational management of the institution, ensuring that day-to-day operations are aligned with the Board's strategic direction and governance priorities. As the principal custodian of the institution's vision, the CEO drives the implementation of corporate strategy, oversees operational efficiency, and fosters effective stakeholder engagement across all levels of the institution.

Through close collaboration with the Board, the CEO plays a pivotal role in advancing the institution's mandate while upholding governance excellence and promoting sustainable growth. In this capacity, the CEO provides the Board with critical insights, operational updates, and evidence-based recommendations that inform strategic decision-making.

This governance structure, which clearly delineates management execution from oversight, strengthens accountability, facilitates effective leadership, and ensures robust strategic oversight, thereby supporting the institution's sustained success.

In accordance with the 2022 amendments to the PPA, the CEO participates in all Board deliberations in an advisory capacity, but does not hold voting rights, maintaining the integrity of governance processes while enabling informed decision-making.

4.3 Board Meetings

During the review period, the Board convened 51 adjudication meetings to consider and determine a wide range of critical procurement matters. These deliberations included the review of Bid Evaluation Committee reports, approval of standard bidding documents, consideration of variation orders, and assessment of contract extension requests. Through these engagements, the Board ensured that procurement decisions were made transparently and in compliance with the applicable legislative and regulatory framework.

7 | Governance Meetings

In addition, the Board convened seven (7) governance meetings during the reporting period to exercise strategic and operational oversight, including oversight of the executive recruitment process for the CPBN. Key matters considered during these meetings included the review of the institution's strategy, the approval of the Enterprise Risk Management Framework and risk assessment tools, and the approval and periodic review of various policies, including the Delegation of Authority Policy and the Non-conformity (non-material) Rules, which continue to be improved as the need arises.

The three Board committees also convened periodically during the year to execute their respective oversight mandates. Table 5 provides a summary of attendance at Board and committee meetings for the year under review.

Table 5: Attendance at Board and committee meetings

Board members	Adjudication meeting	Governance meeting	Audit and Risk Committee	Human Resource Committee	Technical Committee
Ms M Shiimi	51/51	7/7	N/A	N/A	9/9
*Mr B Katjaerua	1/51	0/7	N/A	0/6	N/A
Ms L Kazetjikuria	51/51	7/7	4/4	N/A	N/A
Ms JM !Garus-Oas	51/51	7/7	N/A	N/A	9/9
Mr AP Collard	51/51	7/7	4/4	N/A	N/A
Mr IN Kadhila	51/51	7/7	4/4	5/6	N/A
Mr STW Shivute	51/51	7/7	N/A	N/A	9/9
Mr P Tshiningayamwe	51/51	7/7	N/A	6/6	N/A
Total meetings	**51**	**7**	**4**	**6**	**9**

4.4 Board Fees

Table 6 presents a comprehensive breakdown of remuneration and allowances received by Board members in accordance with the approved fee structure. This disclosure is made in the interest of transparency, accountability, and sound financial governance.

Table 6: Board fees

Board members	Gross fees paid (N$)
Ms M Shiimi	891,101
*Mr B Katjaerua	22,508
Ms L Kazetjikuria	611,554
Ms JM !Garus-Oas	622,158
Mr AP Collard	595,883
Mr IN Kadhila	622,136
Mr STW Shivute	608,248
Mr P Tshiningayamwe	607,462
Total fees paid	**4,581,050**

4.5 Corporate Governance Framework

The Board remained committed to upholding the principles of sound corporate governance, guided by the NamCode. In this regard, the Board continues to promote ethical leadership, transparency, accountability, and responsible decision-making in the execution of its mandate.

4.6 Risk Management

Risk management remained a key focus during the reporting period, with the Board approving the Enterprise Risk Management Framework, risk assessment tools, and the Risk Champion Charter.

To further reinforce risk governance, nine (9) risk champions were trained. These individuals serve as focal points within the institution to promote risk awareness, support the implementation of mitigation measures, and ensure continuous monitoring and reporting of risks in line with the CPBN's Integrated Risk Management Framework. Their involvement enhances the CPBN's capacity to proactively identify, assess, and manage risks across all operational areas. The risk register was developed during the reporting period, with eight (8) strategic risks identified and set to be managed through defined mitigation plans and established timelines.

4.7 Board Capacity Building and Training

During the reporting period, the Board continued to prioritise capacity building to enhance its effectiveness in providing oversight and adjudicating procurement matters. As part of this initiative, the Board received specialised training on the International Federation of Consulting Engineers (FIDIC) contracts framework. The training was aimed at strengthening the Board's understanding of standard construction and engineering contract provisions, risk allocation, and dispute resolution mechanisms under the FIDIC contracts. By equipping Board members with this knowledge, the CPBN ensures that members involved in procurement adjudication are able to make informed, legally and technically sound decisions, thereby enhancing transparency, accountability, and the overall quality of procurement oversight.

05

OPERATIONS

05 OPERATIONS

5.1 Human Capital

The CPBN prioritises its human capital as a foundation of its organisational strategy, and invests in attracting the right talent along with practices that develop, engage, and retain such talent. Through robust learning and development interventions, the CPBN strives to capacitate its workforce with the skills required to thrive in serving its stakeholders with diligence and sincerity.

41 ▸ 47 | Dedicated Professionals Staffs

5.1.1 Organisational structure

The staff complement increased from 41 to 47 employees during the review period, enhancing operational capacity in both core and enabling functions (Figure 1). Notably, the CPBN concluded the executive recruitment process up to the vetting stage. The vetting process is expected to be completed within three to six months, which will result in the appointment of substantive executives by the second quarter of the 2026/27 fiscal year. Figures 2 to 4 detail the staff complement according to business unit, occupational level, and gender diversity.

Figure 1: Organisational structure and staff complement (2023/24, 2024/25, 2025/26)

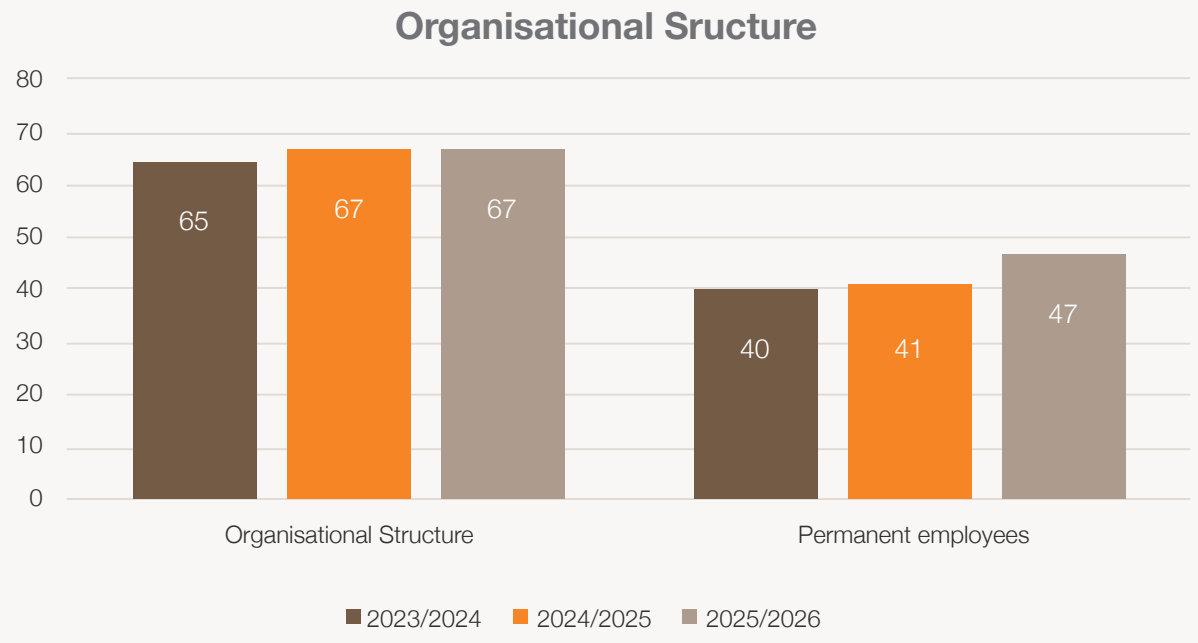


Figure 2: Employees by business unit

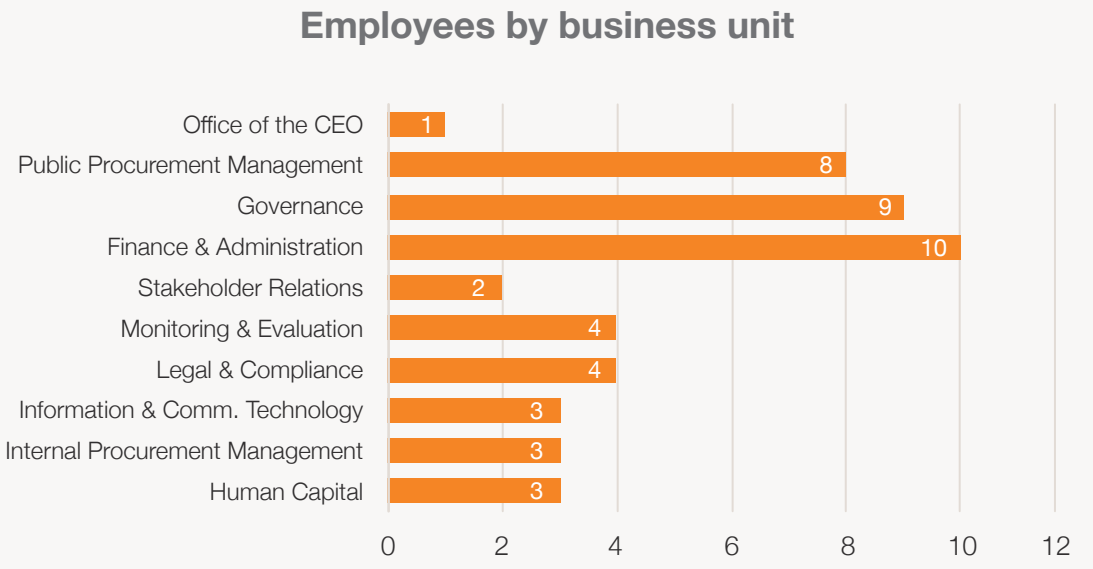


Figure 3: Employees by occupational level

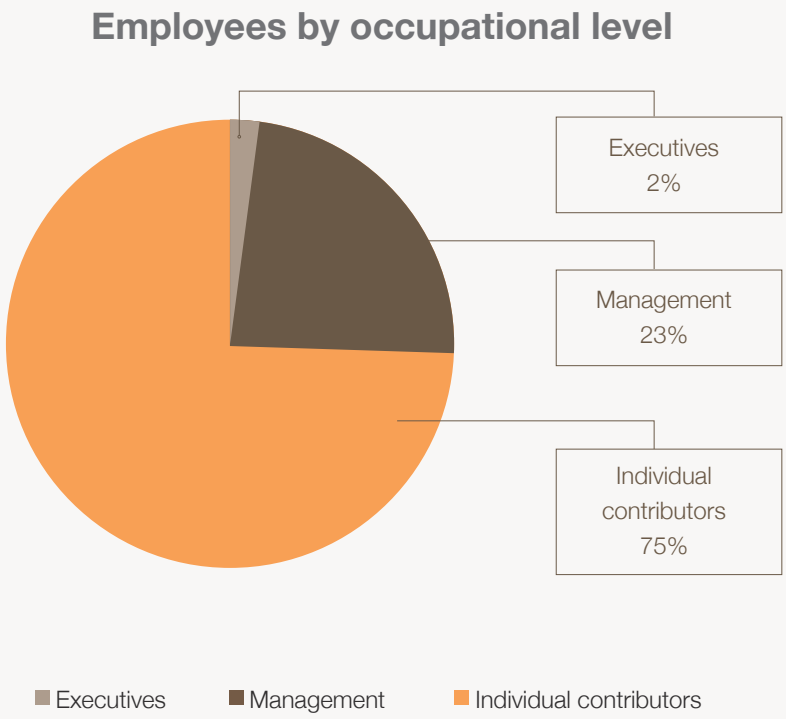
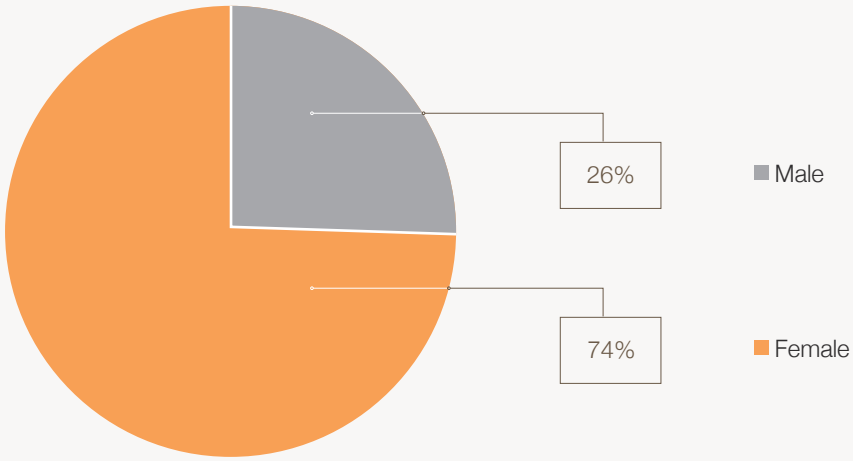


Figure 4: Employees by gender diversity



5.1.2 Employee turnover

During the review period, the CPBN recorded a turnover of three (3) employees, representing 7% of the total workforce. The same turnover was recorded for 2024/25.

5.1.3 Recognition and rewards

During the reporting period, the CPBN approved a discretionary performance incentive payment, which was distributed to all employees in service on the date of payment. This incentive recognised their contributions to the institution's performance achievements for the performance cycle from 1 April 2024 to 31 March 2025.

In addition, 31 employees who had completed five years of continuous service each received a once-off cash award in recognition of long service, in accordance with the Remuneration and Rewards Policy. In terms of the Remuneration and Rewards Policy, a once-off cash amount is paid out to eligible employees in recognition of long service, which is calculated from the years of service, starting in year five and thereafter recurring every five years until retirement.

5.1.4 Learning and development

To promote continuous professional growth, all employees are required to develop and maintain individual development plans (IDPs). These plans serve as structured pathways for identifying growth opportunities and formulating actionable goals that are tailored to employee-specific development needs.

Furthermore, in an effort to build a competent workforce to support the successful execution of the CPBN's Integrated Strategic Business Plan, a professional development assistance scheme fully funds staff who pursue pertinent qualifications in procurement.

During the reporting period, one (1) employee, Ms Filomena Nauyala, earned a postgraduate diploma in public procurement management from the Namibia University of Science and Technology (NUST), which was fully funded by the CPBN.

Figure 5 illustrates the CPBN's investment in targeted professional and short-term skills interventions during the reporting year. During the review period, investment increased from N$530,498 in the 2024/25 fiscal year to N$1,306,060 in the 2025/26 fiscal year.

Figure 5: Number of employees in professional and short-term skills development programmes

5.1.5 Health, safety and wellbeing

Wellbeing represents all the things that are important to us, what we think about, and how we experience our lives. Contrary to what many people believe, wellbeing is not just about being happy or physically fit. During the review period, the CPBN, in collaboration with various partners – Namibia Health Plan (NHP), Virgin Active, Franklin Covey Namibia, Bank Windhoek, and 20 Twenty Financial Solutions – successfully delivered various employee wellbeing interventions that focused on physical, financial, social, career, and community wellbeing. These interventions demonstrated the institution's commitment to fostering a resilient, healthy and engaged workforce.

Table 7: Employee wellbeing interventions

Interventions	Description	Participation	Outcomes
Employee Wellness Day in collaboration with the NHP and Virgina Active under the theme 'Healthy Buddies, Smarter Procurement'	Educating and encouraging employees to adopt healthy lifestyle choices and behaviours in order to achieve ideal levels of health. The intervention included: • a lifestyle risk assessment questionnaire; • health screenings (height, weight, waist and hip measurements); • testing blood pressure, random glucose, and cholesterol; • a beneficiary risk management (BRM) agent to assist all high-risk members (BRM Programme); and • yoga and zumba exercises.	33	» Health empowerment » Wellness awareness » Team cohesion » Organisational health risk assessment
Memorandum of Understanding (MoU) and a **payroll deduction Agreement with** Bank Windhoek	• Payroll-deducted home and vehicle finance schemes with competitive interest rates and no deposit requirements (T&Cs apply) • On-site banking services for convenience and personalised financial advice • Opportunities for savings, investments, insurance, and estate planning services	30	» Enhanced employee wellbeing through financial empowerment and convenience
Team building and wellness engagement in collaboration with FranklinCovey Namibia	The programme combined experiential learning, group challenges, and reflective discussions, with the aim to strengthen organisational cohesion, reinforce accountability, and promote a culture of trust and open communication.	25	» Strengthened teamwork and cohesion across units » Enhanced communication and mutual respect » Renewed focus on accountability and ownership » Increased awareness of organisational wellness and work-life balance
Payroll deduction agreement between the CPBN and 20Twenty Financial Solutions	20Twenty agreed to: Provide mortgage loans to certain employees of the employer, subject to the condition that the monthly instalments payable by the employees shall be deducted monthly by the employer directly from the relevant employee's salary and paid into the bank account of 20Twenty Financial Solutions.	40	» Increased employee home ownership » Access to housing finance at an average home loan base rate (less 2%), and faster debt-free homeownership

5.1.6 Employee relations and labour practices

The recognition agreement between the CPBN and the Public Service Union of Namibia (PSUN) regulates the relationship between the CPBN as the employer and the PSUN as the recognised employee representative. The agreement commits the parties to maintaining a positive employee relations climate, characterised by collaborative efforts between Management and the PSUN. In terms of clause 13.1 of the agreement, the CPBN and the PSUN are required to enter into negotiations on any subject matter that concerns salaries and/or benefits. During the review period, the parties successfully concluded a salary and wage agreement of 6% for the 2025/26 financial year.

5.1.7 Performance management

Performance reviews provide an opportunity for supervisors and their teams to assess whether previously discussed performance expectations and objectives have been met. These reviews also offer a platform to consider professional development opportunities and to identify ways of acquiring additional skills and knowledge to foster career growth.

In these assessments, the CPBN uses a five-point performance scale that contains quantitative and qualitative descriptors. These descriptors are able to capture employees' achievement of mutually determined targets as per their individual performance agreements.

During the reporting year, the CPBN reviewed the individual performance of 25 of its 47 employees for the period 1 April 2025 to 31 March 2026. Notably, 96% of the staff assessed achieved an average individual score of 3 out of a possible 5 (Figure 6). This rating is marginally below the 97% target (i.e. achievement of an average individual score of 3 or more) set for the 2025/26 performance cycle.

Figure 6: Employee achievement of performance targets, 1 April 2025 to 31 March 2026

5.1.8 Human capital key focus areas

During the review period, the CPBN appointed Twafiika Consultants CC, a Namibian management consulting firm, to lead the Human Capital Excellence Engagement Project. This project is designed to develop a comprehensive human capital strategy and an employee value proposition (EVP) that directly support the execution of the CPBN's Integrated Strategic Business Plan (ISBP).

(a) Human capital strategy

A human capital strategy is the plan for how the CPBN will organise, manage, develop, and retain its people in order to deliver the ISBP within fiscal and capacity constraints.

The strategy answers the following five core questions:

1. Structure and workforce planning: Do we have the right roles, in the right places, and filled by the right people?
2. Talent, learning and succession: How do we build the skills and leadership pipeline we need for the next three to five years?
3. Reward, recognition and EVP: How do we attract, retain, and motivate critical and scarce skills fairly and affordably?
4. Performance and culture: How do we drive a performance culture and manage underperformance consistently?
5. Systems and data: What people data and systems do we need to make informed decisions and comply with governance requirements?

(b) Employee value proposition

An EVP is the honest, explicit promise that the CPBN makes to its people about what they can expect if they work here, and what the institution expects from them in return.

Key project milestones include:

Strategic alignment: The strategy is being built around five key 'bearings': performance management, structural integrity, reward architecture, engagement and culture, and talent and capability.

Timeline: The project is structured into four phases, and full completion is expected by June 2026.

EVP development: A distinctive EVP is being designed to position the CPBN as a 'purpose-led' employer, focusing on the institution's unique role as a protector of public funds to attract and retain talent despite public-sector salary constraints.

5.2 Internal Procurement Management Unit

The Procurement Management unit is responsible for the acquisition of goods, works, and services for the CPBN as a public entity for its own use and consumption.

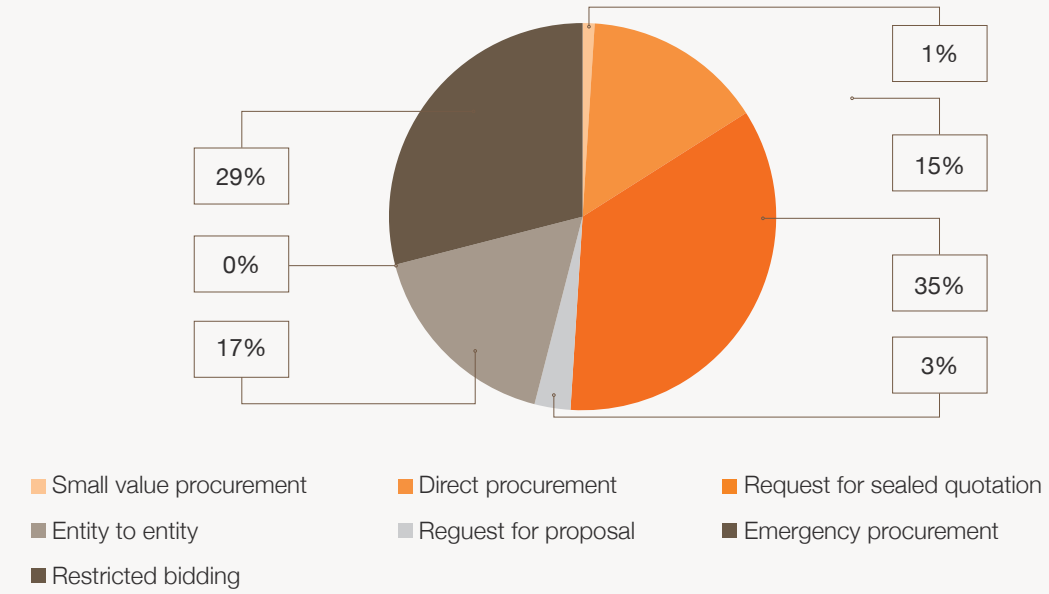
5.2.1 Awards

During the reporting period, a total of 152 procurement transactions were awarded, amounting to N$23.5 million. This figure represents 95% of the annual procurement plan budget of N$24,5 million.

Table 8: Value of procurement awards per procurement method, 2025/26

Procurement method	Value (N$)
Small value procurement	354,841
Request for sealed quotations	8,250,769
Request for proposal	3,917,325
Execution by public entity	726,073
Direct procurement	3,512,865
Emergency procurement	5,998
Restricted bidding	6,733,179
Total	**23,501,050**

Figure 7: Value of procurement awards per procurement method (%), FY 2025/26

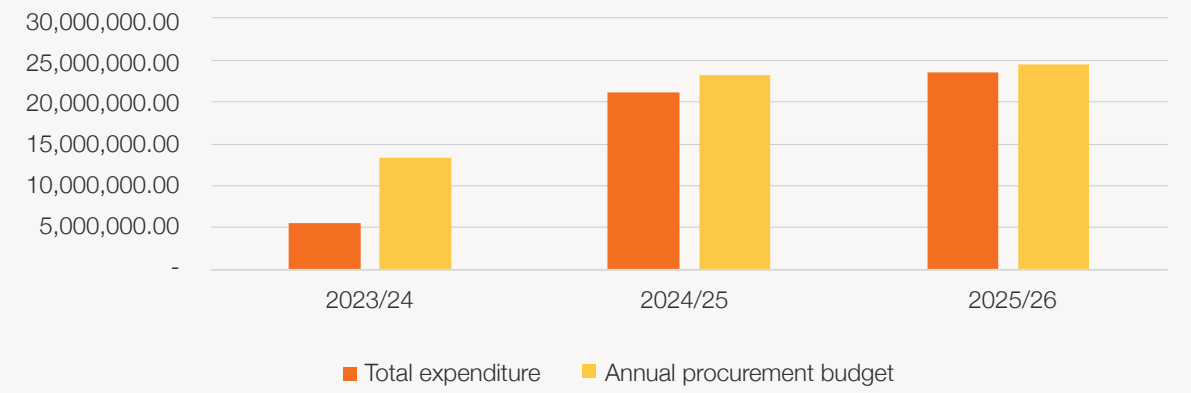


The total expenditure increased from N$5.5 million in 2023/24 to N$21 million in 2024/25 and currently stands at N$23.5 million in 2025/26.

Table 9: Comparative analysis of procurement awards per procurement method (2023/24, 2024/25, 2025/26)

Procurement method	2023/24 (N$)	2024/25 (N$)	2025/26 (N$)
Small value procurement	370,178	355,857	354,841
Request for sealed quotation	2,218,873	2,350,376.	8,250,769
Request for proposal	235,001	1,313,500	3,917,325
Execution by public entities	191,967	35,915	726,073
Direct procurement	2,051,361	17,024,632	3,512,865
Emergency procurement	462,812	2,247	5,998
Restricted bidding	-	-	6,733,179
Total procurement value	**5,530,192**	**21,082,527**	**23,501,050**
Annual procurement plan	**13,364,700**	**23,278,556**	**24,546,909**
Execution rate	**41%**	**90%**	**95%**

Figure 8: Comparative analysis of procurement awards (2023/24, 2024/25, 2025/26)



5.2.2 Cancelled bids

A total of four (4) bids were cancelled. Three (3) bids were cancelled in terms of section 54(1)(b) of the PPA and one (1) bid was cancelled in terms of section 54(1)(e) of the PPA.

5.3 Financial Management

5.3.1 Revenue

Table 10: Revenue contributions (%)

Revenue contribution	2025/26	2024/25
Government grant	97%	90%
Sale of bidding documents	2%	5%
Investment and other income	1%	4%
	100%	**100%**

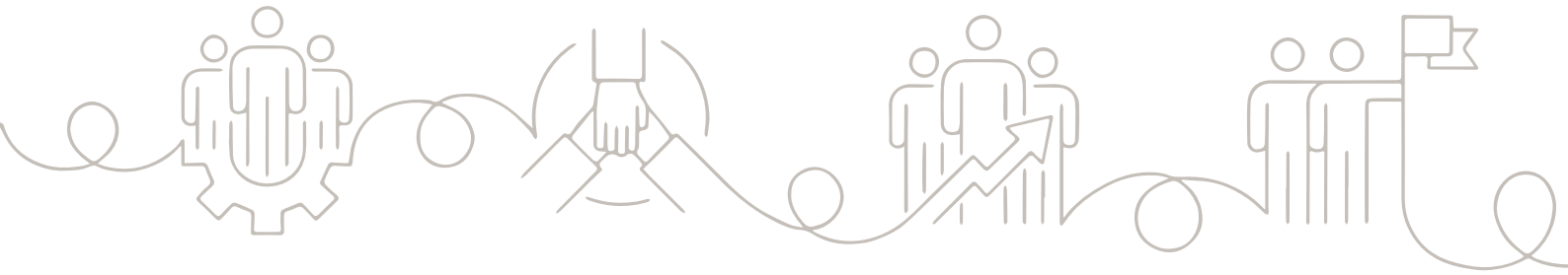
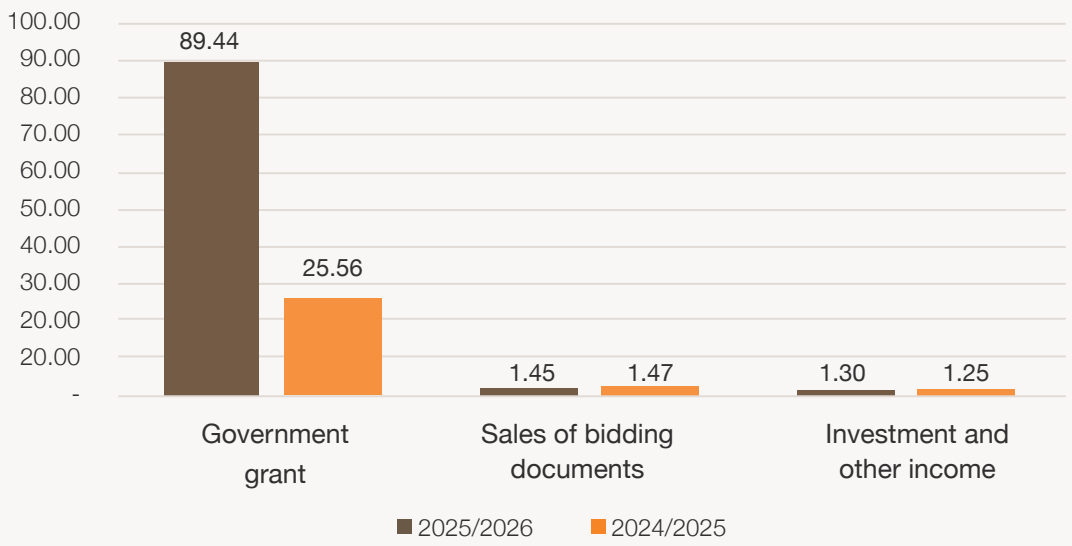


Figure 9: Revenue contributions (N$ million)



Government grant

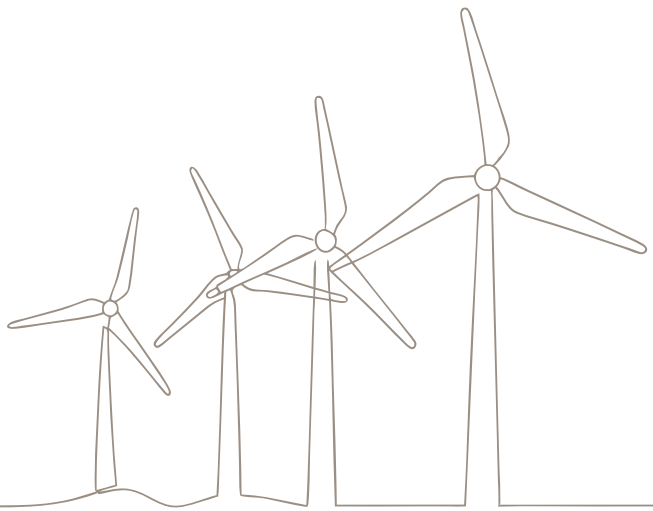
During the 2025/26 financial year, the CPBN received a government grant of N$89.44 million, which represents a 250% increase from the N$25.56 million government grant received in the 2024/25 financial year. This government grant constitutes 97% of the total revenue for the year 2025/26, compared with a 90% contribution in the previous financial year.

Sale of bidding documents

The revenue received from the sale of bidding documents in the year 2025/26 amounted to N$1.45 million, which is 1% below the sale of bid revenue of N$ 1.47 million received in the previous year. The sale of bidding documents revenue made up 2% of the total revenue in the year 2025/26, compared with the 5% contribution in 2024/25. The high sale of bidding documents revenue in 2024/25 was due to the supply and delivery of foodstuffs to government school hostels bid, which constitutes a high value.

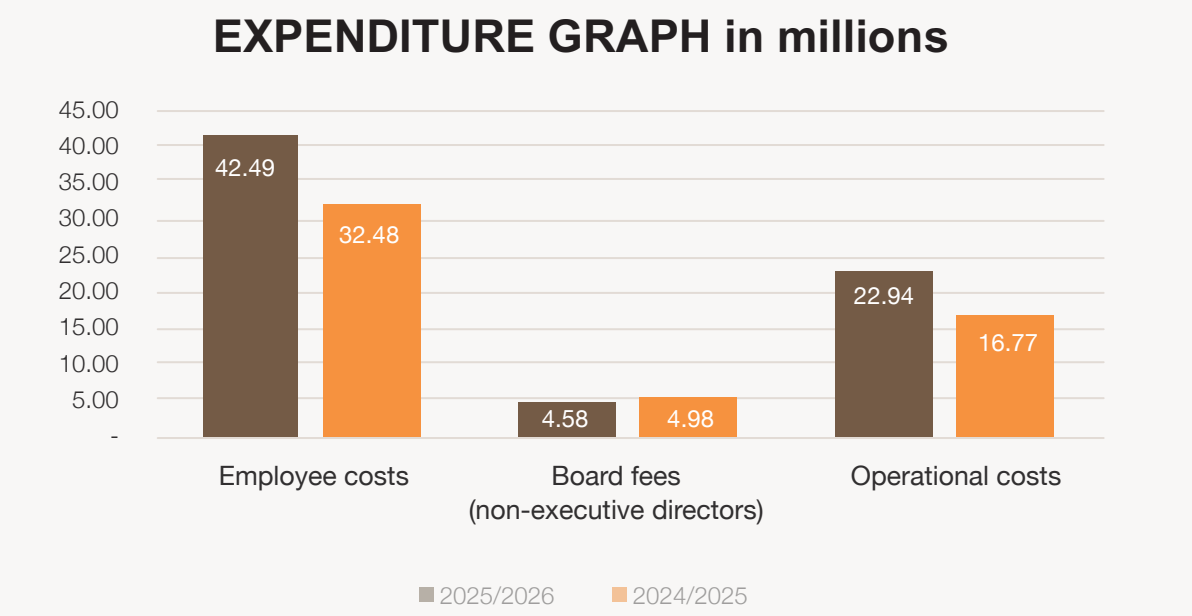
Investment and other income

During the 2025/26 financial year, investment income decreased by 1% compared to the previous year. The income represented 6% of the cash balance as of 31 March 2026, up from 5% in the previous year. The decline in investment income was due to depleted cash in reserves, with the annual average repo rate decreasing from 7.33% in 2024/25 to 6.67% in 2025/26. Investment and other income accounted for 1% of the total revenue in 2025/26, down from 4% in the previous year.



5.3.2 Expenditure

Figure 10: Expenditure (N$ million), 2024/25 and 2025/26



Employee cost

During the 2025/26 financial year, employee costs increased by 31% compared to the previous year. Employee costs accounted for 61% of the total expenditure, up from 60% in the previous year. The increase in employee costs was primarily due to the 6% inflationary salary increments and the increase in the staff complement. The total number of employees was 47 at the end of the financial year, compared with 41 at the end of the previous year.

Board fees

Board fees decreased by 8% in the 2025/26 financial year compared to the previous financial year. The Board fees constituted 7% of the total operating expenditure, compared with 9% in the previous year. The Board held 77 adjudication meetings in 2025/26, a slight decrease from 78 meetings in the previous year. The decrease in Board fees was primarily due to the two vacant positions on the Board during the 2025/26 financial year.

Operational costs

General operational costs increased by 37% in the 2025/26 financial year compared to the previous year. The costs represented 33% of the total expenditure, consistent with the previous year. Depreciation accounts for the largest portion, comprising 9% of the total expenditure, which includes depreciation on property, plant, equipment, and office lease. Legal fees and travel and accommodation each contributed 3%, and consulting and professional fees and conferences and meetings each represented 2% of the total expenditure. The remaining operational costs were 1% or less.

5.3.3 Asset growth

The total assets increased by 1% in the 2025/26 financial year, amounting to N$37.18 million, compared with N$36.71 million in the 2024/25 financial year. For both financial years, most of the total assets comprised cash and cash equivalents.

5.3.4 Audit compliance certificate

The CPBN has been issued an Audit Compliance Certificate by the Office of the Auditor General for the 2025/26 financial year, marking its ninth consecutive unqualified audit opinion. This reaffirms that the CPBN's annual financial statements are fairly presented, in all material respects, in accordance with the applicable financial reporting framework.

5.3.5 Information communication technology

During the reporting period, information and communication technology (ICT) initiatives continued to support the CPBN's broader organisational objectives through the strengthening of digital foundations, governance capability, operational resilience, and technology-enabled service delivery.

Strategic focus was placed on improving organisational readiness, modernising core digital infrastructure, strengthening governance and operational support environments, and creating a sustainable foundation for future digital enablement initiatives across the institution.

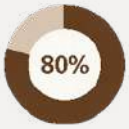
Key initiatives during the reporting period include the advancement of ICT governance frameworks, modernisation of the CPBN's communication platforms, enhancement of infrastructure resilience and disaster recovery capability, and continued advancement toward enterprise system initiatives, which aim to improve operational efficiency and process integration across support functions.

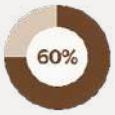
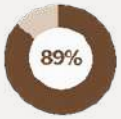
Alongside these key initiatives, continued efforts were directed toward strengthening the internal ICT environment through improvements in user support coordination, infrastructure standardisation, and organisational technology readiness, which are essential in the support of an increasingly interconnected digital operating environment. Collectively, these initiatives contributed toward strengthening the CPBN's digital capability and supporting longer-term operational sustainability, governance maturity, and transformation objectives.

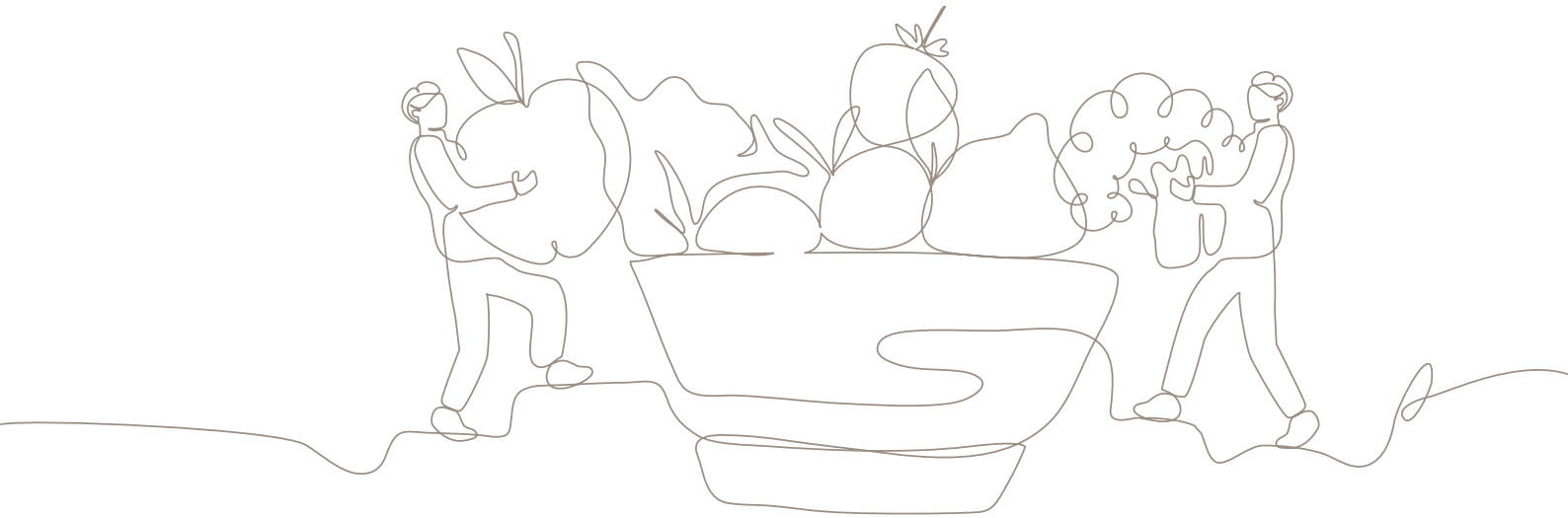
Progress overview of ICT strategic initiatives

Table 11 presents an overview of the progress of the ICT strategic initiatives during the reporting period.

Table 11: Progress overview of ICT strategic initiatives

Strategic initiative	Strategic outcomes	Status	Progress achieved	Overall progress
ICT governance and strategic alignment	Strengthen ICT governance capability, strategic oversight, policy alignment, and decision-making structures in support of sustainable digital transformation.	Advanced stage	During the reporting period, ICT governance frameworks and strategic policy instruments were developed and progressed through internal governance review structures in preparation for formal approval processes. Supporting ICT governance policies and related governance instruments were advanced to strengthen governance oversight, accountability, and organisational ICT alignment.	
Enterprise communication platform modernisation	Modernise communication infrastructure to improve operational resilience, accessibility, collaboration capability, and long-term service sustainability.	Completed	The CPBN completed the migration of email and domain services to a modern cloud-based enterprise communication environment during the reporting period. The initiative strengthened communication reliability, improved accessibility across distributed work environments, enhanced collaboration capability, and reduced dependency on legacy infrastructure while supporting broader operational continuity objectives.	

Strategic initiative	Strategic outcomes	Status	Progress achieved	Overall progress
ERP enablement programme	Improve operational efficiency, process integration, reporting capability, and operational standardisation across support functions.	Ongoing	ERP procurement and evaluation activities progressed during the reporting period in support of broader organisational modernisation objectives aimed at strengthening process integration, operational efficiency, and digital enablement across support functions.	
Infrastructure resilience and disaster recovery enhancement	Strengthen infrastructure resilience, operational continuity, scalability, and recovery capability in support of current and future enterprise systems.	Advanced stage	Data centre expansion and disaster recovery enhancement initiatives progressed during the reporting period to strengthen infrastructure resilience, improve operational continuity capability, expand computing and storage capacity, and support future enterprise application growth requirements.	
Digital workplace modernisation	Strengthen technology readiness and improve the digital working environment in support of operational efficiency and user enablement.	Ongoing	Continued initiatives were undertaken to modernise and standardise the internal ICT environment, including endpoint standardisation, improvement of user workstation capability, and strengthened ICT support coordination to support evolving operational requirements and a more digitally enabled working environment.	



ICT Maturity and Transformation Roadmap

The ICT Maturity and Transformation Roadmap (Table 12) reflects the CPBN's phased progression toward strengthening digital capability, governance maturity, operational resilience, and long-term digital transformation readiness.

The roadmap illustrates the evolution of key governance, infrastructure, operational enablement, and enterprise system initiatives that support a more resilient, scalable, and integrated operating environment.

The phased approach supports the continued development of ICT capability while promoting alignment between technology investments, operational requirements, governance objectives, and future transformation priorities.

Table 12: ICT Maturity and Transformation Roadmap

Capability Stream	FY 2024/2025 (Completed Foundations)	FY 2025/2026 (Reporting Period)	FY 2026/2027 (Strategic Progression)
Governance & Strategic Alignment	ICT governance framework development and strategic policy formulation	Governance review and approval processes	Governance operationalisation and intergration
Enterprise Systems Enablement	ERP planning, requirements assessment, and organisational readiness activities	ERP procurement, evaluation and solution design progression	ERP implementation and process intergration
Infrastructure Resilience & Operational Continuity	Infrastructure and disaster recovery capability assessments	Data centre enhancement and resilience modernisation initiatives	Infrastructure optimisation and operational resilience strengtherning
Digital Communication & Workplace Enablement	Communication and collaboration platform modernisation	ICT support enhancement and digital workplace standardisation	Digital workplace optimisation and service improvement
ICT Capability Development	ICT capaciry strengtherning and operational support structuring	Enhancement of ICT operational coordination and organisational readiness	Continuous ICT capability development and operational maturity strengtherning

5.4 Public Procurement Management Unit

The CPBN's continued existence entails the endorsement of the need for its existence; clarity of its mandate, as prescribed in sections 8 and 9 of the PPA; maturity of its processes and control mechanisms; and being grounded, firm, and assertive in pursuit of its contributions towards fostering integrity, accountability, transparency, competitive supply, effectiveness, efficiency, fairness, and responsiveness, which are the fundamental principles of the public procurement system.

5.4.1 Individual procurement plans and bidding documents

In accordance with section 8(a) of the PPA and Regulation 2(1) of the Public Procurement Regulations, the CPBN's oversight begins when public entities' prescribed procurement thresholds are exceeded. Therefore, IPPs and BDs submitted to the CPBN by public entities trigger the procurement process.

The procurement process entails various phases: pre-planning, adjudicating bidding documents, inviting bids, evaluation, adjudicating evaluation reports and awards, notifications, contracting, and monitoring and evaluation.

Table 13 provides a list of IPPs and BDs approved by the CPBN in 2025/26. The list specifies the respective public entities in which the concerned IPPs and BDs originated, the estimated cost of the procurement in question, and the method employed by the CPBN in approving it. It is important to note that the listed IPPs and BDs originated from 15 public entities, compared with 20 in the previous financial year, representing a 25% drop.

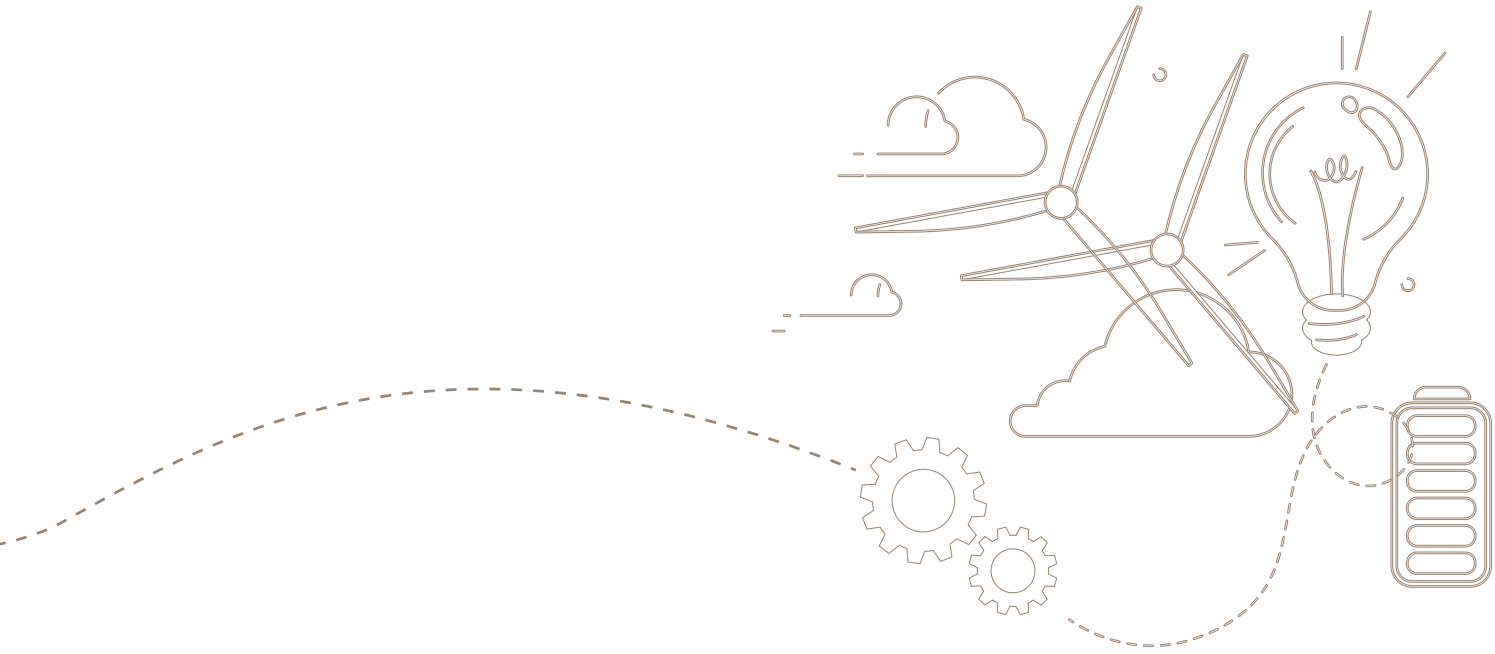


Table 13: Approved number and value of IPPs and BDs

Item number	Submitting public entity	Procurement description	Procurement category	Procurement method	Estimated value of procurement (N$)	Date of approval	Financial year quarters
1	Ministry of Finance	Expression of interest for the appointment of a consultant (firm) for the support, maintenance, and development services of the Integrated Financial Management System for a period of three (3) years	Non-consultancy services	Expression of interest	0	04/04/2025	Q1
2	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	IPP and BD for the construction and rehabilitation of hostel facilities and other buildings at the Ashipala Senior Secondary School in the Omusati Region	Works	Open national bidding	55,850,408	04/04/2025	Q1
3	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	IPP and BD for the construction of the Ehangano Primary School in the Oshikoto Region	Works	Open national bidding	132,781,903	04/04/2025	Q1
4	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	IPP and BD for the procurement of the construction of the Grootfontein Secondary School in the Otjozondjupa Region	Works	Open national bidding	144,682,334	04/04/2025	Q1
5	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	IPP and BD for the construction of the hostel facilities at the existing Drimiopsis Primary School in the Omaheke Region	Works	Open national bidding	122,859,142	15/05/2025	Q1
6	Namibia Post Limited	Supply of petroleum products and dispensing facilities to Namibia Post Limited for a period of five (5) years	Goods	Open national bidding	113,337,000	15/05/2025	Q1
7	Business and Intellectual Property Authority	Procurement of the SME Building Erf #3105, Windhoek Township, Jan Jonker Road	Goods	Direct procurement	65,454,944	15/05/2025	Q1
8	Ministry of Health and Social Services	Supply and delivery of anti-retroviral products to the Ministry of Health and Social Services	Goods	Open international bidding	385,329,205	14/06/2025	Q1
9	Namibia Water Corporation	Request for approval of the IPP and BD for the procurement of mechanical and electrical refurbishment and corrosion protection at the Hardap Dam	Works	Open national bidding	42,700,000	17/07/2025	Q2

Item number	Submitting public entity	Procurement description	Procurement category	Procurement method	Estimated value of procurement (N$)	Date of approval	Financial year quarters
10	TransNamib	Request for approval of the IPP and BD for the procurement of the repair of six (6) staged General Electric locomotives and training at the TransNamib Locomotives workshop in Windhoek	Works	Open national bidding	132,000,000	17/07/2025	Q2
11	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	IPP and BD for the procurement of additions and renovations to the Mureti Senior Secondary School in the Kunene Region	Works	Open national bidding	77,372,060	24/07/2025	Q2
12	Ministry of Finance	Expression of interest for the appointment of an administrator for the Provision of Public Service Employees Medical Aid Scheme on behalf of the Ministry of Finance for a period of five (5) years	Non-consultancy services	Expression of interest	0	24/07/2025	Q2
13	Roads Authority	Request for approval of IPP and BD for the provision of travel management services (air tickets, accommodation, car rentals, travel insurance, conference facilities) to the Roads Authority for a period of three (3) years	Non-consultancy services	Open national bidding	51,597,895	12/02/2026	Q4
14	Namibia Agronomic Board	Request for approval of IPP and BD for the procurement of an office building for the Namibia Agronomic Board in Windhoek	Goods	Open national bidding	44,500,000	31/07/2025	Q2
15	Namibia Water Corporation (NamWater)	Request for approval of IPP and BD for the provision of security services to NamWater for a period of three (3) years	Non-consultancy services	Open national bidding	43,741,107	28/08/2025	Q2
16	Ministry of Health and Social Services	Request for approval of IPP and BD for the provision of security services to the Ministry of Health and Social Services for a period of three (3) years	Non-consultancy services	Open national bidding	292,569,000	28/08/2025	Q2

Item number	Submitting public entity	Procurement description	Procurement category	Procurement method	Estimated value of procurement (N$)	Date of approval	Financial year quarters
17	University of Namibia	Request for approval for the provision of cleaning services for the University of Namibia (UNAM) for a period of three (3) years	Non-consultancy services	Open national bidding	59,909,201	26/09/2025	Q2
18	Ministry of Gender Equality and Child Welfare	Request for approval of IPP and BD for the provision of security services (guarding) for the Ministry of Gender Equality and Child Welfare for a period of three (3) years	Non-consultancy services	Open national bidding	46,976,000	25/09/2025	Q2
19	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Procurement of construction of the new Epembe Secondary School in the Ohangwena Region	Works	Open national bidding	157,091,091	18/09/2025	Q2
20	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Procurement of construction of Phase 3A of the Havana Primary School in the Khomas Region	Works	Open national bidding	98,076,551	18/09/2025	Q2
21	Ministry of Health and Social Services	IPP and BD for construction of the proposed new central medical stores and refurbishment of the existing warehouse on Erf 6264 in Windhoek in the Khomas Region	Works	Open national bidding	199,133,813	16/10/2025	Q3
22	Ministry of Works and Transport	IPP and BD for procurement of the Ondangwa-Oshakati railway extension (Phase 3): Permanent way construction	Works	Open national bidding	250,000,000	16/10/2025	Q3
23	Ministry of Works and Transport	Approval of the IPP, BD, and financial certificate for the procurement of the upgrading of the Sandverhaar-Buchholzbrunn railway line (Phase 3): Permanent way construction	Works	Open national bidding	265,116,181	20/11/2025	Q3
24	City of Windhoek	IPP and BD for the construction of municipal service infrastructure in Otjomuise Extension 3 in Windhoek	Works	Open national bidding	51,900,000	11/12/2025	Q3

Item number	Submitting public entity	Procurement description	Procurement category	Procurement method	Estimated value of procurement (N$)	Date of approval	Financial year quarters
25	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	IPP and BD for the procurement of the construction of hostel facilities at the Onamutayi Senior Secondary School in the Oshana Region	Works	Open national bidding	107,969,830	04/12/2025	Q3
26	City of Windhoek	IPP and BD for the construction of municipal service infrastructure in Cimbebasia Extension 4 (portion A and C)	Works	Open national bidding	55,734,458	11/12/2025	Q3
27	Ministry of Agriculture, Fisheries, Water and Land Reform	IPP and BD for the provision of security services (guarding) to the ministerial infrastructure and other assets for a period of three (3) years	Non-consultancy services	Open national bidding	310,410,132	05/02/2025	Q4
28	Telecom Namibia	IPP, BD, and financial certificate for the direct procurement of maintenance and support of the fixed-line billing solution from Huawei Telecommunication Technologies (Pty) Ltd. for a period of 20 months	Non-consultancy services	Direct procurement	48,023,724	12/02/2026	Q4
29	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Procurement of the embankment/up-earthing/elevation of school grounds prone to flooding: Muzii Combined School in the Zambezi Region	Works	Open national bidding	240,729,680	26/02/2026	Q4
					3,595,845,659		

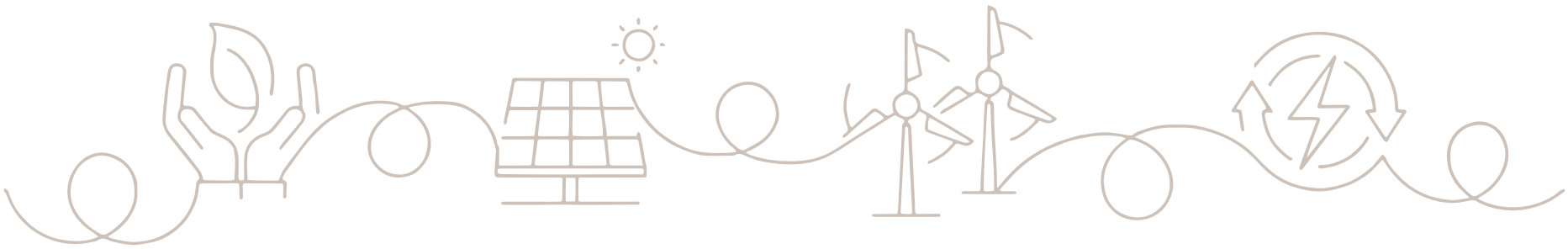


Figure 11: Number and value of approved IPPs and BDs per quarter of FY 2025/26

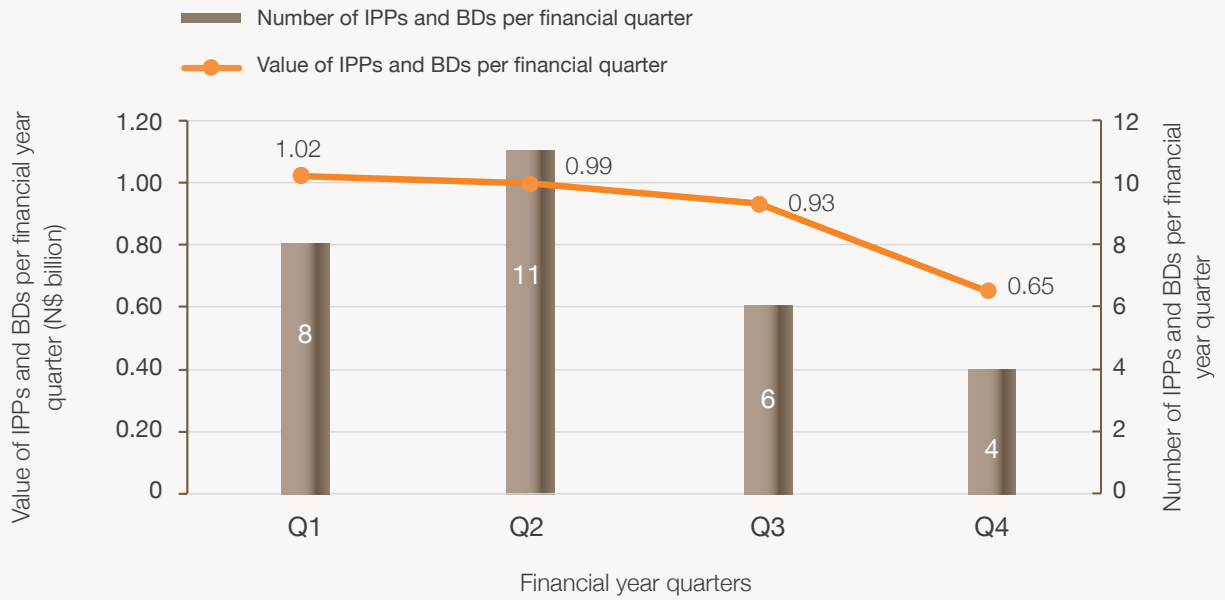


Table 14: Breakdown of the number and value of IPPs and BDs per procurement method

Procurement method	Number of IPPs and BDs per procurement method	Value of IPPs and BDs per procurement method
Direct procurement	2	113,478,668
Expression of interest	2	0
Open national bidding	24	3,097,037,786
Open international bidding	1	385,329,205
Total	**29**	**3,595,845,659**

Figure 12: Number and value of IPPs and BDs per procurement category

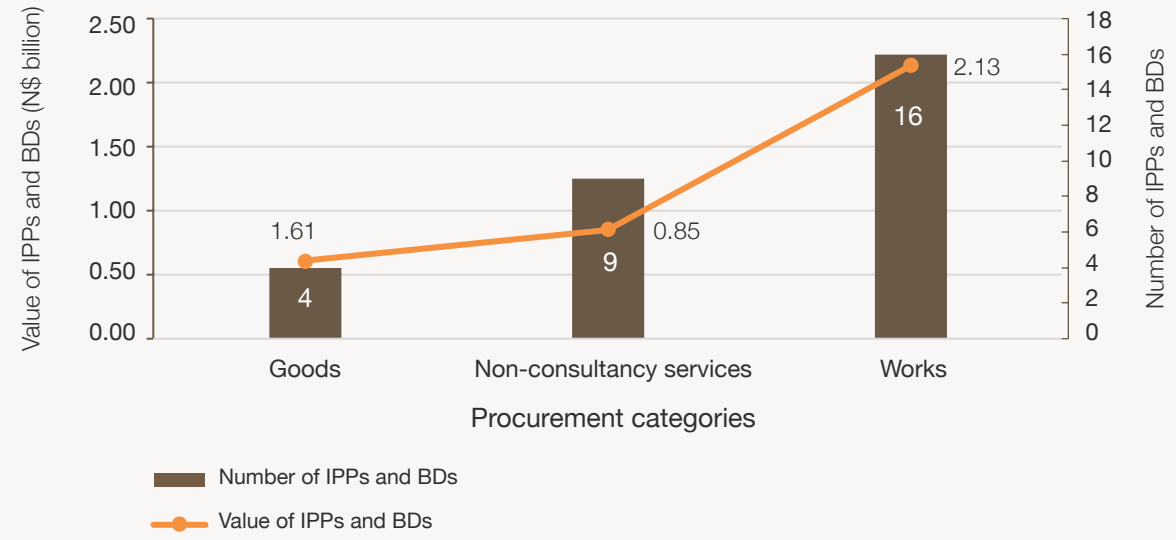


Figure 12 provides an overview of the number and value of IPPs and BDs approved for each quarter of the financial year under review. Notably, Q1 and Q2 were the most active in terms of volumes approved and further processing in the procurement cycle. This surge can be partly attributed to carryovers from the previous financial year.

Table 14 indicates that open national bidding was the most preferred procurement method in both the number (83%) and value (86%) of IPPs and BDs approved by the CPBN during the review period. Figure 12 indicates that the works category constituted a majority in terms of the number and value with 55% and 59%, respectively, of the totals, and the non-consultancy services category followed with 31% and 24%, respectively.

Figure13: Comparative analysis of the number and value of approved IPPs and BDs per quarter of FY 2024/25 and 2025/26

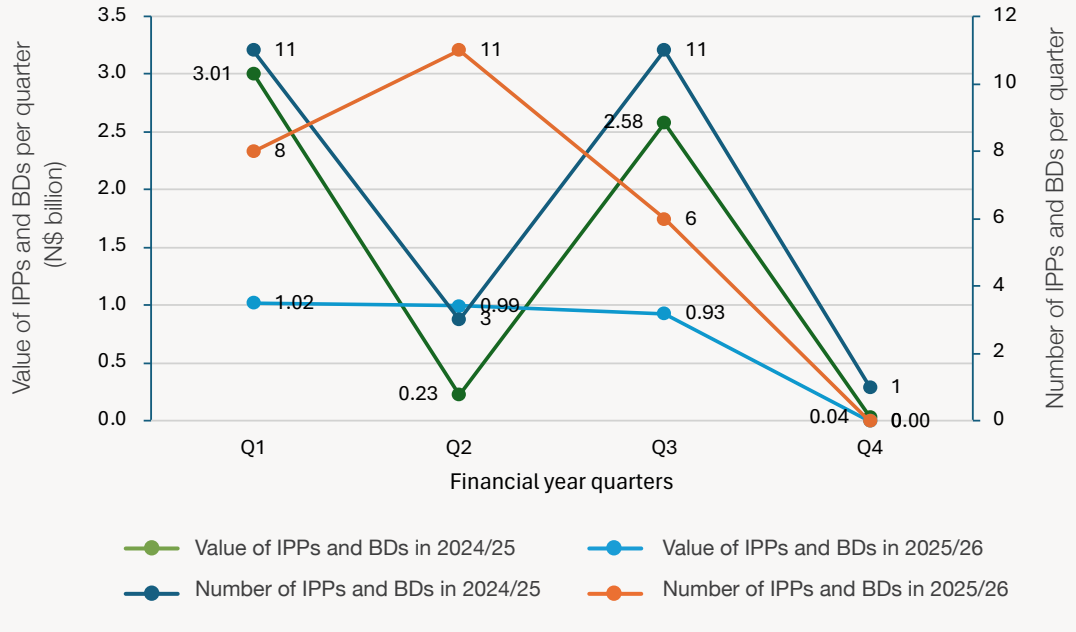


Figure 13 presents the fluctuating trends of the number and value of IPPs and BDs approved and processed by the CPBN per quarter of FY 2024/25 and 2025/26. Out of the total of 26 in FY 2024/25, 11 IPPs and BDs were approved and processed in Q1 and Q3. Out of the total of 29 in FY 2025/26, eight (8) IPPs and BDs were approved and processed in Q1, 11 in Q2, and six (6) in Q3.

The conclusion of this analysis is that Q1, Q2 and Q3 are the busiest quarters following the approval of the national budget, which is the source of funding for the developmental infrastructures of public entities. Most importantly, on average the CPBN approves and processes 28 IPPs and BDs per financial year.

Figure 14: Comparative analysis of the number and value of approved IPPs and BDs for FY 2023/24, 2024/25, 2025/26

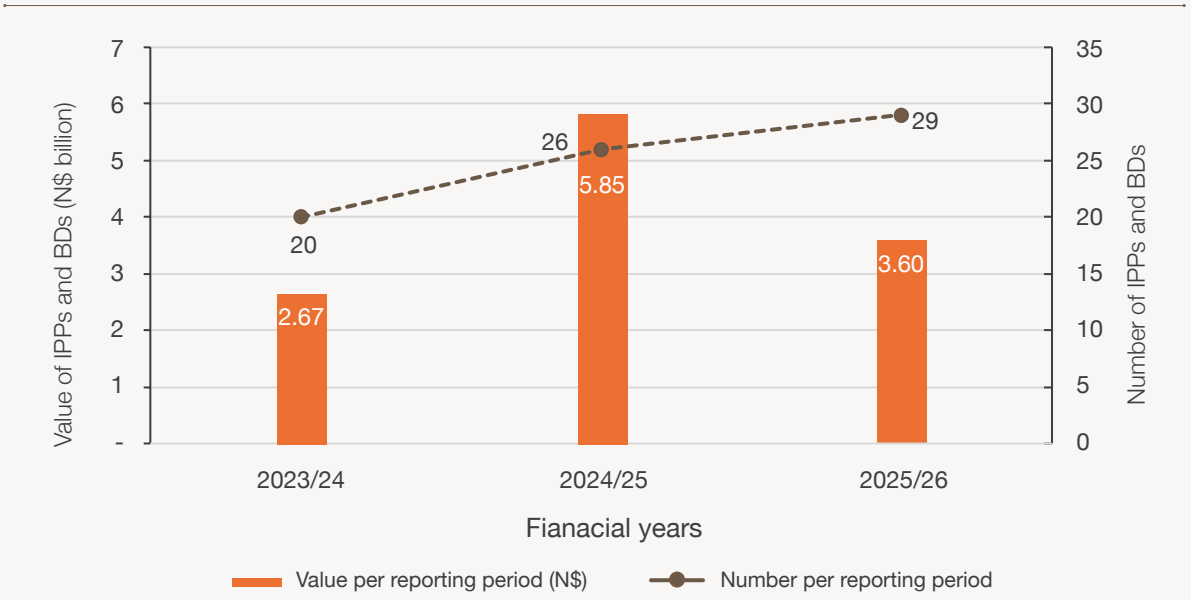


Figure 14 compares the number and value of IPPs and BDs approved by the CPBN over three financial years. Notably, the CPBN approved a higher value of IPPs and BDs in 2024/25 compared to 2025/26, representing a 39% decrease. However, the number of IPPs and BDs increased by 12% in 2025/26.

The next challenge for the CPBN is to work towards increasing the number, value, and diversity of IPPs and BDs through effeciency, quality, and marketing strategies, as it is the only legal entity mandated to procure high-value procurements in the country without exemption by the Minister of Finance.

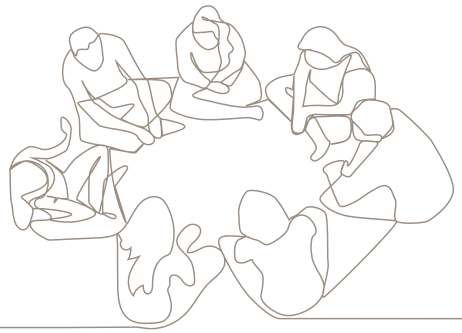
5.4.2 Competitive procurement awards and socio-economic impact

The IPPs and BDs outlined in the preceding sections are expected to transition into procurement awards, having successfully gone through the due procurement process.

Notably, there was only one (1) restricted bidding award (Table 15, item 19) and 20 open national bidding awards (Table 15). No awards were made in the open international bidding category during the 2025/26 reporting year, as all projects were successfully sourced from the local market, a profound and clear demonstration that the Board›s deliberate strategy of prioritising and empowering the 51% and 100% Namibian-owned-firms in every procurement has began to bear fruits in terms of the positive socio-economic benefits such as skills development and capacity building, promotion of enterpreaneurship leading to economic growth and business development, job opportunities and employment, promotion of social inclusion, poverty reduction and/or environmental sustainability. Moreover, it illustrates the Board›s understanding and use of public procurement as a tool to levarage and optimise on improving the socio-economic position of the Namibian (urban and rural) communities .

Table 15: List of competitive procurements awarded in FY 2025/26

Item number	Submitting public entity	Procure-ment description	Procure-ment category	Procure-ment reference number	Lot(s) awarded	Name of successful bidder	Ownership & Nationality of successful bidder	Procure-ment method	Procure-ment cost estimate (N$)	Awarded contract value (N$)	Date of approval	Employ-ment created	Financial year quarters
1	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Construction of a boarding combined school and hostel facilities in Aussenkehr in the //Kharas Region (Phase 1)	Works	W/ONB/ CPBN-16/2024	None	Adaptive Building Land Construction CC JV China Civil Engineering Construction (Namibia) (Pty) Ltd.	51% Namibian JV foreign entity	Open national bidding	177,499,790	157,152,501	04/04/2025	58	Q1
2	Ministry of Works and Transport	Upgrading of the Sandverhaar-Buchholzbrunn railway line (Phase 2) Construction and rehabilitation of new and existing bridges	Works	W/ONB/ CPBN-17/2024	None	West Trading CC JV Unik Construction Engineering Namibia (Pty) Ltd.	51% Namibian JV foreign entity	Open national bidding	67,400,000	64,886,515	22/05/2025	83	Q1
3	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Construction of the Katima Mulilo Modern School in the Zambezi Region	Works	W/OAB/ CPBN-0x/2024	None	China Jiangsu International JV Elderwood Trading	51% Namibian JV foreign entity	Open national bidding	150,850,126	135,865,787	08/05/2025	119	Q1

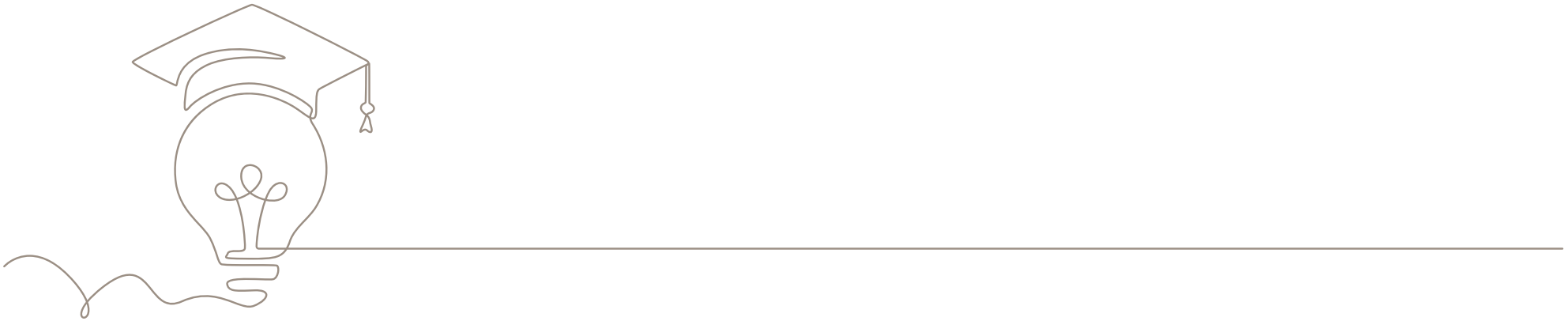


Item number	Submitting public entity	Procure-ment description	Procure-ment category	Procure-ment reference number	Lot(s) awarded	Name of successful bidder	Ownership & Nationality of successful bidder	Procure-ment method	Procure-ment cost estimate (N$)	Awarded contract value (N$)	Date of approval	Employ-ment created	Financial year quarters
4	Oshana Regional Council, Directorate of Education, Arts and Culture	Procurement of the provision of security services (guarding) to the Oshana Regional Council	Non-consultancy services	NCS/OAB/ CPBN-0xx/2024	Lot 1 Lot 2	Nokagalo Trading CC Shield Force Security Service	100% Namibian	Open national bidding	13,800,000	12,782,664	08/05/2025	86	Q1
5	Namibia Post Limited	Procurement of the provision of security services (guarding and cash-in-transit/ fidelity) to Namibia Post Limited for a period of three (3) years	Non-consultancy services	NCS/ONB/ CPBN-12/2024	Lot 1: North East Region Lot 2: North West Region Lot 3: Erongo Region Lot 4: Central Region Lot 5: Southern Region	EyeQ Security Services JV Nescar Investments CC Nokagalo Trading CC Shield Force Security Services Six Thousand Security Services CC Piny Trading CC	100% Namibian	Open national bidding	52,000,000	8,787,600	08/05/2025	N/A	Q1

Item number	Submitting public entity	Procure-ment description	Procure-ment category	Procure-ment reference number	Lot(s) awarded	Name of successful bidder	Ownership & Nationality of successful bidder	Procure-ment method	Procure-ment cost estimate (N$)	Awarded contract value (N$)	Date of approval	Employ-ment created	Financial year quarters
6	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Upgrading of the Bravel Boarding Primary School in the Kavango West Region	Works	W/ONB/CPBN-19/2024	None	NGC Investment (Pty) Ltd.	100% Namibian	Open national bidding	69,807,408	69,471,857	08/05/2025	61	Q1
7	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Procurement of supply and delivery of foodstuffs to government school hostels for a period of three (3) years	Goods	G/ONB/CPBN-03/2024	Lot 1: Erongo	Food Pro Investments CC	100% Namibian	Open national bidding	2,098,396,000	1,580,713,066	20/03/2025		Q4
					Lot 3: Kavango East	O'zoDiac Star Pension Hotel CC							
					Lot 4: Kavango West	Ritaka Trading Enterprises CC							
					Lot 5: //Kharas	N.H.PP Investments CC							
					Lot 8: Ohangwena	Agrofood International (Pty) Ltd.							
					Lot 9: Omaheke	Mukapa Investment CC							
					Lot 10: Omusati	Heritage Caterers (Pty) Ltd.							
					Lot 11: Oshikoto	Free Namibia Caterers CC							
					Lot 13: Otjozondjupa	Tradevest Holdings Group (Pty) Ltd.							
					Lot 14: Zambezi	Ndafi Trading and Investment CC							

Item number	Submitting public entity	Procure-ment description	Procure-ment category	Procure-ment reference number	Lot(s) awarded	Name of successful bidder	Ownership & Nationality of successful bidder	Procure-ment method	Procure-ment cost estimate (N$)	Awarded contract value (N$)	Date of approval	Employ-ment created	Financial year quarters
8	City of Windhoek	Provision of pre-payment vending through a third-party vending for electricity and water for the municipal council	Non-consultancy services	NCS/ONB/CPBN-14/2024	Lot 1: Switch Services	Nedvend Metering Solution Digital Payment Technology (Pty) Ltd. Shilitech Monitoring Technology CC	100% Namibian	Open national bidding	90,000,000	5%	05/06/2025	N/A	Q1
9	Namibia University of Science and Technology (NUST)	Request for approval of the Procurement for the provision of security services (guarding) to the Namibia University of Science and Technology for a period of three (3) years	Non-consultancy services	NCS/ONB/CPBN-11/2024	None	Novo Security Services CC	100% Namibian	Open national bidding	44,204,375	39,996,547	28/08/2025	114	Q2
10	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Request for approval for the procurement of the construction of the Grootfontein Secondary School in the Otjozondjupa Region (Phase 2) for a period of 24 months	Works	W/OAB/CPBN-02/2025	None	Omidi Trading CC JV Afrikem Investment CC	100% Namibian	Open national bidding	144,682,334	132,727,372	11/09/2025	30	Q2
11	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Request for approval of the Bid Evaluation Committee (BEC) Report for construction of the new Ehangano Primary School in the Oshikoto Region	Works	W/OAB/CPBN-03/2025	None	Ndela's Investment CC JV Futex Investment CC	100% Namibian	Open national bidding	132,781,903	116,480,173	23/10/2025	N/A	Q3

Item number	Submitting public entity	Procure-ment description	Procure-ment category	Procure-ment reference number	Lot(s) awarded	Name of successful bidder	Ownership & Nationality of successful bidder	Procure-ment method	Procure-ment cost estimate (N$)	Awarded contract value (N$)	Date of approval	Employ-ment created	Financial year quarters
12	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Request for approval of the BEC Recommendation in the bid for the construction of hostel facilities at the existing Drimiopsis Primary School in the Omaheke Region	Works	W/OAB/ CPBN-01/2025	None	ETN Technical Services CC JV Equity Technical Supply Services CC	100% Namibian	Open national bidding	122,859,142	106,899,646	23/10/2025	N/A	Q3
13	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Request for approval of the BEC for the procurement of additions and renovations to the Mureti Secondary School in the Kunene Region for a period of 18 months	Works	W/OAB/ CPBN-05/2025	None	Penatu Trading CC	100% Namibian	Open national bidding	77,372,060	69,565,199	09/10/2025	N/A	Q3



Item number	Submitting public entity	Procure-ment description	Procure-ment category	Procure-ment reference number	Lot(s) awarded	Name of successful bidder	Ownership & Nationality of successful bidder	Procure-ment method	Procure-ment cost estimate (N$)	Awarded contract value (N$)	Date of approval	Employ-ment created	Financial year quarters
14	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Procurement of the construction and rehabilitation of hostel facilities and other buildings at the Ashipala Senior Secondary School in the Omusati Region (Phase 2)	Works	W/OAB/ CPBN-04/2025	None	PPK Investments CC	100% Namibian	Open national bidding	55,850,408	53,407,221	09/10/2025	N/A	Q3
15	Namibia Water Corporation (NamWater)	Supply and delivery of coagulants and flocculants to NamWater for a period of 36 months	Goods	G/ONB/ CPBN-03/2024	Lots 1.1; 1.2; 1.3 and 3 Lot 2 Lot 4 Lot 5 Lot 6	Heat Exchange Products (Pty) Ltd. KS Industries CC Marine Construction CC Aligned Enterprises CC OTIS Enterprises CC	100% Namibian	Open national bidding	39,900,263	Rate based	11/11/2025	N/A	Q3
16	Namibia Post Limited	Supply of petroleum products and dispensing facility to Namibia Post Limited for a period of five (5) years	Goods	G/ONB/ CPBN-01/2025		Benguela Petroleum Supplies CC	100% Namibian	Open national bidding	113,337,000	86,647,500	05/11/2025	N/A	Q3

Item number	Submitting public entity	Procure-ment description	Procure-ment category	Procure-ment reference number	Lot(s) awarded	Name of successful bidder	Ownership & Nationality of successful bidder	Procure-ment method	Procure-ment cost estimate (N$)	Awarded contract value (N$)	Date of approval	Employ-ment created	Financial year quarters
17	Roads Authority	Provision of security services (guarding) to the Roads Authority for a period of three (3) years	Non-consultancy services	NCS/ONB/ CPBN-15/2024	Lot 1 Lot 5	PIS Security Services CC African King Security Services CC	100% Namibian	Open national bidding	43,067,862	23,059,149	04/12/2025	N/A	Q3
18	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Procurement of construction of the Havana Primary School (Phase 3A) in the Khomas Region	Works	W/OAB/ CPBN-07/2025	None	Valomek Civil CC JV Paulengo Investment CC	100% Namibian	Open national bidding	98,076,551	88,992,270	15/01/2026	N/A	Q4
19	Business and Intellectual Property Authority (BIPA)	Supply, delivery, implementation, commissioning, support, and maintenance of an Integrated Business Registration System (IBRS) for BIPA for a period of five (5) years	Goods	G/RB/ CPBN-01/2024	None	Beijing CSSCA Technologies Co., Ltd.	Foreign entity	Restricted bidding	40,000,000	39,873,567	30/04/2025	N/A	Q1
20	Ministry of Works and Transport	Construction of the permanent way for the Phase 3 Northern Railway extension between Ondangwa and Oshakati	Works	W/OAB/ CPBN-13/2025	None	Afri-Track Civil and Structural Construction (Pty) Ltd. JV Afri-Track Railway Construction (Pty) Ltd.	100% Namibian	Open national bidding	250,000,000	257,671,279	26/02/2026	N/A	Q4
21	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Procurement of the new Epembe Secondary School in the Ohangwena Region	Works	W/OAB/ CPBN-06/2025	None	Betostein Construction CC	100% Namibian	Open national bidding	157,091,020	150,862,201	12/02/2026	N/A	Q4
										3,195,842,116			

Figure 15: Number and value of competitive procurement awards per quarter of FY 2025/26

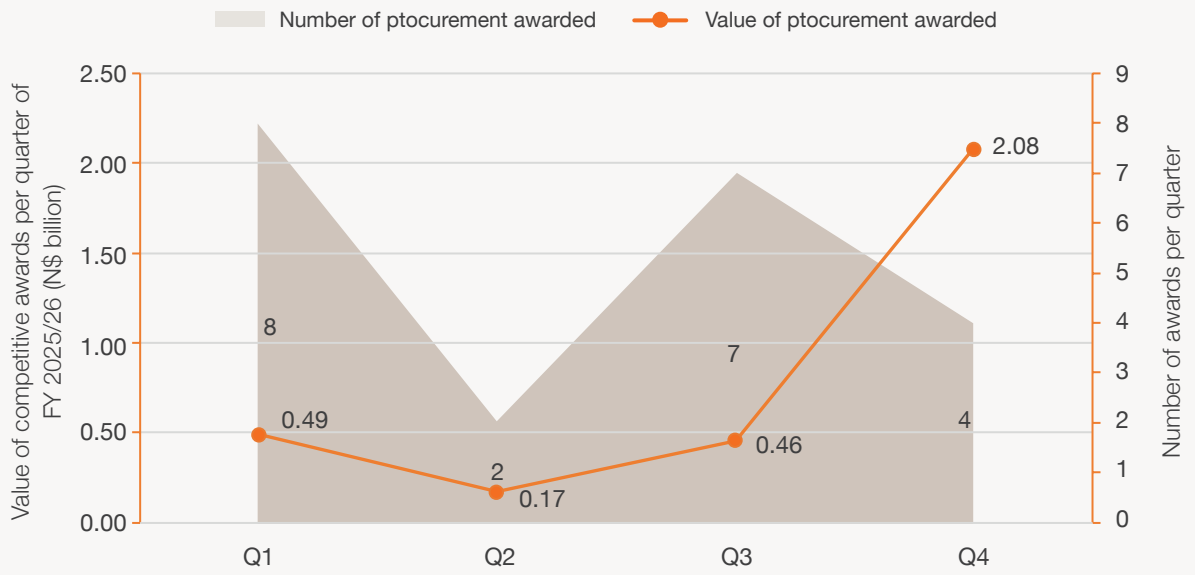


Table 16: Breakdown of competitive awards per procurement method in FY 2025/26

Procurement method	Number of awards per procurement method	Value of awards per procurement method
Open national bidding	20	3,155,968,549
Restricted bidding	1	39,873,567
Total	**21**	**3,195,842,116**

Figure 16: Breakdown of awards per procurement category in FY 2025/26

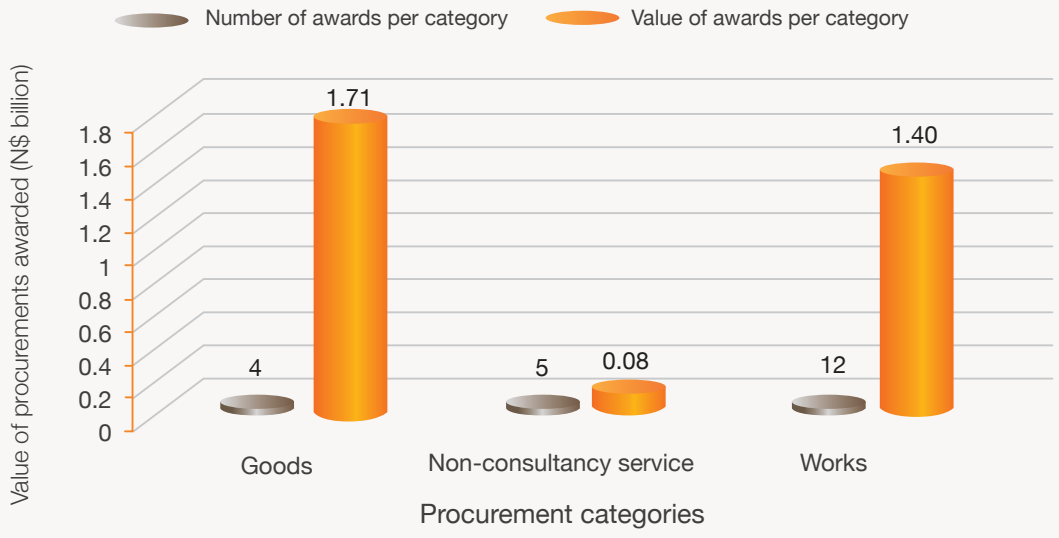


Table 16 demonstrates the number and value of competitive procurements awarded in FY 2025/26, amounting to the value of N$3.2 billion. The entire N$3.2 billion (100%), which constitutes 21 procurements, was awarded through competitive methods: open national bidding at 20, representing 95% of the total number and value; and restricted bidding at one (1), representing 5%.

Figure 16 shows goods at N$1.71 billion, representing 53% of the total value of approved competitive procurement awards in FY 2025/26; followed by works at N$1.40 billion, representing 44%; and non-consultancy services at N$85 million, representing 3%.

Figure 17: Comparative analysis of the number and value of competitive awards per quarter of FY 2024/25 and 2025/26

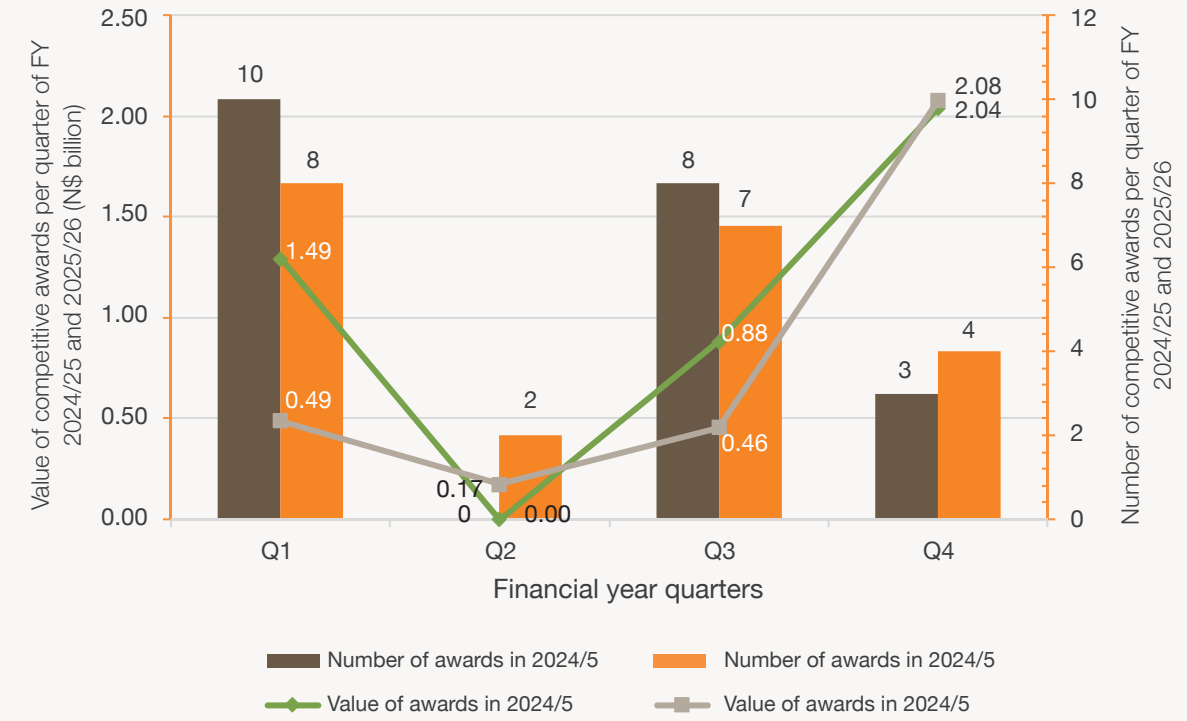


Figure 17 compares the competitive awards approved in the four quarters of FY 2024/25 and 2025/26. Generally, the approved awards aggregated to 21 in both financial years. However, in terms of the number of awards, decreases of 20% in Q1 and 13% in Q3 were observed, and an increase of 25% in Q4 was observed. This may suggest a bottleneck in the procurement cycle, as there were procurements in the pipeline that required completion or finalisation. In terms of the value of awards, significant decreases of 62% in Q1 and of 48% in Q3 were observed, and a slight increase of 2% in Q4 was observed.

5.4.3 Direct procurements

The CPBN made 11 direct procurement awards during the reporting period, as presented in detail in Table 17. These awards include awards from one public entity to anothern and, for the first time, also include emergency procurement, which involves a direct procurement.

Table 17: List of approved direct procurements in FY 2025/26

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
1	Namibia Statistics Agency	Procurement of a portion of Erf 6958, Mutual Platz Building, Office Block, Post Street Mall, Windhoek	Goods	G/DP/CPBN-04/2024	Nguni Property Fund (Pty) Ltd. Ballot Place No.8 Ballot Street	Namibian	65,000,000	22 May 2025	Q1
2	Roads Authority	Request for direct appointment of UNIK-Thohi JV for the construction of free-way standards of TR2/1 between Swakopmund and Walvis Bay (Phase 2): Farm 58 to Walvis Bay traffic circle (8 km)	Works	W/DP/CPBN-02/2025	UNIK-Thohi JV	Namibian JV foreign entity	449,458,777	31 July 2025	Q2
3	Communications Regulatory Authority of Namibia (CRAN)	Request for approval of direct procurement for additional services/scope on the contract; provision of services to support the CRAN wide area network (WAN) web hosting; storage area network (SUN); infrastructure; and telephone system for a period of 36 months	Non-consultancy services	NCS/DP/CPBN-02/2025	Virtua Technologies (Pty) Ltd.	Namibian	549,230	7 August 2025	Q2
4	Business and Intellectual Property Authority (BIPA)	Procurement of the SME Building Erf #3105, Windhoek Township, Jan Jonker Road on behalf of BIPA; once-off procurement	Goods	G/DP/CPBN-01/2025	Rentmeester Investment Company (Pty) Ltd.	Namibian	65,000,000	28 August 2025	Q2

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
5	Ministry of Mines and Energy	Request for direct procurement of the Government Diamond Valuation Services for a period of 12 months (from 8 September 2025 to 7 September 2026)	Non-consultancy services	NCS/OAB/CPBN-02/2019	Gem Diamond (Pty) Ltd.	Namibian	26,381,672	26 September 2025	Q2
6	Namibia Agronomic Board	Direct procurement of a building in Windhoek for the Namibia Agronomic Board; reference number: W/DP/CPBN-01/2025	Works	W/DP/CPBN-01/2025	Makao Real Estate	Namibian	55,402,178	16 October 2025	Q3
7	Ministry of Health and Social Services	Direct procurement of security services in line with section 36(2)(b) of the PPA	Non-consultancy services	NCS/ONB/CPBN-05/2019	Mukwe Security Services (Lot 8) Shikuvule Trading CC (Lot 12)	Namibian	8,339,942	18 December 2025	Q3
8	Namibian Broadcasting Corporation	Procurement for the implementation of direct-to-home (DTH) transmission services; upgrading to Ku-band uplink and transmission sites from C-band; and monthly transponder (36 MHZ) lease for a period of seven (7) years	Goods	G/DP/CPBN-05/2024	Intelsat Ventures S.a.r.l	Foreign entity	121,449,476	4 July 2025	Q2
9	Telecom Namibia	Direct procurement for maintenance and support of the fixed-line billing solution from Huawei Telecommunication Technologies Namibia (Pty) Ltd. for a period of 12 months	Non-consultancy services	NCS/DP/CPBN-04/2025	Huawei Telecommunication Technologies Namibia (Pty) Ltd.	Foreign entity	48,023,724	19 March 2026	Q4

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
10	Ministry of Gender Equality and Child Welfare	Direct procurement for food items for the Marginalised Communities Programme for a period of four (4) months (from 1 December 2026 to 31 March 2026)	Goods	G/OAB/CPBN-01 /2023	Power Investment CC Nimms Restaurant Elmondo Trading CC Progrow Green Harvest CC Destiny Planner Investments CC Viable Works CC Paskanova Investment CC Decade Trading CC LI Special Food and Investment (Pty) Ltd. JV Special Super Market CC	Namibian	69,894,338	12 February 2026	Q4
11	Roads Authority	Emergency procurement of Adaptive Building Land Construction CC for urgent restoration of the seriously damaged and closed roads due to heavy rains in the Keetmanshoop Region	Works	None	Adaptive Building Land Construction CC	Namibian	40,542,563	11 November 2025	Q3
							950,041,900		

Figure 18: Number and value of direct procurement awards per quarter of FY 2025/26

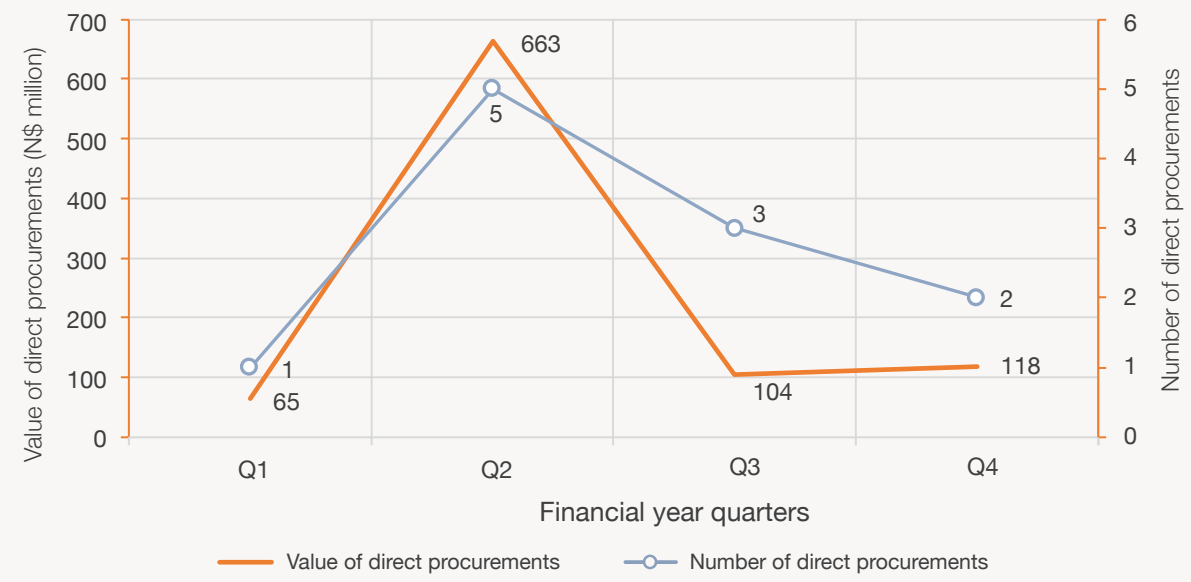


Figure 19: Number and value of direct procurement awards per quarter of FY 2024/25 and 2025/26

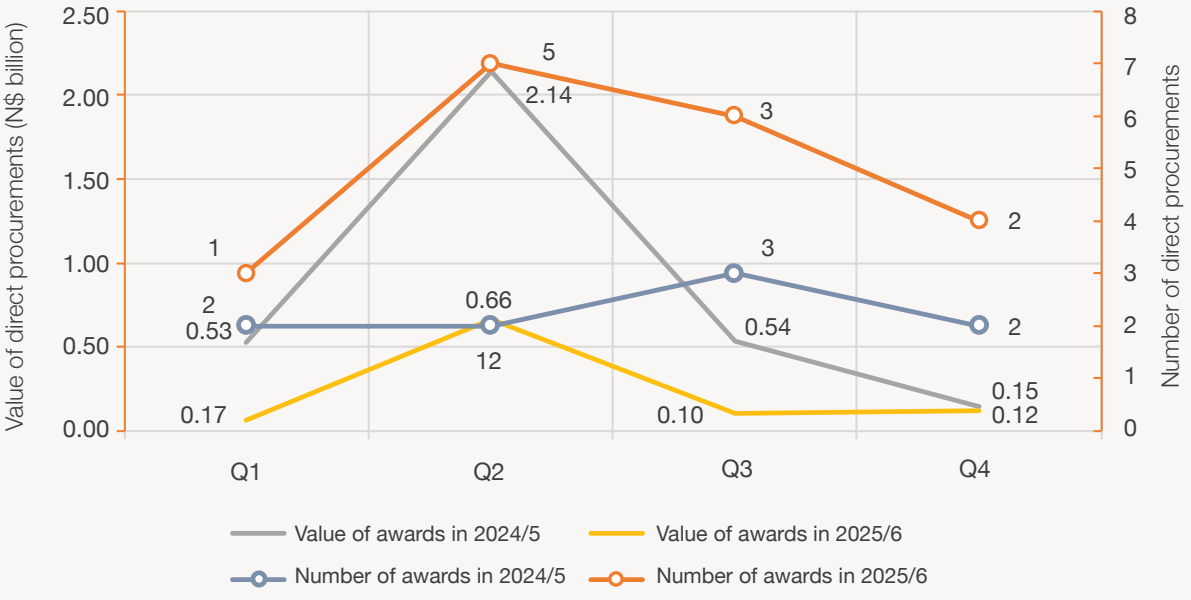


Figure 18 illustrates a fluctuation trend of direct procurement awards approved by the CPBN per quarter of FY 2025/26. A notable surge was observed from Q1 to Q2 in both the number and value of direct procurements approved during that period. Thereafter, the subsequent quarters showed a decreasing trend in both number and value, which is commendable as it means that more procurements are conducted through competitive procurement methods. Figure 19 compares the approval rates per quarter of FY 2024/25 and 2025/26. Again, Q2 of both financial years represents the highest number (2025/26) and the highest value (2024/25).

Figure 20(a): Comparative analysis of the number of approved competitive and direct procurement awards for FY 2023/24, 2024/25, 2025/26

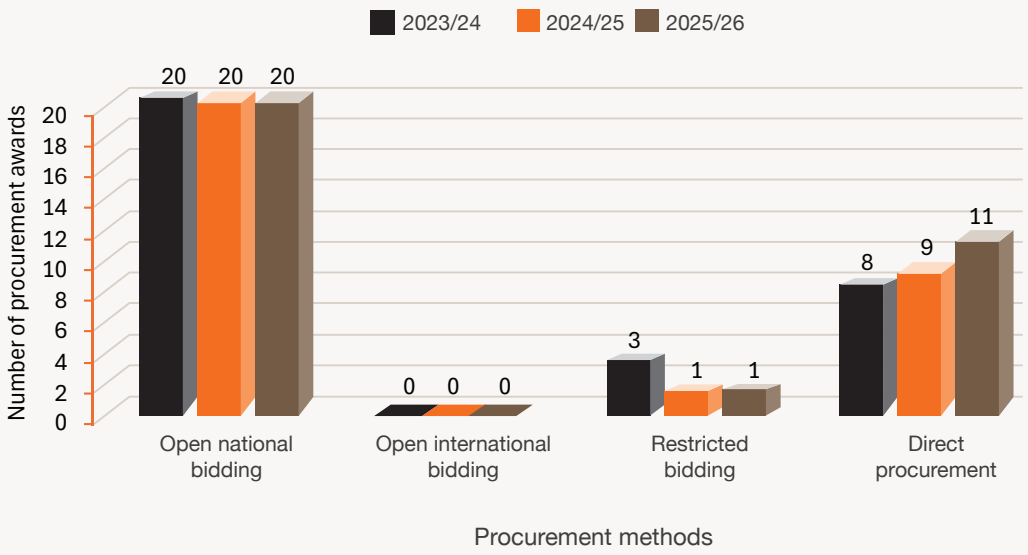
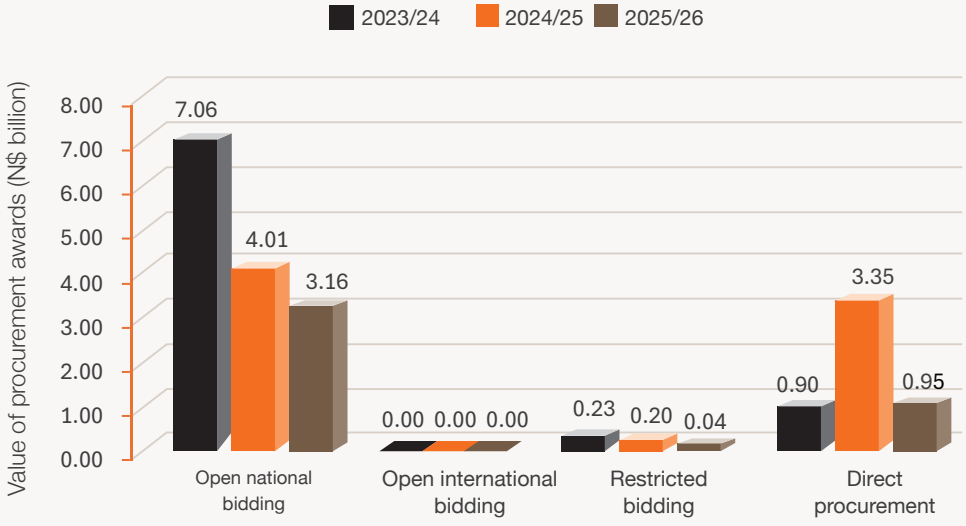


Figure 20(b): Comparative analysis of the value of approved competitive and direct procurement awards for FY 2023/24, 2024/25, 2025/26



5.4.4 Competitive bidding processes: Empowering Namibians

The total competitive procurement awards approved during FY 2025/26 amounted to N$3.2 billion (Table 18). Of this amount, 88% of the awards went to 100% Namibian bidders, 11% to 51% Namibians in joint ventures with foreign entities, and 1% to foreign entities. These outcomes underscore the CPBN's (Board) strategic role in leveraging public procurement (through lot allocation system and distribution of work) as a tool for economic empowerment, job creation, improved living standards, and the stimulation of economic activity across multiple sectors. Furthermore, this performance highlights the institution's ongoing commitment to sustainable procurement, striving to balance economic growth with social advancement and environmental stewardship. Considering the above, the Board has also taken a deliberate decision to include an aspect of corporate social responsibility (CSR) in every bid to upscale the socio-economic impacts of public procurement in Namibian communities.

Table 18: Competitive procurements awarded to Namibian vs Foreign entities

Ownership & Nationality category	Number of awards per nationality	Percentage of total number	Value of awards per nationality	Percentage of total value
Foreign entity	1	5%	39,873,567	1%
100% Namibian	17	81%	2,798,063,746	88%
51% Namibian joint venture with foreign entity	3	14%	357,904,803	11%
Total	**21**		**3,195,842,116**	**100%**

5.4.5 Variation orders and price increases

A variation order is a formal document used in construction and project management to outline and authorise changes to the original scope of work in a contract. These changes can involve additions, deletions, or modifications to the project, including design, materials, quantities, timelines, or contractual terms.

A price increase in the context of construction and project management refers to a rise in the cost of materials, labour, or other project-related expenses. This can be due to various factors such as inflation, supply chain disruptions, market demand, or unforeseen site conditions. Understanding and managing these increases is crucial for project success, as they can significantly impact budgets and timelines.

Table 19 presents an overview of variation orders and price increases authorised by the CPBN during 2025/26.

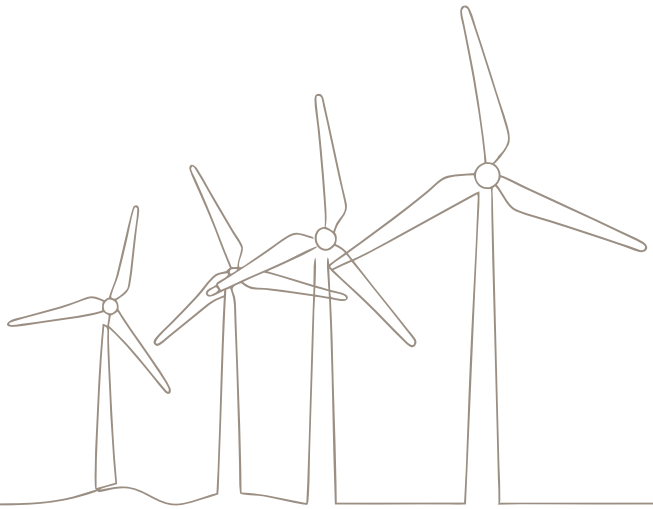


Table 19: Overview of approved variation orders and price increases for FY 2025/26

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
1	Roads Authority	Request for approval of the extension of time claims with costs due to variations in the scope of works and request for approval to increase escalation provision within the contract: GRU-OSH 02	Works	W/OAB/CPBN-03/2021	Odjove Trading & Construction CC JV Royal Contractors CC	Namibian	5,434,528	26/06/2025	Q1
2	Ministry of Education, Innovation, Youth, Sports, Arts and Culture	Request for approval of extension of the intended practical completion date for the upgrading renovations and emergency repairs to the Tubusis Primary School in the Erongo Region	Works	W/OAB/CPBN-02/2020	Radial Truss Industries (Pty) Ltd.	Namibian	1,806,662	23/10/2025	Q3
3	Namibia Water Corporation	Payment of CPI and fuel escalations on the reconstruction of the canal section between the Mahenene Boarder Post and Olushandja Dam (Part B)	Works	W/OAB/CPBN-05/2019	Brumar Construction/ Radial Truss Industries (Pty) Ltd.	Namibian	786,074	18/09/2025	Q2
4	Roads Authority	Variation request for additional time and cost for contract No. W/EP/RA-04/2025: The construction of a new cast-in-situ concrete culvert at the Aris River Truck Road 1/5(B1) between Windhoek and Rehoboth in the Khomas Region	Works	W/EP/RA-04/2025	China Railway Seventh Group Namibia (Pty) Ltd.	Foreign entity	3,927,602	19/02/2026	Q4
5	Social Security Commission	wAdjustment of Social Security Commission (SSC) security services	Non-consultancy services	NCS/ONB/CPBN-10/2024	Piny Trading CC Six Thousand Security Services CC Namibia Protection Services (Pty) Ltd. PIS Security Services CC African King Security Services CC	Namibian	15,852,557	19/02/2026	Q4

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
6	Namibia Post Limited	Adjustment of Namibia Post Limited security services (guarding and cash-in-transit/fidelity)	Non-consultancy services	NCS/ONB/ CPBN-12/2025	Piny Trading CC EYEQ Security-NESKA JV Six Thousand Security Services CC Shield Force Security Services CC Nakagalo Trading CC	Namibian	48,202,379	19/02/2026	Q4
7	Roads Authority	Contract variation for the appointment of China Railway Seventh Group for the rehabilitation and widening of the dual carriageway of the Auas Road – from Sean McBride Street to Mandume Ndemufayo Avenue	Works	None	China Railway Seventh Group Namibia (Pty) Ltd.	Foreign entity	80,940,356	12/03/2026	Q4
8	Ministry of Health and Social Services	Request for price adjustment for supply and delivery of meals in accordance with dietary needs of patients to the Ministry of Health and Social Services for a period of three (3) years for Nutrifood JV Tradevest Holdings Group (Pty) Ltd.	Goods	G/OAB/CPBN-01/2022	Nutrifood JV Tradevest Holdings Group (Pty) Ltd.	Namibian	193,960	26/02/2026	Q4
9	Roads Authority	Development contract for the blading of gravel roads in Aranos in the Keetmanshoop Region (Claim No: 01, Evaluation Determination)	Works	W/OAB/ CPBN/08/2022	Quiver Tree Investment 13 (Pty) Ltd.	Namibian	3,787,792	5/03/2026	Q4
							160,931,910		

Figure 21: Number and value of variation orders and price increases per quarter of FY 2025/26

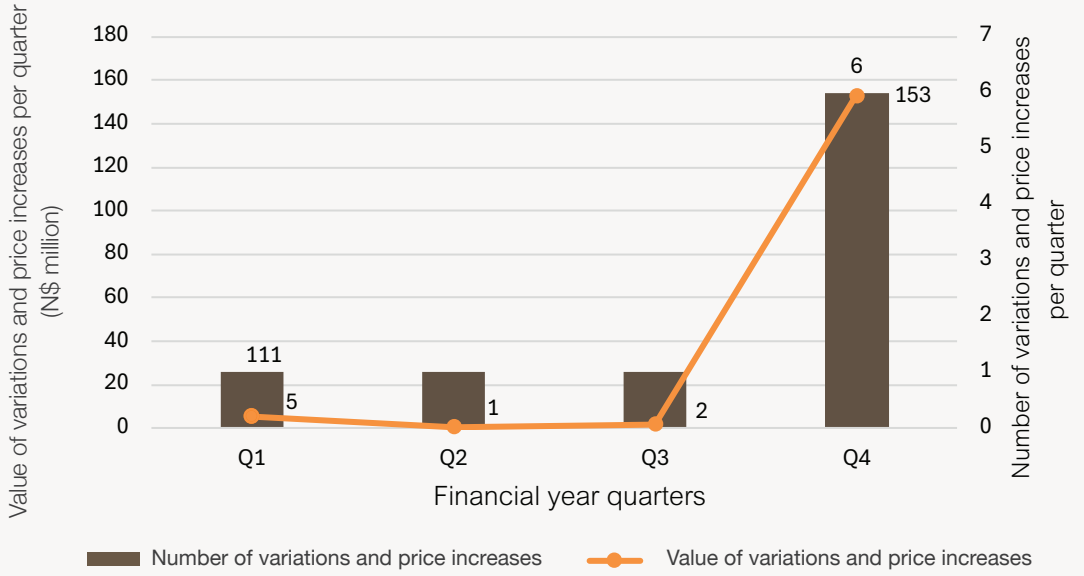


Figure 22: Comparison of number and value of variation orders and price increases per quarter, FY 2024/2025 and 2025/2026

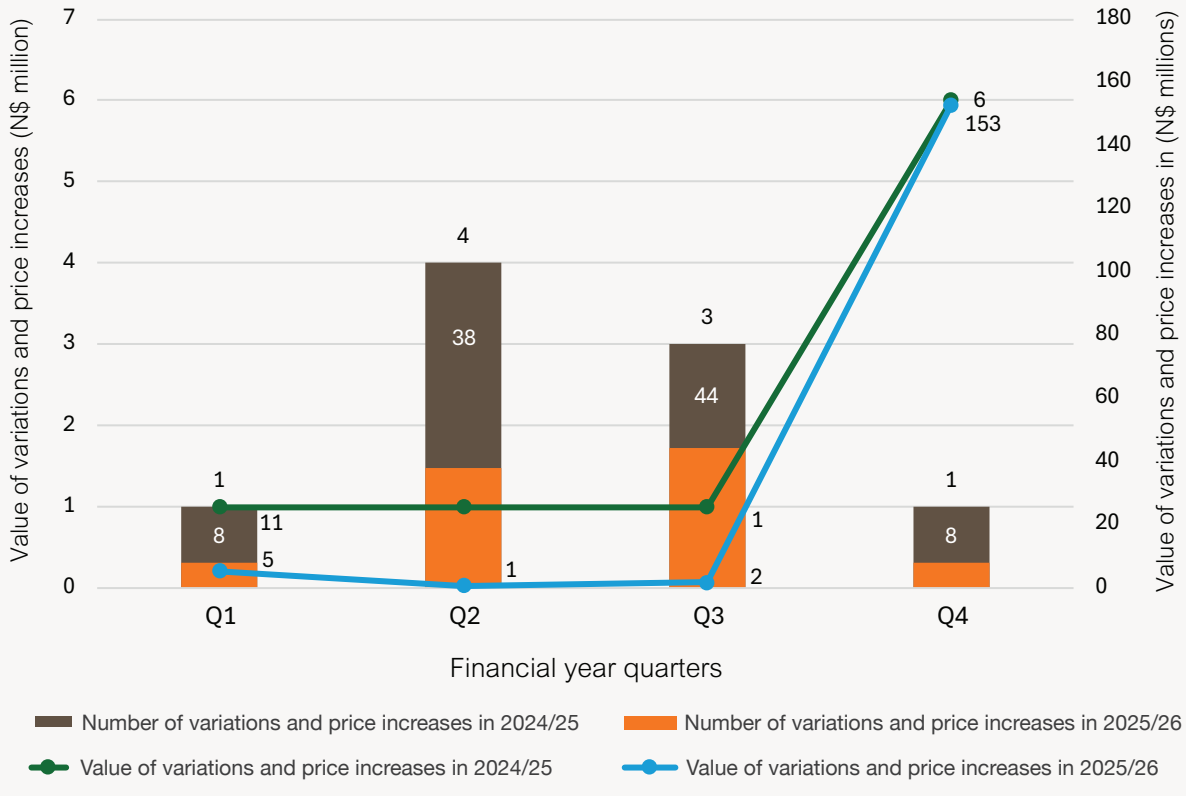
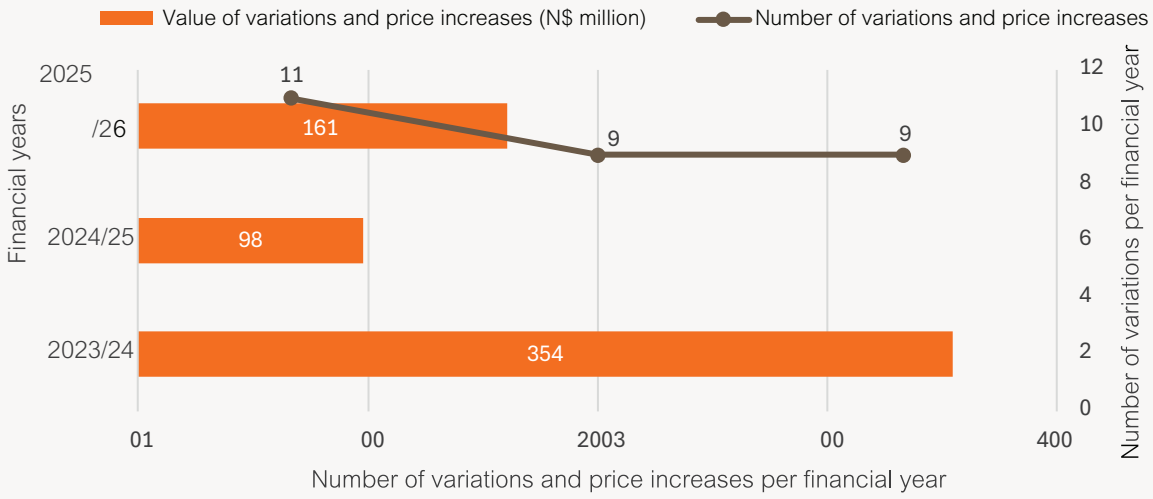


Figure 21 shows a steady number and value of variation orders and price increases approved and processed by the CPBN during the review period; however, Q4 of FY 2025/26 recorded a sudden spike with regards to the number (6) and value (N$153 million). This sudden spike was due to the introduction of the new minimum wage order in the security industry.

Figure 22 compares the number and value per quarter of FY 2024/25 and 2025/26. Notably, the surge in Q4 of FY 2025/26 is still evident, although the breakdown of variation orders and price increases per procurement category shows works in the majority with the number at 6 and value at N$97 million; non-consultancy services with the number at 2 and value at N$64 million; and goods with the number at 1 and value at N$194 million.

Figure 23 compares the number and value of variation orders and price increases over three financial years: 2023/24, 2024/25 and 2025/26. Notably, this comparison period recorded a decline of 22% in the number and of 55% in the value of variations and price increases.

Figure 23: Comparison of number and value of variation orders and price increases for FY 2023/2024, 2024/25 and 2025/26



5.4.6 Contract extensions

A contract extension is an agreement between the parties to an existing contract to extend the terms of their agreement for an additional period of time. The duration of the extension is specified in the extension agreement. In construction and project management, a contract extension – also often referred to as an extension of time – is a mechanism that allows for a project's completion date to be adjusted when unforeseen delays occur. This is particularly useful when the delay is due to factors beyond the contractor's control, such as severe weather or unexpected site conditions. Extension-of-time clauses in contracts define the conditions and procedures for granting contract extensions, ensuring fairness and protecting both parties.

Table 20 details the projects that were granted an extension during the reporting year.

Table 20: List of approved contract extensions per quarter of FY 2025/26

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
1	Ministry of Finance	Support, maintenance, and development services of the Integrated Financial Management System (1 April 2025 to 31 March 2026)	Non-consultancy services	F1/17-6/2008	SILNAM Information Technology Solutions (Pty) Ltd.	Namibian	7,560,000	04/04/2025	Q1
2	Ministry of Finance	Rendering of services to the government to effect cash payment of basic state grants and allowances to beneficiaries	Non-consultancy services	M33-2/2016	Epupa Investment Technology (Pty) Ltd.	Namibian	71,750,000	22/05/2025	Q1
3	Ministry of Health and Social Services	Rendering of security services to the Ministry of Health and Social Services from 1 May to 31 November 2025	Non-consultancy services	NCS/ONB/ CPBN-05/2019	Vic Mac Security Services Namibia Protection Services Mukwe Security Services CC Ombandje Security Services CC Windhoek Security Services CC Khaibasen Security Services Shikuvule Trading CC Nelito Investment CC Independence Security Services Omeya Investments CC Triple One Investments CC Premier Investments CC	Namibian	69,826,312	15/05/2025	Q1

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
4	University of Namibia	Request for approval of extension of contract for the provision of cleaning services to the University of Namibia (UNAM) from 1 September 2025 to 31 October 2025	Non-consultancy services	NCS/OAB/ CPBN-02/2021	Rimota Group CC Lizma Trading Enterprises CC Zayson Trading Enterprises CC Nova Investments CC LYPA Investments CC Shilimela Construction CC	Namibian	6,398,070	28/08/2025	Q2
5	City of Windhoek	Request for contract extension for the operations and maintenance of the Kupferberg General and Hazardous Waste Disposal Site for a period of one (1) month (1 October 2025 to 31 October 2025)	Works	W/OAB/CPBN-03/2022	Frontier Multi Industries Cc	Namibian	8,381,085	26/09/2025	Q2
6	Namibia Water Corporation (NamWater)	Request for extension of contract for the provision of security services to NamWater for four (4) Lots; procurement reference number: NCS/OAB/ CPBN-02/2023	Non-consultancy services	NCS/OAB/ CPBN-02/2023	EASS Investment CC PIS Security Services CC	Namibian	6,075,154	30/10/2025	Q3

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
7	Ministry of Gender Equality and Child welfare	Request for extension of contract for the provision of security services to the Ministry of Gender Equality and Child Welfare premises in all regions: Procurement reference number: NCS/OAB/CPBN-03/2022 for a period of one (1) month (1 November 2025 to 30 November 2025)	Non-consultancy Services	NCS/OAB/CPBN-03/2022	Nahole Security and Debt Collection Six Thousand Security Services CC Chief Nangolo Security Services CC Triple One Investments CC Nelito Investment CC PIS Security Services CC Sirka Investment CC	Namibian	6,644,498	30/10/2025	Q3
8	City of Windhoek	Request for contract extension for the operations and maintenance of the Kupferberg General and Hazardous Waste Disposal Site for a period of seven (7) months (1 October 2025 to 30 April 2026)	Works	W/OAB/CPBN-03/2022	Frontier Multi Industries CC	Namibian	5,806,827	20/11/2025	Q3
9	Ministry of Health and Social Services	Extension of contract for rendering of security services to the Ministry of Health and Social Services for four (4) months from 1 December 2025 to 31 March 2026	Non-consultancy services	NCS/ONB/CPBN-05/2019	Vic Mac Security Services Namibia Protection Services Ombandje Security Services CC Windhoek Security Services CC Khaibasen Security Services Nelito Investment CC Independence Security Services Omeya Investments CC Triple One Investments CC Premier Investments CC	Namibian	33,827,329	18/12/2025	Q3

Item number	Submitting public entity	Procurement description	Procurement category	Procurement reference number	Name of successful bidder	Nationality of successful bidder	Awarded contract value (N$)	Date of approval	Financial year quarters
10	Ministry of Finance	Request for extension of contract for the administration of the Public Service Employee Medical Aid Scheme from 1 April 2026 to 30 September 2026	Non-consultancy services	F1/17-6/2009	Methealth Namibia (Pty) Ltd.	Namibian	37,069,391	12/03/2026	Q4
11	Kavango-West Regional Council: Directorate of Education, Innovation, Youth, Sport, Arts and Culture	Request for contract extension with Onyeka Protection Services CC for a period of four (4) months from 1 March 2026 to 30 June 2026	Non-consultancy services	NCS/ONB/ CPBN-05/2019	Onyeka Protection Services CC	Namibian	2,877,699	26/02/2026	Q4
12	Municipal Council of Swakopmund	Request for contract extension of the provision of security services to the Municipal Council of Swakopmund	Non-consultancy services	NCS/OAB/ CPBN-06/2022	Omle Security Services CC Triple One Investments CC Nelito Investment CC PIS Security Services CC	Namibian	6,142,163	26/02/2026	Q4
							262,358,528		

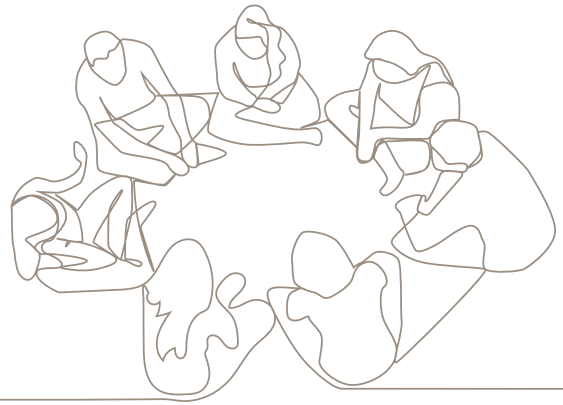


Figure 24: Number and value of contract extensions for FY 2025/26

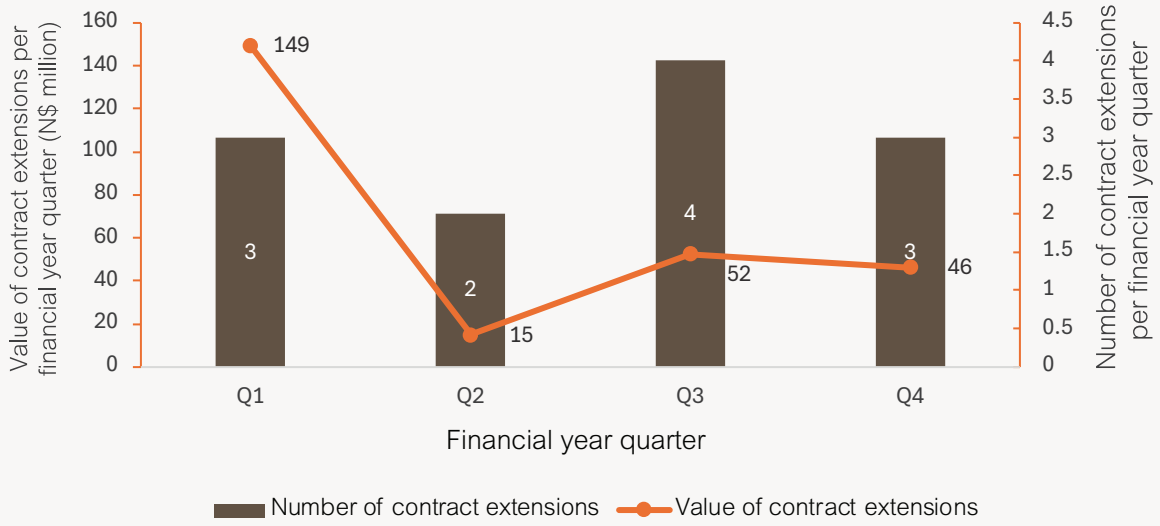


Figure 25: Comparison of number and value of contract extensions for FY 2023/24 and 2025/26

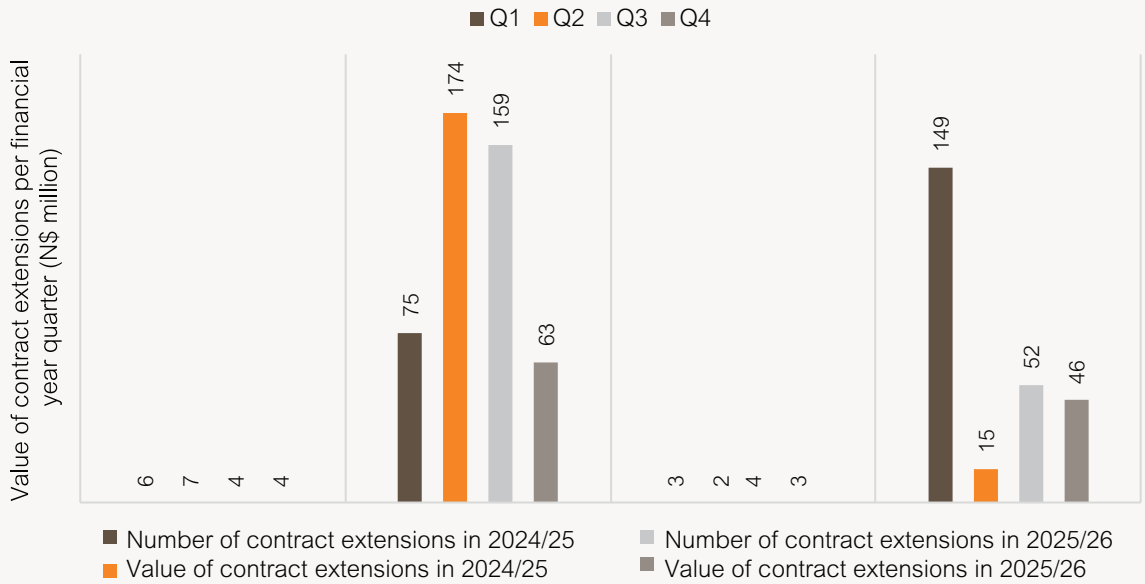


Figure 26: Comparison of number and value of contract extensions for FY 2023/24, 2024/25 and 2025/26

The total number of contract extensions approved by the CPBN shows a general regressive trend since FY 2024/25, with a 43% decline in FY 2025/26. The same applies to the total value of contract extensions, with a 32% decline in FY 2025/26 (Figure 26). The decline may be dampened by improving efficiency in the finalisation of new procurements, therefore nulifying the need for contract extensions. The decreasing trend is encouraging for the promotion of competitive supply.

5.4.7 Cancelled bids

Cancellation before acceptance of the award by the CPBN is permitted in section 54 of the PPA.

Table 21 provides a list of the approved bids cancelled per quarter of FY 2025/26, Table 22 presents the number and value of cancelled bids for FY 2025/26, and Table 23 presents the number and value of cancelled bids per quarter of FY 2024/25 and 2025/26.

Figure 27 presents the number and value of bids cancelled per procurement category for FY 2025/26, and Figure 28 shows a comparative analysis of the number and value of bids cancelled for FY 2023/24, 2024/25 and 2025/26.

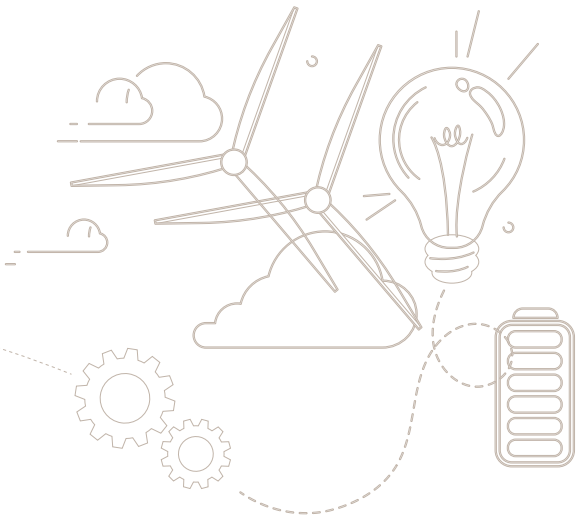


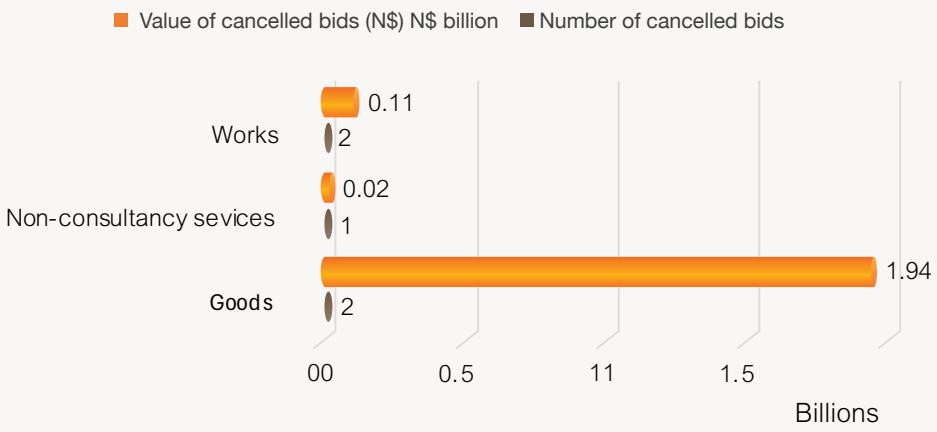
Table 21: List of approved bids cancelled per quarter of FY 2025/26

Item number	Submitting public entity	Procurement description	Procurement category	Cancellation provision in PPA	Value of cancelled bids (N$)	Date of approval	Financial year quarters
1	Namibia Ports Authority	Procurement for the supply and delivery of fuel to the Port of Walvis Bay for a period of three (3) years	Goods	Section 54(1) (c) and (f): Goods or services are no longer required, and it is not economically viable to proceed with the bid.	43,397,543	15/05/2025	Q1
2	TransNamib	Procurement of supply, delivery, and commissioning of 23 new General Electric (Wabtech) diesel electric locomotives	Goods	Section 54(1) (f): It is not economically viable to proceed with the bid.	1,894,300,000	14/06/2025	Q1
3	Central Procurement Board of Namibia	Procurement of the supply, delivery, implementation, commissioning, and support of an enterprise resource planning (ERP) system for the Central Procurement Board of Namibia (CPBN) for the period of three (3) years	NCS	Section 54(1) (a): All bids were non-responsive.	20,000,000	08/05/2025	Q1
4	Ministry of Works and Transport	Procurement of mechanical and electrical refurbishment and corrosion protection at the Hardap Dam	Works	Section 54(1) (a): All bids were non-responsive.	55,300,000	19/02/2026	Q4
5	City of Windhoek	Procurement of the construction of municipal service infrastructure in Otjomuise Extension 3, Windhoek, in the Khomas Region	Works	Section 54(1) (g): Does not create or achieve the expected outcome.	51,900,000	19/03/2026	Q4
					$2,064,897,543		

Table 22: Number and value of cancelled bids for FY 2025/26

Financial year quarters	Number of cancelled bids	Value of cancelled bids (N$)
Q1	3	1,957,697,543
Q4	2	107,200,000
Total	**5**	**2,064,897,543**

Figure 27: Number and value of bids cancelled per procurement category for FY 2025/26

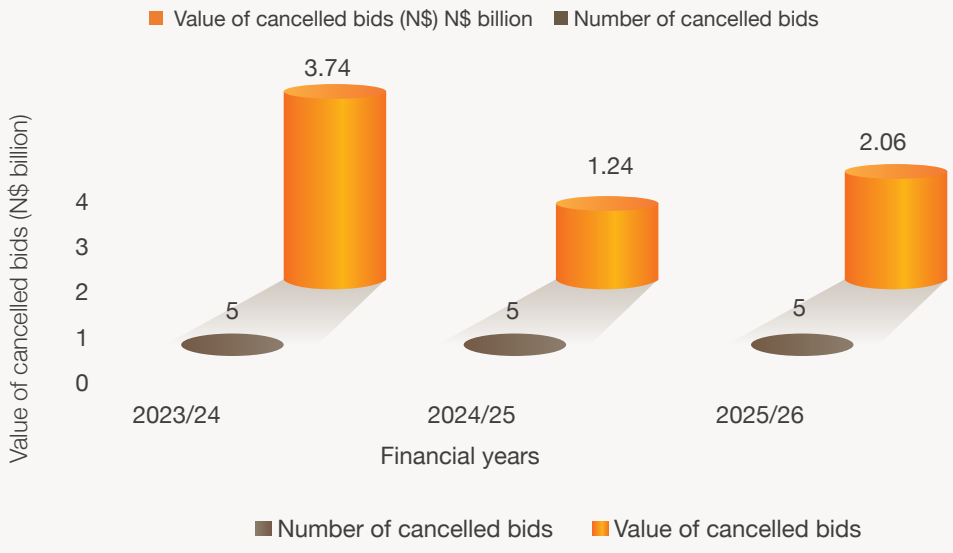


During the period under review, five (5) bids to the value of N$2 billion were cancelled, compared with five (5) cancelled bids to the value of N$1.2 billion in 2024/25.

Table 23: Number and value of cancelled bids per quarter of FY 2024/25 and 2025/26

Financial year quarters	Number of bids cancelled in 2024/25	Value of bids cancelled in 2024/25	Number of bids cancelled in 2025/26	Value of bids cancelled in 2025/26 (N$)
Q1	2	658,204,850	3	1,957,697,543
Q2	1	520,659,864	0	0
Q3	1	40,000,000	0	0
Q4	1	20,000,000	2	107,200,000
Total	**5**	**1,238,864,714**	**5**	**2,064,897,543**

Figure 28: Comparative analysis of the number and value of bids cancelled for FY 2023/24, 2024/25 and 2025/26



The number of cancellations stagnated at five (5) in FY 2024/25 and 2025/26. However, the value increased by 67% in FY 2025/26, due largely to the cancellation of the TransNamib direct procurement of diesel electric locomotives with Wabtech.

5.5 Legal Matters

5.5.1 Review Panel

Section 59(1) of the PPA provides that a bidder or supplier may, as prescribed, apply to the Review Panel for review of a decision or an action taken by the CPBN or by a public entity for the award of a procurement contract. Table 24 provides an overview of the 20 review applications received by the CPBN during the review period.

Table 24: Review Panel: Overview of review applications, 2025/26

Item number	Bid	Procurement reference number	Applicant	Relief sought/Nature of dispute	Order/Status
1	Procurement for the provision of cleaning services for the Namibia University of Science and Technology (NUST) for a period of three (3) years	NCS/ONB/CPBN-02/2024	Adaptic Investments CC	Relief sought by the applicant from the Review Panel includes: • the Notice of Selection issued by the Board be set aside and reviewed on the grounds that the evaluation process was not conducted in accordance with the prescribed Technical Scoring Criteria.	The Review Panel found that: • the bidder's application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(e).
2	Procurement for the provision of cleaning services for the Namibia University of Science and Technology (NUST) for a period of three (3) years	NCS/ONB/CPBN-02/2024	Florida Trading CC	Relief sought by the applicant from the Review Panel includes: • the Notice of Selection be declared null and void; and • an interdict be granted restraining the Board from proceeding with the award of the contract for Lot 1 until the matter is fully reviewed and the bidder's claims are addressed.	Orders issued by the Review Panel include: • the bidder's application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(e).
3	Procurement for the supply and delivery of foodstuffs to government school hostels for a period of three (3) years	G/ONB/CPBN-03/2024	Eyambeko Namibia Catering (Pty) Ltd.	Relief sought by the applicant from the Review Panel includes: • the Notice of Selection of award dated 2 April 2023 be set aside and the matter be referred back to the CPBN; and a • Eyambeko Namibia Catering's bid be re-evaluated.	Orders issued by the Review Panel include: • the bidder's application was dismissed in ter ams of section 60(a); and • the Board's decision was confirmed in terms of section 60(e).
4	Procurement for the supply and delivery of foodstuffs to government school hostels for a period of three (3) years	G/ONB/CPBN-03/2024	Oshipaya Investments CC	Relief sought by the applicant from the Review Panel includes: • review and set aside the whole decision of the Board, dated 2 April 2025, and the decision made in relation to the bidder's reconsideration application, dated 9 May 2025; • an order that the bidder's bid is responsive, and to set aside the disqualification of its bid; • alternatively, an order that directs the Board to set aside its decision pertaining to the bidder's bid and to refer the matter back to the Board with the following instructions: • to make such decisions and grant such orders as the Review Panel is empowered to do in terms of the PPA.	Orders issued by the Review Panel include: • the bidder's application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(e).

Item number	Bid	Procurement reference number	Applicant	Relief sought/Nature of dispute	Order/Status
5	Procurement for the supply and delivery of foodstuffs to government school hostels for a period of three (3) years	G/ONB/CPBN-03/2024	Pamo Trading Enterprises (Pty) Ltd.	Relief sought by the applicant from the Review Panel includes: • the Notice of Selection of award is set aside, and the procurement proceedings are terminated and started afresh; • the CPBN is ordered to provide an executive summary that discloses the benchmark price, as well as its calculations and methodology used in determining the lowest substantially responsive bidders; • the CPBN is ordered to re-evaluate the bids; and/or • implementation of G/ONB/CPBN-03/2024 is stayed, pending the final determination of the High Court cases HC-MD-CIV/MOT-GEN-2023/00492 and HC-MD-CIV-MOT-REV-2024/00440.	Orders issued by the Review Panel include: • the bidder's application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(e).
6	Procurement for the supply and delivery of foodstuffs to government school hostels for a period of three (3) years	G/ONB/CPBN-03/2024	Platinum Investments CC	Relief sought by the applicant from the Review Panel includes: • an order in terms of section 60(b), directing the Board to reconsider the bidder's bid in phase 1 of the evaluation stage in respect of Lots 3 and 4; • an order in terms of section 60(c), setting aside the Board's decision of 2 April 2025 and 9 May 2025 in whole, and referring the matter back to the Board for reconsideration and directing the Board to find the bidder's bid to be fully responsive in phase 1 of the evaluation stage in respect of Lots 3 and 4; and • grant further and/or alternative relief to the applicant as the Review Panel may deem appropriate.	Orders issued by the Review Panel include: • the bidder's application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(e).
7	Procurement for the supply and delivery of foodstuffs to government school hostels for a period of three (3) years	G/ONB/CPBN-03/2024	James & Young Trading Enterprises CC	Relief sought by the applicant from the Review Panel includes: • review and set aside the Notice of Selection for procurement award dated 2 April 2025 in respect of this bid, Lots 3 and 4; • review and set aside the Board's irrational, unfair, and unreasonable decision declaring the bidder's bid not a responsive bid in respect of Lots 3 and 4; and • grant further and/or alternative relief in terms of section 60 of the PPA that the Review Panel may deem fit.	Orders issued by the Review Panel include: • the bidder's application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(e).

Item number	Bid	Procurement reference number	Applicant	Relief sought/Nature of dispute	Order/Status
8	Procurement for the supply and delivery of foodstuffs to government school hostels for a period of three (3) years	G/ONB/CPBN-03/2024	Kunene Catering Services (Pty) Ltd.	Relief sought by the applicant from the Review Panel includes: • an order in terms of section 60(b), directing the Board to reconsider the bidder's bid in phase 1 of the evaluation stage in respect of Lots 6, 7 and 12; • an order in terms of section 60(d), correcting the Board's decision in whole, and referring the matter back to the Board for reconsideration and directing the Board to find the bidder's bid to be fully responsive in phase 1; and • grant further and/or alternative relief to the applicant as the Review Panel may deem appropriate.	The Board was directed to re-evaluate the bidder's Lots.
9	Procurement for the supply and delivery of foodstuffs to government school hostels for a period of three (3) years	G/ONB/CPBN-03/2024	Ongurukena Investments Fourteen CC JV Simx. Investments (Pty) Ltd.	Relief sought by the applicant from the Review Panel includes: • an order in terms of section 60(b), directing the Board to reconsider the bidder's bid in phase 1 of the evaluation stage, as complied with ITB 4.15 of the bid documents; • an order in terms of section 60(c), setting aside the Board's decision of 2 April 2025 and 9 May 2025 in whole, and referring the matter back to the Board for reconsideration and directing the Board to find the bidder's bid to be fully responsive in phase 1 of the evaluation stage and having complied with ITB 4.15 of the bid document; and • grant further and/or alternative relief to the applicant as the Review Panel may deem appropriate.	The bidder withdrew its application.
10	Procurement for the provision of security services (guarding and cash-in-transit/fidelity) to Namibia Post Limited for a period of three (3) years	NCS/ONB/CPBN-12/2024	Rubicon Security Services CC	Relief sought by the applicant from the Review Panel includes: • the Review Panel sets aside the whole Nampost bid and that the bid be reopened, or alternatively; • the decision to award Lots 1, 2, 3 and 4 to the current respondents is set aside.	Orders issued by the Review Panel include: • the application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(c).

Item number	Bid	Procurement reference number	Applicant	Relief sought/Nature of dispute	Order/Status
11	Construction of the Naute-Keetmanshoop water pipeline replacement and ancillary works (Phase 1)	W/RB/CPBN-01/2024	JDN Civil Engineering CC JV New Era Investment (Pty) Ltd.	Relief sought by the applicant from the Review Panel includes: • JDN Civil Engineering asserts that only the public entity Namwater can utilise the restricted bidding method and not the CPBN; • the bidder further contends that section 31 of the PPA does not refer to the Board but only to the public entity; and • with the above, the bidder wants this bidding process terminated.	Orders issued by the Review Panel include: • the application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(c).
12	Procurement for the provision of security services (guarding) to the Namibia University of Science and Technology (NUST) for a period of three (3) years	NCS/ONB/CPBN-11/2024	Chief Nangolo Security Services CC	Relief sought by the applicant from the Review Panel includes: • Chief Nangolo Security Services's submission of this application to the Review Panel on the grounds that the CPBN selected Novo Security Services as the successful bidder, despite Novo Security Services allegedly failing to meet the mandatory requirements and evaluation criteria clearly outlined in the bid documents. The bidder contends that this selection constitutes a material deviation from the prescribed procurement procedures and undermines the principles of fairness, transparency, and equal treatment; • in light of the above, the bidder requests that the Review Panel annul the CPBN's decision to award the contract to Novo Security Services; and • seeks an order directing the CPBN to re-evaluate, strictly in accordance with the criteria set out in the bidding documents.	Orders issued by the Review Panel include: • the application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(c).
13	Procurement for the provision of security services (guarding) to the Namibia University of Science and Technology (NUST) for a period of three (3) years	NCS/ONB/CPBN-11/2024	Six Thousand Security Services CC	Relief sought by the applicant from the Review Panel includes: • the CPBN selected Novo Security Services, which the applicant claims did not meet the prescribed criteria set up in the bid document; • accordingly, the bidder requests that the Review Panel set aside the CPBN's Notice of Selection in favour of Novo Security Services; and • further requests that the CPBN be directed to compare prices of the remaining responsive bids.	Orders issued by the Review Panel include: • The application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(c).

Item number	Bid	Procurement reference number	Applicant	Relief sought/Nature of dispute	Order/Status
14	Procurement for the provision of security services (guarding) to the Namibia University of Science and Technology (NUST) for a period of three (3) years	NCS/ONB/CPBN-11/2024	PIS Security Services CC	The review application is premised on the following grounds: • Novo only had 18 months of experience at the time of bid closing, which falls short of the required 36 months; • experience prior to obtaining a bona fide certificate is not recognised legally, as such services would have been rendered unlawfully in terms of section 14(3) of the Security Enterprises and Security Officers, 1998 (No. 19 of 1998); • Novo does not have a sufficient number of guards for all three sites; and • Novo does not have similar guarding contracts with at least 70% completion over the past three years, considering the date they obtained the bona fide certificate.	Orders issued by the Review Panel include: • the application was dismissed in terms of section 60(a); and • the Board's decision was confirmed in terms of section 60(c).
15	Provision of security services (guarding) to the Roads Authority for a period of three (3) years	NCS/ONB/CPBN-15/2024	Chief Nangolo Security Services CC	• Chief Nangolo Security Services CC argued that the successful bidder quoted below the gazetted minimum wage for Lot 4, and they lack the required minimum experience.	Order issued by the Review Panel includes: • the application was dismissed in terms of section 60(a).
16	Provision of security services (guarding) to the Roads Authority for a period of three (3) years	NCS/ONB/CPBN-15/2024	Willco Protection Services CC	Requests by the bidder to the Review Panel includes: • setting aside the CPBN's decision made on 14 August 2025 (Notice of Selection) in its entirety; and • allege that Shield Force Security Services CC submitted an expired employment equity compliance certificate.	Order issued by the Review Panel includes: • the application was dismissed in terms of section 60(a).

Item number	Bid	Procurement reference number	Applicant	Relief sought/Nature of dispute	Order/Status
17	Provision of security services (guarding) to the Roads Authority for a period of three (3) years	NCS/ONB/CPBN-15/2024	Africa King Security Services CC	Requests by the bidder to the Review Panel includes: • setting aside the Board's decision made on 14 August 2025 (Notice of Selection) in its entirety; • terminating this procurement process and starting afresh; and • alternatively, in the event that the Review Panel is not prepared to grant the orders sought, seeking an order directing the Board to: » adhere to the instructions set out in the bidding document and strictly apply the criteria as clearly set out in the bidding document in compliance with section 52(9); » retain financial evaluation of only those bidders that conform to all the terms, conditions and specifications of the bidding, and are determined to be qualified to perform the contract satisfactorily (substantially responsive); » award the procurement contract to the bidder having submitted the lowest evaluated substantially responsive bid, which meets the qualification criteria specified in the pre-qualification; and » make such decisions and grant orders as the Review Panel is empowered to do in terms of the PPA.	Order issued by the Review Panel includes: • the application was dismissed in terms of section 60(a).
18	Provision of security services (guarding) to the Roads Authority for a period of three (3) years	NCS/ONB/CPBN-15/2024	Six Thousand Security Services CC	Requests by the bidder to the Review Panel includes: • setting aside the Board's decision made on 14 August 2025 (Notice of Selection) in its entirety; and • re-evaluation of Lot 2.	The Review Panel directed that Lot 2 be re-evaluated.
19	Construction of the new Ehangano Primary School in the Oshikoto Region on behalf of the Ministry of Education, Innovation, Youth, Sports, Arts and Culture		Central Procurement Board of Namibia	LP Investments CC participated in a bid for the construction of the Ehangano Primary School in the Oshikoto Region. As part of its bid, LP Investments CC submitted a practical completion certificate to demonstrate past performance. During evaluation, the CPBN discovered that: • the certificate was not authentic and had been issued to another company (China State Construction Engineering Corporation), not LP Investments CC; and • the issuing architect confirmed that no contractual relationship existed with LP Investments CC. The CPBN argued that submitting this document amounted to false information and seriously undermined procurement integrity.	Order issued by the Review Panel includes: • that, in terms of Regulation 47(3)(b), read together with section 68(1)(a) of the PPA, the Review Panel hereby debars LP Investments CC from participating in any public procurement process for a period of five (5) years.

Item number	Bid	Procurement reference number	Applicant	Relief sought/Nature of dispute	Order/Status
20	Provision of cleaning services to the University of Namibia (UNAM)	NCS/OAB/CPBN-02/2021	Central Procurement Board of Namibia	The CPBN requests that the Review Panel debar Chippa Trading Enterprises CC for non-compliance and breach of contract.	Order issued by the Review Panel includes: • that, in accordance with Regulation 47(3), together with section 68(1)(d) of the PPA, Chippa Trading Enterprises CC is debarred from participating in any public procurement process for a period of five (5) years.
21	Procurement of development contracts for blading gravel roads in the Windhoek Region: Maltahöhe (as per Roads Authority zoning)	G/OAB/CPBN-01/2022	Central Procurement Board of Namibia	The CPBN requests that the Review Panel debar John Namusheshe Construction and Investment CC for non-performance.	Order issued by the Review Panel includes: • that, in accordance with Regulation 47(3), together with section 68(1)(d) of the PPA, John Namusheshe Construction and Investment CC is debarred from participating in any public procurement process for a period of six (6) months.
22	Renovations and alterations to the United House Building, Erf 2583, Corner of Frans Indongo and Independence Avenue in Windhoek in the Khomas Region	W/ONB/CPBN-07/2024	Central Procurement Board of Namibia	This debarment was triggered by the conduct of Depoli Trading Enterprises CC Jiangsu Zhengtai Construction Group (Namibia) (Pty) Ltd., who withdrew from the bidding process prior to the Notice of Selection of Award.	Order issued by the Review Panel includes: • The application for debarment was dismissed, as the grounds advanced by the CPBN do not constitute misconduct under section 68 of the PPA.

Comparative analysis of Review Panel applications (2023/24, 2024/25, 2025/26)

Table 25 presents a three-year (2023/24, 2024/25, 2025/26) comparison of Review Panel application numbers and outcomes (findings in favour of the CPBN versus findings in favour of the bidder). Throughout the period, applications increased overall, and the outcomes remained mostly favourable to the CPBN.

Table 25: Comparative analysis of Review Panel applications (2023/24, 2024/25, 2025/26)

2023/24			2024/25			2025/26		
Number of applications filed	Findings in favour of the CPBN	Findings in favour of the bidder	Number of applications filed	Findings in favour of the CPBN	Findings in favour of the bidder	Number of applications filed	Findings in favour of the CPBN	Findings in favour of the bidder
20	13	7	12	7	5	22	19	3

Application volumes (workload trend)

Application volumes decreased from 20 in 2023/24 to 12 in 2024/25 (a reduction of eight applications, or 40%), and increased to 22 in 2025/26 (an increase of 10 applications, or about 83% from the previous year). Throughout the full period, volumes rose slightly from 20 to 22.

Year-on-year comparison

2023/24

Of the 20 applications, 13 (65%) were decided in favour of the CPBN and 7 (35%) in favour of the bidders.

2024/25

Of the 12 applications, 7 (about 58%) were decided in favour of the CPBN and 5 (about 42%) in favour of the bidders, representing the highest bidder success rate across the three years.

2025/26

Of the 22 applications, 19 (about 86%) were decided in favour of the CPBN and 3 (about 14%) in favour of the bidders, indicating a marked shift toward CPBN-favourable outcomes.

Figures 29 and 30 present a comparison of the number and percentage of Review Panel applications and the findings in favour of the CPBN and the bidder for FY 2023/24, 2024/25 and 2025/26.

Figure 29: Review Panel application numbers and outcomes (2023/24, 2024/25, 2025/26)

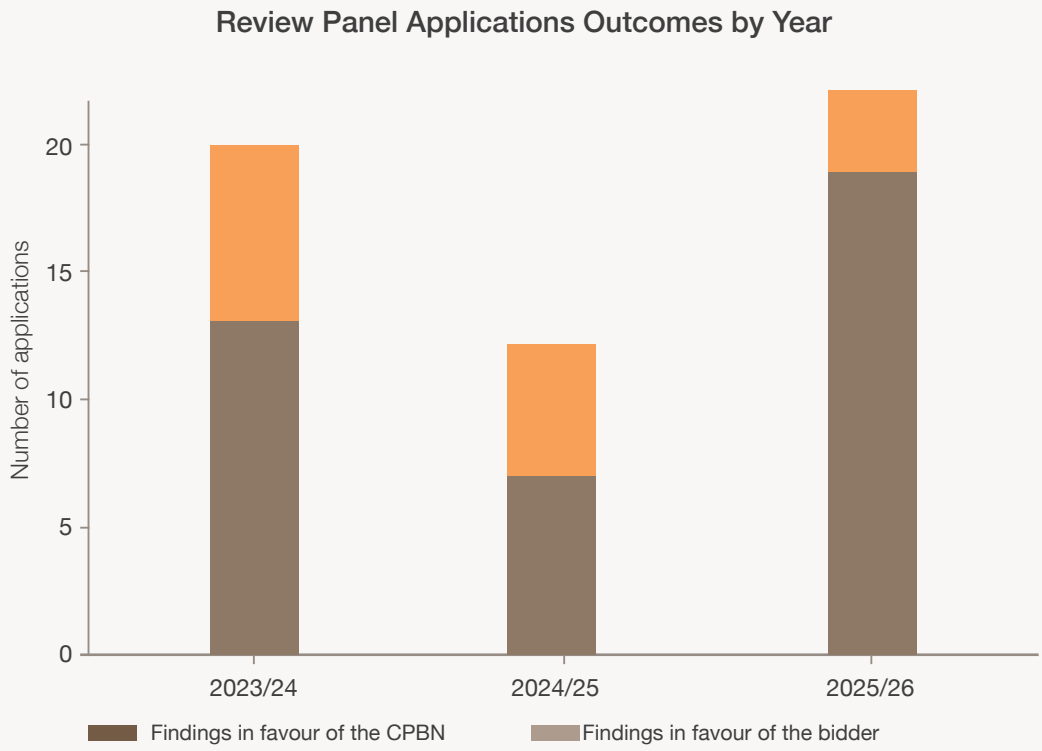
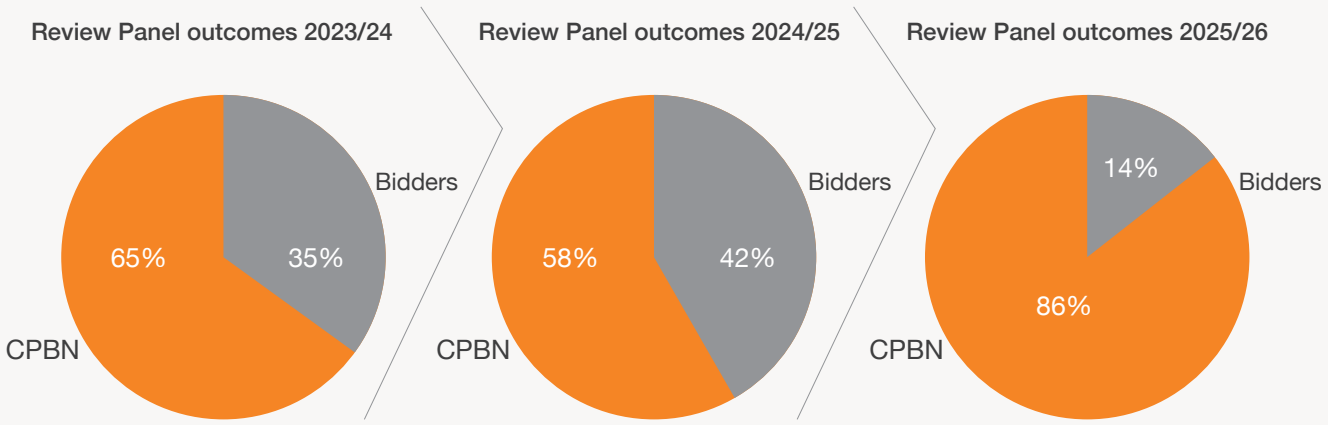


Figure 30: Comparative analysis of Review Panel outcomes (%) (2023/24, 2024/25, 2025/26



5.5.2 High Court cases and applications

Section 59(4) of the Public Procurement Act, 2015 (No. 15 of 2015) (PPA) establishes a mandatory requirement for bidders or suppliers who feel aggrieved, or are likely to suffer a loss under the Act, to first utilise all available internal remedies provided within the Act; and emphasises that the bidder/party must fully exhaust these prescribed mechanisms before pursuing any legal action in the High Court. During the review period, the CPBN received 10 High Court applications (Table 26).

Table 26: High Court cases and applications

List number	Case number	Applicant/ Plaintiff/ Appellant	Respondent/ Defendant	Public entity concerned	Relief sought/Nature of dispute	Order
1	(HC-MD-CIV-MOT-REV-2025/00128)	Adaptive Building Land Construction CC	Chairperson of the Central Procurement Board of Namibia	Namibia Water Corporation	The applicant sought the following: • The Review Panel's decision dated 10 March 2025 be corrected and set aside.	The High Court's ruling on 23 June 2025 set out the following: • The decision of the Review Panel dated 10 March 2025 is hereby reviewed, corrected, and set aside. • The Review Panel's decision is set aside on the basis that the Panel was not properly constituted when Mr Browny Mutrifa became a member of the Panel without being appointed by the Minister of Finance. • The Minister shall appoint a new Review Panel.
2	HC-MD-CIV-MOT-REV-2025/00436	Epupa Investment Technology (Pty) Ltd.	Ministry of Finance	Ministry of Gender, Equality, Poverty Eradication and Social Welfare	The application is struck from the roll for lack of urgency.	The CPBN has nothing to implement.
3	HC-MD-CIV-MOT-GEN-2025/00322	Pamo Trading Enterprises (Pty) Ltd.	Chairperson of the Central Procurement Board of Namibia	The Ministry of Education, Arts and Culture	The applicant sought the following: • The Review Panel's decisions taken and its ruling, dated 24 June 2025, be reviewed and set aside. • The award issued by the CPBN on 21 July 2025 be reviewed and set aside.	• The Review Panel's decisions taken and its ruling, dated 24 June 2025, are hereby reviewed and set aside. • The CPBN's decisions and the award made on 21 July 2025 (Notice of Award), dated 18 July 2025, are hereby reviewed and set aside. • The CPBN's decisions and selections made on 2 April 2025 (Notice for Selection of Award), dated 2 April 2025, are hereby reviewed and set aside. • It is hereby confirmed that the bid validity period of bid G/ONB/CPBN-03/2024 (titled: Procurement of supply and delivery of foodstuffs to government school hostels for a period of three (3) years) expired on 8 March 2025, and any decisions and actions taken thereafter are declared to be null and void.

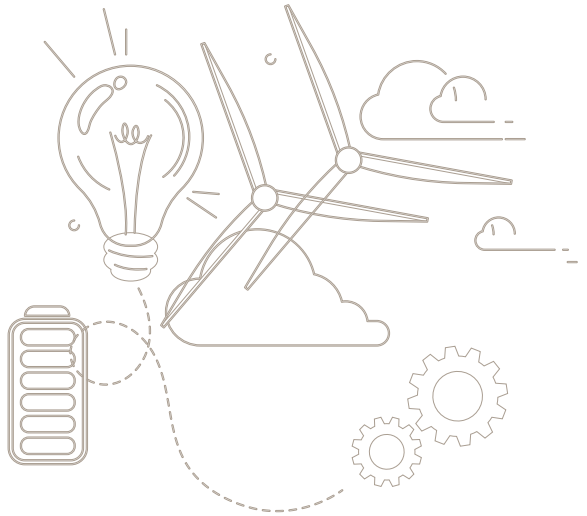
List number	Case number	Applicant/ Plaintiff/ Appellant	Respondent/ Defendant	Public entity concerned	Relief sought/Nature of dispute	Order
4	HC-MD-CIV-MOT-REV-2024/00440	Pamo Trading Enterprises (Pty) Ltd.	Central Procurement Board of Namibia	The Ministry of Education, Arts and Culture	The applicant sought the following: • The Notice of Cancellation, issued by the first respondent on 7 December 2023, be reviewed and set aside. • The order of the third respondent, dated 29 January 2024 but received on 4 March 2024, be reviewed and set aside. • The first respondent be ordered to comply with the Review Panel's order, dated 18 March 2021, and the High Court's order, dated 14 March 2023. • To be granted further and/or alternative relief.	The case is postponed to 16 June 2026 for judgement.
5	G/ONB/CPBN-02/2019	Pamo Trading Enterprises (Pty) Ltd.	Central Procurement Board of Namibia	The Ministry of Education, Arts and Culture	The applicant sought the following: • The first to tenth respondents CPBN Board members are found guilty of being in contempt of the order of this Court, given under case number: HC-MD-CIV-MOT-REV-2021/00422 and made on 14 March 2023. • The first to tenth respondents are granted seven (7) calendar days, from the date of this judgement, to purge the contempt. • The first to tenth respondents shall pay the applicant's costs, taxed on the attorney and own client scale, and such costs shall include the costs of one instructing and two instructed counsels. • A rule nisi is hereby issued, calling upon the first to tenth respondents and any other interested party to show cause (on a date and time determined by the Court). • The Court should not sentence the first to tenth respondents to a fine or a period of imprisonment or both. • The Court should not order the first to tenth respondents to be jointly and severally liable for the costs order. • The granting of further and/or alternative relief was sought by the applicant.	The case is postponed to 3-7 August 2026 at 10:00 for hearing of oral evidence.

List number	Case number	Applicant/ Plaintiff/ Appellant	Respondent/ Defendant	Public entity concerned	Relief sought/Nature of dispute	Order
6	HC-MD-CIV-MOT-GEN-2025/00532 urgency	PIS Security Services CC	Central Procurement Board of Namibia	Namibia University of Science and Technology	The applicant sought the following: • An urgent interim interdict pending from implementing or execution of any procurement contract awarded by the CPBN regarding this procurement, pending the outcome of this review application. **In Part B:** The applicant seeks to review and set aside the following decisions: • First, that the decision by the first respondent, dated 15 May 2025 and made in terms of section 55(4) of the PPA, selecting the fourth respondent for the award of procurement reference number: NCS/ONB/CBPN-11/2024 be and is hereby reviewed, corrected, and set aside. • Second, that the Notice of Award issued by the first respondent to the fourth respondent, which is dated 14 October 2025 and was communicated to the applicant on 21 October 2025, be and is hereby reviewed, corrected, and set aside. • Third, that the decision by the second respondent, which was decided on 26 September 2025 and communicated to the applicant on Friday, 10 October 2025, be and is hereby reviewed, corrected, and set aside. • Fourth, that the bid procurement reference number NCS/ONB/CBPN-11/2024 be and is hereby remitted to the first respondent for re-evaluation in compliance with the provisions of the bidding document.	• The application for condonation to bring this application as one of urgency is refused. • The application is struck from the roll for lack of urgency.

List number	Case number	Applicant/ Plaintiff/ Appellant	Respondent/ Defendant	Public entity concerned	Relief sought/Nature of dispute	Order
7	HC-MD-CIV-MOT-GEN-2026/00129	Radial Truss Industries (Pty) Ltd.	Central Procurement Board of Namibia	The Ministry of Education, Innovation, Youth, Sports, Arts and Culture	The applicant sought the following: • An order calling on the respondents to show cause on a date to be determined by the managing judge as to why the Court cannot make the following orders: • Reviewing, correcting, and setting aside the decision/Notice of Termination made and issued by the first respondent, alternatively by the third respondent, on 6 February 2026, terminating the contract entered into by the applicant and the third respondent on 12 November 2021. • Declaring that the decision/Notice of Termination communicated by the first respondent on 6 February 2026 is null and void and of no effect in law, and is set aside. • Declaring that the first respondent has no legal power, capacity, and competence to terminate or issue a Notice of Termination of the procurement contract between the applicant and the third respondent. • Restraining and interdicting the respondents from implementing or otherwise enforcing the decision made or Notice of Termination issued by the first respondent on 6 February 2026.	The High Court's ruling on 31 March 2026 set out the following: • The Court is satisfied that the matter is urgent. The applicant acted promptly upon receipt of the termination notice. It is ordered that: 1. The applicant's non-compliance with the requirements relating to forms and service is hereby condoned, and the matter is heard as one of urgency. 2. A rule nisi is hereby issued, calling upon the respondents to show cause, if any, on 18 May, before the Honourable Judge, why an order should not be made in the following terms: 2.1. Reviewing, correcting, and setting aside the decision and/or Notice of Termination made and issued by the first respondent, alternatively by the third respondent, on 6 February 2026, terminating the contract concluded between the applicant and the third respondent on 12 November 2021. 2.2. Declaring that the decision and/or Notice of Termination communicated by the first respondent on 6 February 2026 is null and void, of no force and effect in law, and is set aside. 3. Pending the return date, the first, second, third and fourth respondents are restrained and interdicted from implementing or otherwise enforcing the decision made or Notice of ermination issued by the first respondent on 6 February 2026.

List number	Case number	Applicant/ Plaintiff/ Appellant	Respondent/ Defendant	Public entity concerned	Relief sought/Nature of dispute	Order
8	HC-MD-CIV-MOT-GEN-2025/00532 Normal	PIS Security Services CC	Central Procurement Board of Namibia	Namibia University of Science and Technology	In Part B, the applicant seeks to review and set aside the following decisions: • First, that the decision by the first respondent, dated 15 May 2025 made in terms of section 55(4) of the PPA, selecting the fourth respondent for the award of the procurement reference number NCS/ONB/CBPN-11/2024 be and is hereby reviewed, corrected, and set aside. • Second, that the Notice of Award issued by the first respondent to the fourth respondent, which is dated 14 October 2025 and was communicated to the applicant on 21 October 2025, be and is hereby reviewed, corrected, and set aside.	Parties are filing supplementary affidavits.
9	HC-MD-CIV-ACT-CON-2025/04154	Central Procurement Board of Namibia	China Communications Construction Company Ltd. JV Profile Investments (Pty) Ltd.	Ministry of Works and Transport	The applicant sought the following: • An order in terms of which the order of the Review Panel dated 27 January 2025 is reviewed and set aside, particularly the following orders: • In terms of section 60(c) of the PPA, the Review Panel hereby sets aside a decision or action taken by the Board that is not in compliance with this Act with the following instructions: • The first respondent to give effect to the 4 October 2024 Review Panel order to re-evaluate the applicant's bid at the financial stage to ascertain compliance with what was required. • An order declaring that the applicants have complied with the following order of the Review Panel dated 4 October 2024: "That the first respondent re-evaluate the financial stage/phase of the applicant's bid, in line with the evaluation criteria as stipulated in the bid document, correctly and consistently." • An order in terms of the decision of the applicants, dated 29 November 2024, is hereby confirmed.	It is ordered that: » the applicant must file heads of arguments by no later than 26 May 2026; » the respondent must file heads of arguments by no later than 3 June 2026; » the case is postponed to 16 June 2026 at 08:30 for Opposed Motion hearing (Reason: The parties must attend roll call on 8 June 2026 at 08:30).

List number	Case number	Applicant/ Plaintiff/ Appellant	Respondent/ Defendant	Public entity concerned	Relief sought/Nature of dispute	Order
10	HC-MD-CIV-MOT-GEN-2025/00561	Afripharm Investments (Pty) Ltd.	Central Procurement Board of Namibia	Ministry of Health and Social Services	The applicant sought the following: • An order declaring the bidding process conducted under procurement reference number G/OIB/CPBN-01/2022 as expired and invalid due to the lapse of the bid validity period. • An order declaring that any contract, process, decision, and/or resolution of the first respondent and/or the second respondent in respect of the bid conducted under procurement reference number G/OIB/CPBN-01/2022, concluded or taken after the expiry of the bid validity period on 6 March 2025, is unlawful, null and void, and of no legal force or effect. • The granting of further and/or alternative relief was sought by the applicant.	Pending



Comparative analysis of High Court applications (2023/24, 2024/25, 2025/26)

Table 27 presents a three-year (2023/24, 2024/25 and 2025/26) comparison of High Court application numbers and outcomes (findings in favour of the CPBN versus findings in favour of the bidder).

Table 27: High Court applications (2023/24, 2024/25, 2025/26)

2023/24			2024/25			2025/26			To be determined
Number of applications filed	Findings in favour of the CPBN	Findings in favour of the bidder	Number of applications filed	Findings in favour of the CPBN	Findings in favour of the bidder	Number of applications filed	Findings in favour of the CPBN	Findings in favour of the bidder	
13	9	4	12	4	4	10	2	3	5

Year-on-year comparison

2023/24

13 applications were filed; the CPBN succeeded in 9 matters and bidders succeeded in 4 matters.

2024/25

12 applications were filed; the CPBN succeeded in 4 matters and bidders succeeded in 4 matters; the remaining 4 matters are still pending their outcome.

2025/26

10 applications were filed (a 23.1% decrease from 2023/24); the CPBN succeeded in 2 matters and bidders succeeded in 3 matters; the remaining 5 matters are still pending their outcome.

Figures 31 and 32 present a comparison of the number and percentage of filed High Court applications and the findings in favour of the CPBN and the bidder for FY 2023/24, 2024/25 and 2025/26.

Figure 31: High Court applications filed per year

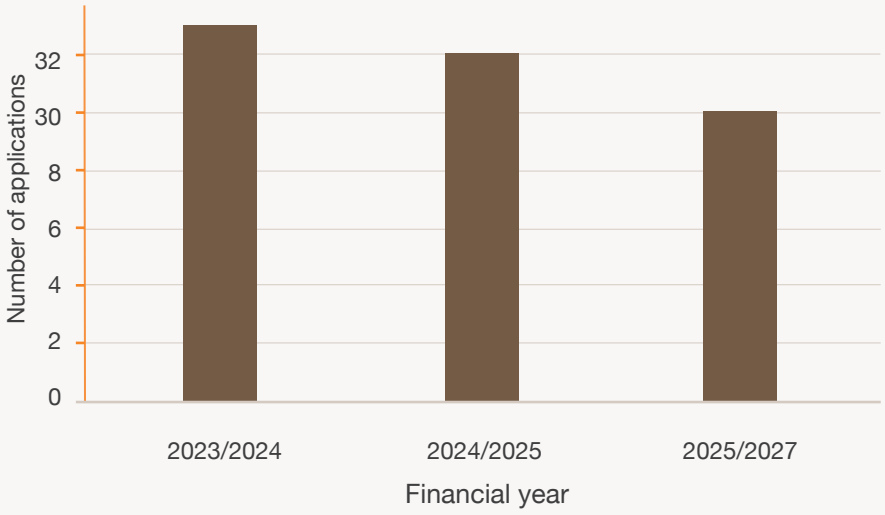
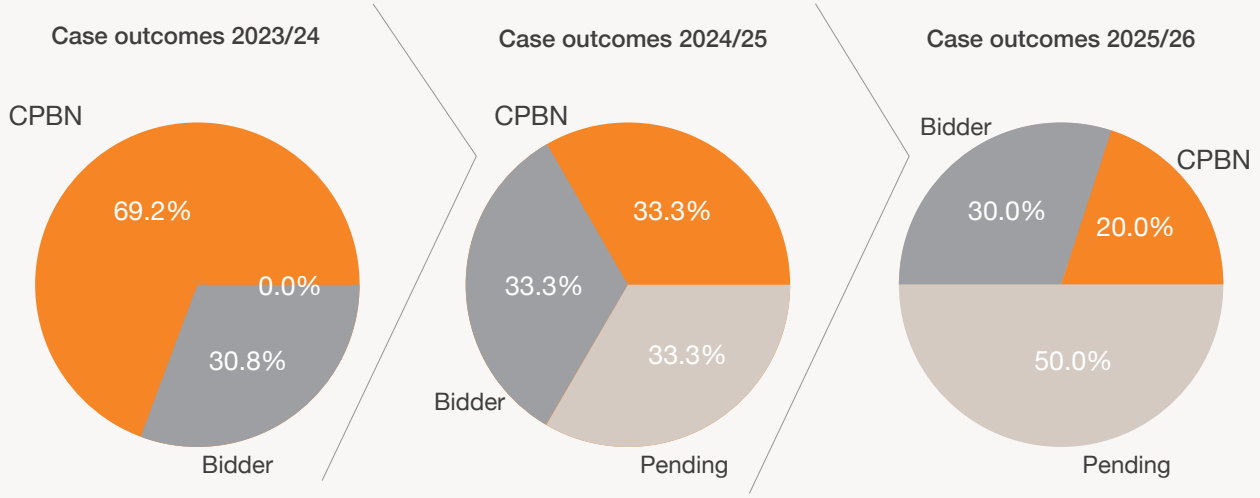


Figure 32: Comparative analysis of High Court case outcomes (%) (2023/24, 2024/25, 2025/26)



5.5.3 Supreme Court cases and applications

During the review period, the CPBN was involved in five (5) public procurement matters that were brought before the Supreme Court of Namibia.

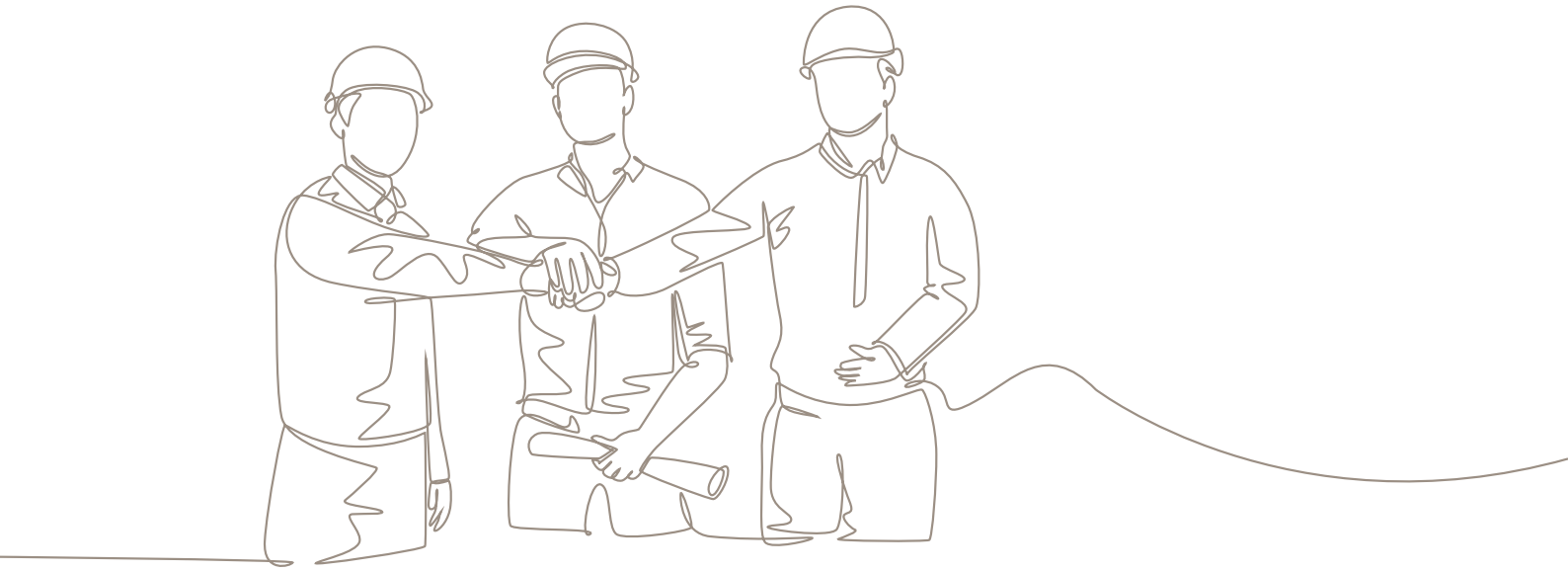


Table 28: Supreme Court cases and applications

List number	Case number	Applicant/Plaintiff/ Appellant	Respondent/ Defendant	Public entity	Relief sought/Nature of dispute	Order
1	SA 167/2024	JDN Civil Engineering CC JV New Era Investments (Pty) Ltd.	Central Procurement Board of Namibia	Namibia Water Corporation (NamWater)	The appellant launched an urgent court application seeking to set aside the cancellation issued by the CPBN as well as the restricted bidding process and the debarment action, and to compel the CPBN or NamWater to provide their contract for signature.	The Court found that the failure to submit the Performance Security by the deadline meant that the contract had not come into effect and dismissed the appeal with costs.
2	SA 88/2024	Africure Pharmaceuticals Namibia (Pty) Ltd.	Central Procurement Board of Namibia	Ministry of Health and Social Services	Africure Pharmaceuticals Namibia appealed against the refusal by the Court for declining to grant the order directing the Board to act in terms of section 55(5) and award the tender to those bidders in accordance with the 26 April 2023 selection.	Africure Pharmaceuticals Namibia's appeal was dismissed with costs.
3	CR 5/2024	Central Procurement Board of Namibia	Pamo Trading Enterprises (Pty) Ltd.	Ministry of Education, Arts and Culture	The CPBN appealed the High Court decision based on several orders made in the High Court regarding the application of Pamo Trading Enterprises for contempt of court against members (present and past). The contempt of court application arises from the alleged failure of Board members to comply with a court order that arose. According to Pamo Trading Enterprises, this non-compliance and the subsequent actions taken by the CPBN demonstrate a wilful and/or mala fide disregard for the Court's order, constituting contempt of court. Pamo Trading Enterprises requested that the CPBN and its Board members be granted seven (7) calendar days to purge their contempt, as well as a rule nisi calling upon the CPBN and any other interested party to show cause why the Court should not sentence the CPBN and its Board members to a fine or imprisonment or both, and why they should not be jointly and severally liable for the costs order.	The High Court's court order of 19 January 2024, and of 5 February 2024 varying the order of 19 January 2024, the order of 12 February 2024 authorising the first respondent to subpoena witnesses, and the order of 26 March 2024 and of 30 April 2024 to the extent that it confirmed the previous orders, are reviewed and set aside. All processes that followed on the strength of these orders are invalid ab initio and are hereby set aside. The matter is remitted to the presiding judge to make determinations according to the law for the referral of disputes of fact to oral evidence in terms of Rule 67 of the High Court Rules.
4	SA 92/2020	Central Procurement Board of Namibia	Pamo Trading Enterprises	Ministry of Education, Arts and Culture	The CPBN noted an appeal to the Supreme Court of Namibia on 17 September 2025 against the whole judgement and order handed down in the High Court on 20 August 2025 under HC-MD-CIV-MOT-GEN-2025/00322.	Pending
5	HC-MD-CIV-MOT-REV-2024/00531	Punchu Trading CC JV China Railway Seventh Group Namibia (Pty) Ltd.	Central Procurement Board of Namibia	Ohangwena Regional Council Offices at Eenhana in the Ohangwena Region	The appellants note an appeal against all orders made by the High Court in a judgement handed on 10 October 2025 under case number HC-MD-CIV-MOT-REV-2024/00531.	Pending

5.6 Monitoring and Evaluation

Public procurement is the backbone of national development, a powerful engine that drives economic growth, infrastructure advancement, and social empowerment. Section 8(c) of the PPA mandates the CPBN to direct and supervise accounting officers in managing the implementation of procurement contracts awarded by the CPBN. The CPBN has taken a hands-on approach to ensure transparency, accountability, and efficiency in every project /contract awarded.

Over the past year, the CPBN's Monitoring and Evaluation Unit embarked on rigorous site visits to all the regions, from the arid landscapes of the //Kharas Region to the forest landscapes of the Zambezi Region. These visits were more than just inspections, they were a vital pulse check on progress, compliance, and challenges. Where non-compliance was identified, swift corrective actions were taken, ensuring that contracts adhere to their terms and deliver value for Namibia's people.

The results speak volumes: 192 active procurement contracts and 5,490 jobs created, all contributing to tangible socio-economic transformation. However, the journey was not without hurdles. Delays, financial constraints, and legal disputes tested the system but each challenge was met with structured solutions, stricter oversight, enhanced contractor support, and proactive stakeholder engagement.

This section delves into the heart of the CPBN's monitoring efforts, where data meets impact and compliance translates into progress. It is a story of how vigilant oversight, empowered by the PPA's mandate, turns procurement into a catalyst for national development.

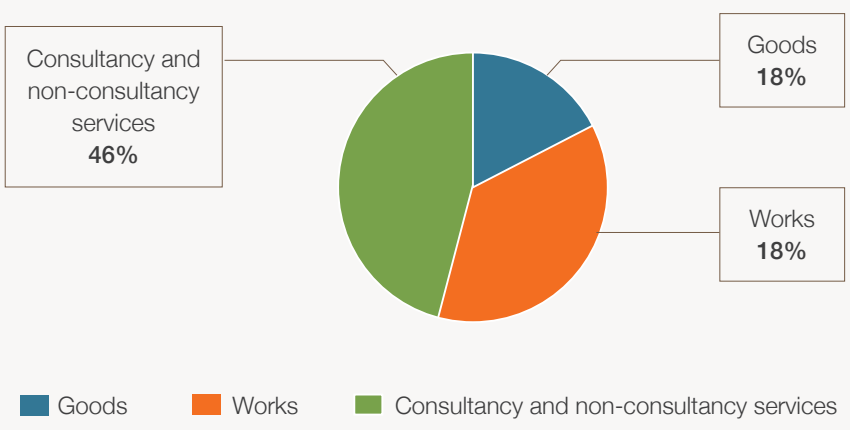
5.6.1 Progress with awards implementation as of 31 March 2026

During the review period, the CPBN had 192 active procurement contracts to the value of N$9,594,166,761.00. Table 29 presents the number and value of contracts for the categories of works, goods, consultancy services, and non-consultancy services for the period from 1 April 2025 to 31 March 2026.

Table 29: Number and value of contracts by category

Category	Number of contracts	Contract value (N$)	Employment Created
Goods	34	1,493,885,678	400
Works	69	5,323,890,436	1,437
Consultancy services	1	55,728,460	0
Non-consultancy services	88	2,720,662,187	3,653
Total	**192**	**9,594,166,761**	**5,490**

Figure 33: Active contracts per category



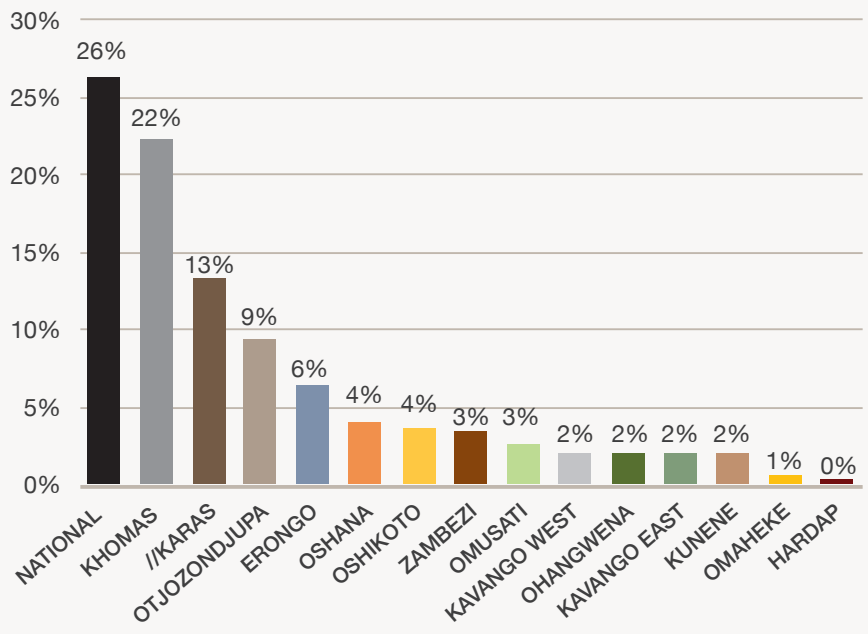
5.6.2 Contract numbers and value per region

Table 30 shows the number and value of contracts per national and per region. Figure 34 presents the contract value percentage per national and per region. 'National' represents contracts that have been awarded for distribution to and the benefit of all regions (i.e. the supply of medicine and pharmaceuticals throughout the country).

Table 30: Number and value of contracts per national and per region

Region	Number of contracts in execution	Value of contracts (N$)
National	23	2,535,427,286
Khomas	37	2,140,954,114
//Kharas	25	1,268,969,390
Otjozondjupa	15	879,688,202
Erongo	9	598,123,047
Oshana	18	385,166,936
Oshikoto	8	354,831,477
Zambezi	8	334,509,429
Omusati	9	254,380,817
Kavango West	7	205,854,169
Ohangwena	6	196,763,722
Kavango East	9	177,411,224
Kunene	6	165,922,404
Omaheke	7	60,755,671
Hardap	5	35,408,873
Total	**192**	**9,594,166,761**

Figure 34: Contract value per region (%)



The data illustrates a mixed trend in public procurement activities. While the total value of procurement contracts increased significantly, the number of active contracts saw a slight decline. The total number of active procurement contracts decreased from 197 in March 2025 to 192 in March 2026, representing a reduction of five (5) contracts or a 2.54% decrease. However, the total value of active contracts increased from N$7,770,375,866 to N$9,594,166,761, reflecting a substantial increase of N$1,823,790,895, which equates to a 23.47% growth between the reporting periods of 2024/25 and 2025/26.

5.6.3 Contract implementation performance

Table 31: Contract implementation performance

Description	Number of contracts	Percentage of total contracts
On schedule	137	71%
Behind schedule/delayed	20	10%
Early stage	8	4%
Completed/fulfilled	7	4%
Contract determined/terminated	3	2%
No status reported	14	7%
On hold due to legal challenges or other issues	3	2%
	192	**100%**

The performance of procurement contract implementation reported 71% as being on track, 10% as behind schedule or off track, 4% as being less than three months into implementation, 4% as completed projects, 2% as terminated, 7% as no status reported, and 2% as being on hold due to legal challenges or other issues.

5.6.4 Impact of procurement projects

The CPBN focuses on managing high-value procurements. The implementation of these projects has had noticeable socio-economic impacts in the communities where they are carried out, as portrayed below.

(a) Economic development

Job creation: During the reporting period, a total of 5,490 employment opportunities were created through various construction projects as well as cleaning and security services in different regions. It is important to note that many of these projects have an implementation period that ranges from 18 to 36 months. As a result, the economic impact extends beyond the immediate benefits of the projects themselves. The injection of funds into the local economy, through salaries paid to workers and the sourcing of building materials from local suppliers, contributes to the overall economic development of the regions.

(b) Infrastructure improvement and development

Key infrastructure projects: During the review period, significant progress was made on key infrastructure projects across Namibia, contributing to education, transport, water security, healthcare, and road connectivity. Notably, several strategic projects were successfully completed, including a secondary school hostel, which has enhanced access to education for learners from remote areas of the Omusati Region; a critical pipeline and water canal, improving water distribution and agricultural viability in drought-prone regions of the central northern part of the country; a health centre, expanding primary healthcare services to underserved communities in the //Kharas Region; and a network of roads, facilitating safer and more efficient transport of goods and people.

These completed projects reflect the CPBN's commitment to delivering tangible socio-economic benefits and fulfilling its mandate under section 8(c) of the PPA. Table 32 provides a summary of the completed contracts as well as various ongoing developments during the reporting period.

Table 32: Completed contracts and ongoing developments during the reporting period

Item number	Name of contract	Public entity	Contract value (N$)	Contractor	Completion date Envisaged (EC) Practical (PC)	Key details
1	Construction of hostels nationwide: Pendukeni Ivula Ithana Secondary School	Ministry of Education, Arts and Culture	44,823,933	NGC Investment CC JV Neu-Olulya Trading CC	EC: 21 October 2024 PC: 13 June 2025	Completion was delayed due to the client's slow decision with regard to sewer reticulation.
2	W/RB/CPBN-03/2023: Procurement for the construction of the Ondangwa-Omutsegwonime water replacement and ancillary works (Phase 1, Part A)	Namibia Water Corporation	91,110,479.61	Homefin Properties CC JV China Jiangxi International (Namibia) (Pty) Ltd.	EC: 16 May 2025 PC: 21 January 2026	Despite a timely order, the main challenge reported was the slow delivery of materials by the supplier to the site.
3	W/OIB/CPBN-06/2019: Reconstruction of the canal section between the Mahenene Border Post and Olushandja Dam (Part A: Olushandja Section)	Namibia Water Corporation	41,575,067.49	Radial Truss Industries (Pty) Ltd. JV Imperative Construction & Engineering CC	EC: 18 February 2022 PC: 19 January 2026	Although practical completion was not achieved, the reconstructed canal section has been in use since 14 December 2022.
4	W/OAB/CPBN-08/2021: Construction of the new health centre in Aussenkehr in the //Karas Region	Ministry of Health and Social Services	70,651,946	Ongoma Trading Enterprises CC	EC: 5 August 2024 PC: 24 March 2026	Completion was delayed due to the late appointment of the sub-contractor by the public entity.
5	Procurement for the upgrading of District Road DR3403 between Divundu and the Muhembo Border Post (5 km) to bitumen standards in the Kavango East Region (section A:W/RB/RA-01/2024)	Roads Authority	59,591,689	Nexus Civils (Pty) Ltd.	EC: 18 December 2025 PC: 11 February 2026	
6	W/OAB/CPBN-03/2021: Procurement of the periodic maintenance of gravel roads: Re-gravelling contract in the Oshakati Region, GRU-Osh-02: DR 3525, DR 3528, DR3526, DR3514 (Katima), and DR 3400, DR3447, DR3407 (Rundu)	Roads Authority	99,855,477	Odjove Trading and Construction CC JV Royal Contractors CC	EC: 15 January 2025 PC: 22 November 2025	Completion was achieved on 22 November 2025, and the road has been open to traffic since the day of completion.
	Total		**407.608.592**			

5.6.5 Local economic empowerment and strategic partnerships

The distribution of 192 active procurement contracts, valued at a total of N$9.59 billion, underscores a deliberate and inclusive approach to public procurement. A majority of 178 contracts (N$7.30 billion or 76% of the total value) were awarded to Namibian wholly owned entities, reflecting a commitment to local economic empowerment, job creation, and the development of domestic supply chains. Additionally, eight (8) contracts (4% by number, 14% by value) were awarded to Namibian companies in joint ventures with foreign entities, demonstrating strategic support for technology and knowledge transfer while retaining local participation. The remaining six (6) contracts (3% by number, 10% by value) went to foreign entities, reserved for specialised goods or services that are not readily available domestically. This distribution illustrates a balanced procurement framework that prioritises local entities for scale and volume, leverages joint ventures for capability building, and limits direct foreign awards to essential, high-value expertise, thereby advancing sustainable development, reducing dependency, and fostering inclusive growth.

5.6.6 Awarded procurement contracts: Challenges and proposed mitigation actions

During the reporting period, the implementation of awarded procurement contracts faced several strategic challenges, which adversely impacted project timelines, quality, and overall value for money. These challenges ranged from contractor financial instability and labour law non-compliance to delayed client payments, design-related disputes, external resource shortages, communication gaps, and legal hold-ups.

A root cause analysis revealed systemic issues such as inadequate pre-award vetting, weak enforcement mechanisms, ambiguous contract terms, and limited stakeholder coordination. In response, Table 33 presents the proposed strategic mitigation actions to address these challenges, strengthen contract management frameworks, and enhance future project implementation outcomes.

Table 33: Awarded procurement contracts: Challenges and proposed mitigation actions

Strategic challenge area	Specific challenges	Proposed mitigation actions
Contractor financial viability	Persistent contractor cash flow problems due to a lack of working capital, delayed payments, price escalation, and contract ceding resulted in the suspension of work.	1. Implement mandatory pre-award financial vetting, including bank credit facility confirmation. 2. Introduce direct payment to suppliers and project-specific accounts. 3. Include audit clauses and require cash flow curves from project managers. 4. Establish an MoU with the Development Bank of Namibia for financial support mechanisms.
Labour law non-compliance	Systemic underpayment of wages, delayed salaries, and a lack of personal protective equipment due to weak enforcement, a lack of punitive measures, and contractor negligence.	1. Enforce direct salary payment clauses as per the Ministry of Justice directive. 2. Conduct regular audits and collaborate with the Ministry of Justice on enforcement.
Contractor performance and management	Poor site management, lack of skilled labour, and equipment breakdowns due to inadequate capacity, poor planning, and weak project management skills.	1. Enforce key personnel (special condition of contract) clauses and mandatory project planning submissions. 2. Establish a quarterly/semi-annual performance database. 3. Strengthen enforcement of contract provisions, including key personnel checklists at signing.

Strategic challenge area	Specific challenges	Proposed mitigation actions
Delayed client payments	Late certification and payment of invoices by the client due to slow office, ministry and agency processing; budget shortfalls; and multi-ministry approval layers.	1. Enforce prompt payment terms and ring-fenced project accounts. 2. Sensitise contractors to claim interest on delayed invoices. 3. Escalate delays to accounting officers and explore additional strategies.
Design and contractual issues	Delayed drawings and disputes over escalation clauses due to poor consultancy services, ambiguous contract terms, and a lack of design engineer accountability.	1. Involve consultants early and ensure legal pre-award review of the general condition of contract/special condition of contract clauses. 2. Explore alternative contract models and ensure the CPBN appoints consultants for projects above thresholds.
External factors and resource shortages	Water scarcity, canal shutdowns, material delays, and denied site access due to environmental/ logistical constraints and a lack of feasibility studies.	1. Conduct comprehensive feasibility studies with checklists (e.g. environmental clearance, community engagement). 2. Include provisional sums for boreholes and contingency planning in schedules.
Legal and compliance hold-ups	Contracts stalled due to disputes or legal challenges (e.g. Brumar vs Namibia Water Corporation) resulting from contract ambiguities and prolonged dispute resolution.	1. Accelerate legal review processes and include mediation/early dispute resolution clauses. 2. Explore alternative contract forms to reduce litigation risks.

5.7 Stakeholder Engagement

Effective stakeholder engagement remains central to the CPBN's mandate to promote transparency, accountability, and value for money in public procurement. During the 2025/26 financial year, the CPBN Board and Management intensified efforts to strengthen relationships with public entities, the private sector, development partners, and the broader public.

Through education campaigns, oversight visits, knowledge-sharing initiatives, and strategic partnerships, the CPBN reinforced its commitment to fostering collaboration, improving understanding of procurement processes, and enhancing confidence in the national procurement system.

5.7.1 Public and Bidders Education Campaign

During the 2025/26 financial year, the CPBN successfully implemented its first large-scale Public and Bidders Education Campaign from 25 March to 31 August 2025 under the theme 'Enhancing Responsiveness in the Bidding Process'. The campaign was designed to strengthen stakeholder understanding of the CPBN's mandate, enhance transparency, and improve participation in public procurement processes.

The initiative was informed by findings from the 2023/24 Stakeholder Satisfaction and Perception Survey, which identified gaps in public awareness and misconceptions relating to procurement procedures. In response, the CPBN adopted a structured hybrid engagement approach that combines digital communication, media outreach, educational materials, and internal coordination.

Performance highlights

- **Website engagement:** 16,000 active users and 15,000 new users were recorded during the five-month campaign period, representing more than 60% of the previous financial year's total website traffic achieved in less than half the time.
- **Digital reach:** Social media performance improved significantly. Facebook views increased from 87,930 to 336,408, LinkedIn impressions rose from 76,889 to 167,759, and Instagram (previously inactive) generated over 101,000 views.
- **Media coverage:** The campaign generated 23 media features across 13 participating media outlets, achieving full projected publicity and strengthening national visibility.
- **Educational resource:** The launch of the CPBN's first Public and Bidders Education Guideline enhanced access to information and supported improved compliance among bidders and public entities.

Overall assessment

The Public and Bidders Education Campaign achieved its key objectives and significantly strengthened the CPBN's stakeholder engagement framework. Measurable growth in digital visibility, media coverage, and public interaction indicates improved awareness and understanding of procurement processes. The campaign has established a sustainable foundation for continued communication, education, and proactive stakeholder engagement.

5.7.2 CPBN Board and Management oversight visit to Tubusis Primary School

On 13 June 2025, the CPBN Board and Management conducted a site visit to the Tubusis Primary School in the Erongo Region to assess progress on the construction of the new school facilities.

The project was procured by the CPBN on behalf of the Ministry of Education, Innovation, Youth, Sport, Arts and Culture and awarded to Radial Truss Industries (Pty) Ltd. under a contract valued at N$75 million.

The scope of work includes four new hostel blocks, additions and alterations to the existing boys' hostel (to be converted into service buildings), a new kitchen and dining facility, matron's quarters, two superintendent houses, a guardhouse, an ablution block, and associated external works.

At the time of the visit, the school had an enrolment of 435 learners, of whom 288 were accommodated in the hostel. The infrastructure upgrades are expected to significantly improve living and learning conditions, creating a safer and more conducive educational environment.

The visit formed part of the CPBN's governance and oversight function to ensure that procured projects are implemented in accordance with contractual specifications, timelines, and quality standards.

5.7.3 CPBN hosts Omusati Regional Council: Knowledge sharing

On 8 July 2025, the CPBN hosted a 14-member delegation from the Omusati Regional Council, led by Mr Emmanuel Nefele, for a knowledge-sharing engagement aimed at strengthening procurement capacity.

Aligned with the CPBN's Five-year Strategic Plan, which emphasises collaboration, transparency, and capacity development, the engagement focused on procurement best practices and institutional excellence.

In his welcoming remarks, Chief Executive Officer Mr Idi Itope highlighted the importance of consistency, ethical conduct, and principled leadership in public procurement; and reaffirmed the foundational principles that guide the system: integrity, accountability, competitive supply, and value for money.

The visit strengthened inter-institutional collaboration and reinforced the CPBN's role in supporting public entities to enhance procurement governance and compliance.

5.7.4 CPBN Board and Management visit strategic road infrastructure projects

During the financial year, the CPBN Board and Management conducted oversight visits to the following major road infrastructure projects procured on behalf of the Roads Authority.

Dr Hifikepunye Pohamba Freeway – Phase 2

On 4 August 2025, the CPBN Board and Management visited Phase 2 of the freeway that links the Walvis Bay Harbour to the rest of Namibia. The 8-kilometre stretch (Walvis Bay to Farm 58), valued at N$449 million, is being implemented by Unik Construction Engineering Namibia (Pty) Ltd. in a joint venture with Thohi Construction CC. Construction is scheduled for completion within 19 months.

Sizimbukwa-Sikanjabuka Road upgrading project

On 4 September 2025, the CPBN Board and Management visited Phase 1 of the Sizimbukwa-Sikanjabuka Road upgrading project in the Zambezi Region, valued at N$36 million and awarded to Enigma Engineering CC. The project entails upgrading District Roads DR3507 and DR3559 to low-volume seal standards.

Upgrading of District Road DR3403 (Divundu-Muhembo Border Post)
The CPBN Board and Management visited the upgrading of District Road DR3403 in the Kavango East Region. Section A, valued at N$59 million, was awarded to Nexus Civils (Pty) Ltd. The project strengthens connectivity to regional trade corridors within the SADC region.

These visits demonstrate the CPBN Board and Management's commitment to ensuring that procurement processes translate into effective, compliant, and value-driven project implementation. Through direct oversight, the Board and Management reinforce accountability, transparency, and prudent stewardship of public resources.

5.7.5 Submission of 2024/25 Annual Report to Minister of Finance

On 25 September 2025, the CPBN submitted its 2024/25 Annual Report to the Minister of Finance, Honourable Ericah Shafudah, in compliance with section 24 of the PPA.

Board Chairperson Ms Mary Shiimi confirmed that the CPBN has consistently met its statutory reporting obligations. The Minister commended the CPBN Board and Management for maintaining full compliance and upholding the principles of transparency and accountability.

The submission underscores the CPBN's commitment to good governance, legislative compliance, and responsible stewardship of public resources.

5.7.6 CPBN strengthens strategic collaboration with UNDP

The CPBN's Management engaged with representatives of the United Nations Development Programme (UNDP), including Dr Christian Shingiro and Dr Vladimir Momcilovic, to advance collaboration under the National Anti-corruption Strategy and Action Plan (NACSAP).

Discussions focused on reviewing financial management and procurement transparency systems. This partnership represents a strategic step toward strengthening institutional systems, enhancing procurement integrity, and advancing anti-corruption objectives.

5.7.7 CPBN hosts NCCI: Strategic engagement

On 6 October 2025, the CPBN hosted the Namibia Chamber of Commerce and Industry (NCCI), led by Chief Executive Officer Mr Titus Nampala, for an introductory courtesy call and strategic engagement.

The meeting focused on strengthening collaboration to promote private sector participation and advance inclusive economic development. The engagement reinforces the CPBN's commitment to stakeholder partnership as a driver of effective procurement.

5.7.8 CPBN hosts Kavango West Regional Council: Knowledge exchange

On 8 October 2025, the CPBN hosted a delegation from the Kavango West Regional Council, led by Mrs Eveline Nambahu, for benchmarking and knowledge exchange.

Discussions covered bidding document development, bid evaluation, contract implementation, and monitoring and evaluation. The session strengthened stakeholder relations and supported improved procurement governance at a regional level.

5.7.9 CPBN Board engages contractors

On 19 August 2025, the CPBN convened a stakeholder engagement session with over 100 participants at the Mercure Hotel in Windhoek under the theme 'Fostering Alignment and Mutual Accountability in Public Procurement'.

The session addressed accountability, local contractor empowerment, contract management challenges, financing mechanisms, and ethical compliance. Contractors raised concerns regarding delayed payments, performance guarantees, and market competitiveness. The CPBN committed to reforms aimed at improving operational efficiency, coordination, and engagement with financial institutions.

5.7.10 World Bank delegation visits CPBN

On 18 November 2025, a delegation from the World Bank engaged with the CPBN to gain insights into procurement processes and the electronic government procurement (EGP) system.

Discussions centred on digital transformation, global best practices, and readiness to implement e-procurement. The engagement supported knowledge exchange and reinforced the CPBN's commitment to innovation, transparency, and efficiency.

5.7.11 CPBN empowers business community in Zambezi Region

On 20 November 2025, the CPBN, in collaboration with the Zambezi Regional Council, hosted a Bidders Education Workshop for the regional business community.

Participants received guidance on the submission of responsive bids, maintaining procurement integrity, and strengthening contract performance. The workshop attracted entrepreneurs from multiple sectors and contributed to improved awareness and compliance within the procurement system.

5.7.12 Nationwide outreach: Pre-qualification of contractors for construction bids

In pursuit of its strategic objective to enhance efficiency, transparency, and effectiveness in public procurement, as envisaged in section 2 of the PPA, the CPBN introduced a pre-qualification exercise for selected construction work bids during the review period. This initiative represents a significant step toward strengthening quality assurance and improving procurement outcomes in the construction sector.

Developed in accordance with section 42(1) of the PPA, the pre-qualification framework establishes a structured and transparent mechanism to identify, assess, and categorise competent, experienced, and adequately resourced contractors. Only bidders who successfully meet the prescribed criteria will be enlisted on the CPBN's pre-qualification database and subsequently invited to participate in specific procurements conducted through the restricted bidding method.

The scope of work covered by this exercise includes:

Building works: The construction, renovation, alteration, and maintenance of commercial, institutional, and industrial buildings, including schools, hospitals, office blocks, and other public facilities.

Civil works: Infrastructure projects such as roads, bridges, dams, water and sanitation systems, and drainage networks.

To ensure a smooth transition to the new requirements and to promote broad participation, the CPBN embarked on a nationwide Bidders' Education and Awareness Outreach Programme. The objective of the programme was to introduce the pre-qualification framework, clarify compliance requirements, and provide guidance to prospective contractors on the application process.

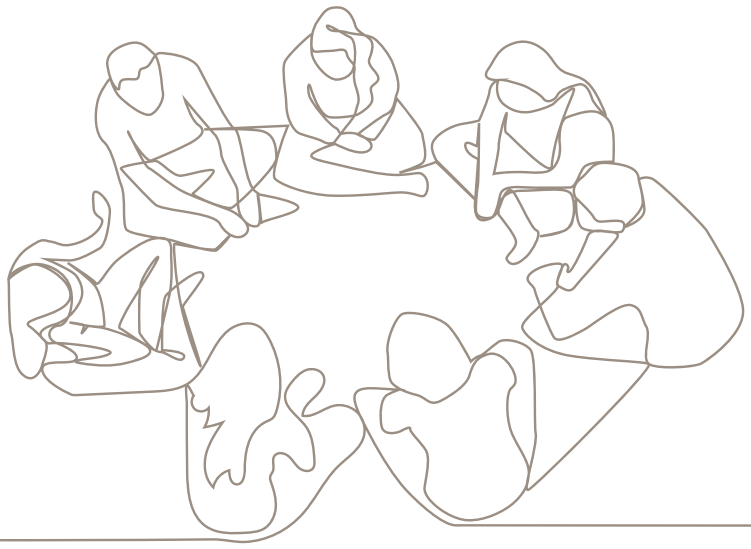
Engagement sessions were conducted in Lüderitz, Keetmanshoop, Otjiwarongo, Swakopmund, Katima Mulilo, Opuwo, Rundu, Oshakati, Eenhana, Windhoek, and Mariental.

This proactive approach ensured that contractors across all regions were adequately informed and capacitated to participate in the pre-qualification process. By combining regulatory reform with stakeholder education, the CPBN strengthened compliance, enhanced inclusivity, and promoted equitable access to public procurement opportunities.

Going forward, construction bids falling within this scope will be conducted through the restricted bidding method, whereby invitations to bid will be limited to contractors that are pre-qualified and registered on the CPBN's pre-qualification database. This reform reinforces the CPBN's commitment to delivering procurement processes that are credible, competitive, and aligned with the national development priorities.

Throughout the 2025/26 financial year, the CPBN demonstrated a proactive and inclusive approach to stakeholder engagement. From nationwide education campaigns and regional capacity-building initiatives to strategic oversight visits and international collaboration, the CPBN strengthened partnerships across the government, the private sector, and development institutions.

These engagements not only enhanced transparency and accountability within the procurement system but also reinforced public confidence in the CPBN's governance framework. By fostering dialogue, promoting knowledge exchange, and exercising informed oversight, the CPBN continues to advance a procurement system that is responsive, ethical, and aligned with Namibia's national development objectives.



06

ANNUAL FINANCIAL STATEMENTS

Republic of Namibia

OFFICE OF THE AUDITOR-GENERAL

Tel: (264) (061) 2858000
Fax: (264) (061) 224301

Private Bag
13299
WINDHOEK
9000

AUDIT COMPLIANCE CERTIFICATE

ON THE ACCOUNTS

OF THE CENTRAL PROCUREMENT BOARD OF NAMIBIA

FOR THE YEAR ENDED 31 MARCH 2026

The documentation as compiled by the firm PKF-FCS Auditors which is registered in terms of the Public Accountant's and Auditor's Act, 1951, who was appointed by the Central Procurement Board of Namibia, has been examined by Officials of the Office of the Auditor-General.

In terms of reference as agreed by Office of the Auditor-General and the Central Procurement Board of Namibia, I certify that the above-mentioned audit of the annual financial statements for the year ended 31 March 2026 has been carried out to my satisfaction.

WINDHOEK, September 2026

JUNIAS ETUNA KANDJEKE
AUDITOR-GENERAL

AUDITOR-GENERAL
REPUBLIC OF NAMIBIA

General Information

Country of incorporation and domicile	Namibia
Nature of business and principal activities	To conduct the bidding process on behalf of public entities
Board members	Ms. J. !Garus-Oas (Independent Non-Executive Director) (Chairperson of the Technical Committee) Ms. M. Shiimi (Independent Non- Executive Director) (Chairperson of the Board) Ms. L. Kazetjikuria (Independent Non-Executive Director) (Chairperson of the Audit & Risk Committee) Mr. A. Collard (Independent Non- Executive Director) Mr. I. Kadhila (Independent Non- Executive Director) Mr. S. Shivute(Independent Non- Executive Director) Mr. P. Tshiningayamwe (Independent Non-Executive Director) (Chairperson of the Human Resource Committee)
Business address	Erf 8161 Southern Industry Julius Nyerere Street Windhoek Namibia
Postal address	P.O. Box 23650 Windhoek Namibia
Bankers	Bank Windhoek Limited
Auditors	PKF-FCS Auditors Registered Accountants and Auditors Chartered Accountants (Namibia)
Secretary	Ms. E. Shiponeni (Board Secretary)

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The reports and statements set out below comprise the annual financial statements presented to the board:

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Board Member's Responsibilities and Approval

The board members are required in terms of the Public Procurement Act 15 of 2015 as amended to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the Board as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB). The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB) and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The board members acknowledge that they are ultimately responsible for the system of internal financial control established by the Board and place considerable importance on maintaining a strong control environment. To enable the board members to meet these responsibilities, the board members sets sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Board and all employees are required to maintain the highest ethical standards in ensuring the Board's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the board members› is on identifying, assessing, managing and monitoring all known forms of risk across the Board. While operating risk cannot be fully eliminated, the board members endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The board members are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The board members have reviewed the board's cash flow forecast for the year to 31 March 2027 and, in light of this review and the current financial position, they are satisfied that the Board has or had access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the board›s annual financial statements. The annual financial statements have been examined by the board›s external auditors and their report is presented on pages 106 to108.

The annual financial statements set out on pages 109 to143, which have been prepared on the going concern basis, were approved by the board members on 10th September 2026 and were signed on their behalf by:

Approval of financial statements

Ms M Shiimi
Board member

Ms L Kazetjikuria
Board member

Mr AP Collard
Board member

PKF FCS Auditors

Member Practice: 20601

Partners:
Jeanine Du Toit
Patterson Tjipueja
Uwe Wolff
Julia Engels

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pkf.com; fcsnam.com

INDEPENDENT AUDITOR'S REPORT

To the Shareholder of Central Procurement Board of Namibia

Opinion

We have audited the annual financial statements of Central Procurement Board of Namibia (the Board) set out on pages 109 to 141, which comprise the statement of financial position as at 31 March 2026, statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including material accounting policy information and the board members' report.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Central Procurement Board of Namibia as at 31 March 2026, and its financial performance and cash flows for the year then ended in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB) and the requirements of the Public Procurement Act 15 of 2015 as amended.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the Board in accordance with the International Ethics Standards Board for Accountants ' International Code of Ethics for Professional Accountants (including International Independence Standards) and other independence requirements applicable to performing audits of annual financial statements in Namibia. We have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The board members are responsible for the other information. The other information comprises the information included in the document titled "Central Procurement Board of Namibia annual financial statements for the year ended 31 March 2026", which includes the the supplementary information (detailed income statement) as set out on pages 142 to 143. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board Members for the Annual Financial Statements

The board members are responsible for the preparation and fair presentation of the annual financial statements in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB) and the requirements of the Public Procurement Act 15 of 2015 as amended, and for such internal control as the board members determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the board members are responsible for assessing the board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board members either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Assurance | Forensic Services | Due Diligence Investigations

PKF FCS Auditors is a member of PKF Global, the network of member firms of PKF International Limited, each of which is a separate and independent legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s).

PKF FCS Auditors Chartered Accountants

Responsibilities of the Board Members for the Annual Financial Statements

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Independent Auditor's Report

PKF FCS Auditors

Auditor's Responsibilities for the Audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board members.
- Conclude on the appropriateness of the Board members' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PKF-FCS Auditors

PKF-FCS Auditors
Registered Accountants and Auditors
Chartered Accountants (Namibia)
Per: Uwe Wolff
Partner

15 September 2026

Windhoek

Board Member's Report

The board members have pleasure in submitting their report on the annual financial statements of Central Procurement Board of Namibia for the year ended 31 March 2026.

1. Incorporation

The board was incorporated and brought into force with effect on 01 April 2017 by Government Gazette 46/2017 (GG6255).

The board is domiciled in Namibia where it is incorporated as a state owned enterprise under the Public Procurement Act 15 of 2015 as amended. The address of the registered office is set out on page 103.

2. Nature of business

Central Procurement Board of Namibia was incorporated in Namibia with interests in the public procurement sector. The board operates in Namibia.

The principal objectives of the Central Procurement Board of Namibia are:

- to conduct the bidding process on behalf of public entities for the award of contracts for procurement or disposal of assets that exceed the threshold prescribed for public entities;
- to enter into contracts for procurement or disposal of assets on its own behalf or on behalf of public entities awarded by the Board;
- to direct and supervise accounting officers in managing the implementation of procurement contracts awarded by the Board.

There have been no material changes to the nature of the Board's business from the prior year.

3. Review of financial results and activities

The annual financial statements have been prepared in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB) and the requirements of the Public Procurement Act 15 of 2015 as amended. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the Board are set out in these annual financial statements.

4. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the Board or in the policy regarding their use.

At 31 March 2026 the Board's investment in property, plant and equipment amounted to N$ 9,260,737 (2025: N$ 4,322,636), of which N$ 6,896,873 (2025: N$ 951,008) was added in the current year through additions.

There were no capital expenditure commitments or finance lease commitments at 31 March 2026 (2025: N$ Nil).

5. Events after the reporting period

The board members are not aware of any material event which occurred after the reporting date and up to the date of this report.

Board Member's Report

6. Secretary

The company secretary is Ms. E. Shiponeni (Board Secretary).

7. Board members interests in contracts

During the financial year, no contracts were entered into which Board members or officers of the Board had an interest and which significantly affected the business of the Board.

8. Board members

The board member in office at the date of this report are as follows:

Board Members	Nationality	Changes
Ms. J. !Garus-Oas (Independent Non-Executive Director) (Chairperson of the Technical Committee)	Namibian	Re-appointed, 01 March 2025
Ms. M. Shiimi (Independent Non-Executive Director) (Chairperson of the Board)	Namibian	Appointed, as Chairperson 01 March 2025.
Ms. L. Kazetjikuria (Independent Non-Executive Director) (Chairperson of the Audit & Risk Committee)	Namibian	Re-appointed as Board Member 01 May 2025
Mr. A. Collard (Independent Non-Executive Director)	Namibian	Appointed 01 March 2025
Mr. I. Kadhila (Independent Non-Executive Director)	Namibian	Appointed 01 March 2025
Mr. S. Shivute(Independent Non-Executive Director)	Namibian	Appointed 01 March 2025
Mr. P. Tshiningayamwe (Independent Non-Executive Director) (Chairperson of the Human Resource Committee)	Namibian	Appointed 01 March 2025
Mr. B. Katjaerua (Independent Non-Executive Director) (Deputy Chairperson of the Board)	Namibian	Appointed 01 March 2025, Resigned 30 April 2025

9. Going concern

The board members have reviewed the Board's financial position, budget and cash flow forecast for the year ahead and, taking into account its positive equity position, sound liquidity and continued government funding, are satisfied that the Board has adequate resources to continue in operation for the foreseeable future. The annual financial statements have accordingly been prepared on the going concern basis, as set out in note 22.

10. Litigation statement

The board becomes involved from time to time in various claims and lawsuits incidental to the ordinary course of business.

Radial Truss Industries (Pty) Ltd instituted legal action against the CPBN under case number HC-MD-CIV-MOT-GEN-2026/00129. Radial Truss Industries (Pty) Ltd seeks an order setting aside the decision/notice of termination issued by the Ministry of Education, Arts and Culture, alternatively by the CPBN, on 6 February 2026, terminating the contract entered into by Radial Truss Industries and the CPBN on 12 November 2021. Radial Truss obtained an interim interdict on 31 March 2026, pending the finalisation of the matter, against the CPBN and the Ministry of Education from implementing or otherwise enforcing the decision made or notice of termination issued by the First Respondent on 6 February 2026.

The status as at 31 March 2026, is that the case is undergoing judicial case management.The estimated liability cannot be determined at this stage as the matter is still ongoing.

10. Litigation statement (continued)

Pamo Trading Enterprises (Pty) Ltd has instituted legal action against the Board due to cancellation of the foodstuffs bid in October 2023 under case numbers: HC-MD-CIV-MOT-REV-2024/00440. Pamo Trading Enterprises (Pty) Ltdo seeks an order from the court setting aside the Board's Notice of Cancellation dated 07 December 2023 and ordering the Board to re-evaluate its bid in line with the Review Panel order of 18 March 2021 and the High Court order dated 14 March 2023.

The court ruled in the Board's favour on 01 July 2026, and the case is removed from the roll.

Pamo Trading Enterprises (Pty) Ltd has instituted contempt of court proceedings against the Board because it claims that the Board refused to comply with a High Court Order in the matter of case number HC-MD-CIV-MOT-GEN-2023/00492. The Board approached the Supreme Court in order to review and set aside a series of orders that the High Court made and on 24 March 2025, the Supreme Court set aside a number of orders of the High Court and referred the matter back.

The matter was settled out of court by the parties after Pamo Trading Enterprises (Pty) Ltd proposed a settlement. Part of the settlement agreement is that Pamo Trading Enterprises (Pty) Ltd will no longer pursue the individual Board members and that each party pays its own costs. The out of court settlement arrangement will not result in any financial implications for the Board as the Attorney General will settle the relevant own legal costs.

11. Statement of disclosure to the Board's auditors

- With respect to each person who is a Board member on the day that this report is approved:
- there is, so far as the person is aware, no relevant audit information of which the board's auditors are unaware; and
- the person has taken all the steps that he/she ought to have taken as a Board member to be aware of any relevant audit information and to establish that the board's auditors are aware of that information.

12. Terms of appointment of the auditors

PKF-FCS Auditors were re-appointed as the External Auditors for the financial year 2025/26, 2026/27, and 2027/28 on 21 January 2026 in terms of a Notice of Procurement of Award of Bid in terms of Public Procurement Act 15 of 2015 as amended (section 55).

Statement of Financial Position as at 31 March, 2026

Figures in Namibia Dollar	Note(s)	2026	2025
Assets			
Non-Current Assets			
Property, plant and equipment	3	9,260,737	4,322,636
Right-of-use assets	4	6,631,833	11,131,110
		15,892,570	**15,453,746**
Current Assets			
Trade and other receivables	5	891,661	1,097,787
Cash and cash equivalents	6	20,393,737	20,158,196
		21,285,398	**21,255,983**
Total Assets		**37,177,968**	**36,709,729**
Equity and Liabilities			
Equity			
Accumulated surplus		24,943,370	2,764,882
		24,943,370	**2,764,882**
Liabilities			
Non-Current Liabilities			
Lease liabilities	4	2,631,655	7,125,170
		2,631,655	**7,125,170**
Current Liabilities			
Trade and other payables	9	1,227,456	419,226
Lease liabilities	4	4,220,288	4,155,655
Deferred income	7	-	20,000,000
Provisions	8	4,155,199	2,244,796
		9,602,943	**26,819,677**
Total Liabilities		**12,234,602**	**33,944,847**
Total Equity and Liabilities		**37,177,968**	**36,709,729**

Statement of Profit or Loss and Other Comprehensive Income

Figures in Namibia Dollar	Note(s)	2026	2025
Sales of bid documents	10	1,454,900	1,468,900
Other operating income	11	89,585,358	25,565,091
Other operating gains	12	55,981	-
Other operating expenses		(69,528,196)	(53,937,752)
Operating surplus (deficit)	13	**21,568,043**	**(26,903,761)**
Investment income	14	1,091,219	1,243,697
Finance costs	15	(480,774)	(258,925)
Total comprehensive surplus (deficit) for the year		**22,178,488**	**(25,918,989)**

Statement of Changes in Equity

Figures in Namibia Dollar	Accumulated surplus	Total equity
Balance at 1 April, 2024	**28,683,871**	**28,683,871**
Total comprehensive deficit for the year	**(25,918,989)**	**(25,918,989)**
Balance at 1 April, 2025	**2,764,882**	**2,764,882**
Total comprehensive surplus for the year	**22,178,488**	**22,178,488**
Balance at 31 March, 2026	**24,943,370**	**24,943,370**

Note(s)

Statement of Cash Flows

Figures in Namibia Dollar	Note(s)	2026	2025
Cash flows from operating activities			
Cash receipts from customers		71,246,384	46,407,808
Cash paid to suppliers and employees		(61,017,137)	(47,789,035)
Cash generated from/(used in) operations	17	10,229,247	(1,381,227)
Interest income	14	1,091,219	1,243,697
Finance costs	15	(480,774)	(258,925)
Net cash from operating activities		**10,839,692**	**(396,455)**
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(6,877,123)	(989,964)
Proceeds from sale of property, plant and equipment	3	-	9,712
Net cash from investing activities		**(6,877,123)**	**(980,252)**
Cash flows from financing activities			
Cash repayments on lease liabilities	4	(3,727,028)	(3,428,463)
Net cash from financing activities		**(3,727,028)**	**(3,428,463)**
Total cash movement for the year		**235,541**	**(4,805,170)**
Cash and cash equivalents at the beginning of the year		20,158,196	24,963,366
Cash and cash equivalents at the end of the year	**6**	**20,393,737**	**20,158,196**

Accounting Policies

Corporate information

Central Procurement Board of Namibia a statutory body established under the Public Procurement Act 15 of 2015 (as amended) and domiciled in Namibia.

1. Material accounting policies

Management has considered the principles of materiality in IFRS Practice Statement 2 Making Materiality Judgements, and only those accounting policies which are considered material have been presented in these annual financial statements.

1.1 Basis of preparation

The annual financial statements have been prepared on the going concern basis in accordance with, and in compliance with, IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB) and International Financial Reporting Standards Interpretations Committee ("IFRS IC") interpretations issued and effective at the time of preparing these annual financial statements and the Public Procurement Act 15 of 2015 as amended.

The Annual financial statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the material accounting policies set out below. They are presented in Namibia Dollars, which is the board's functional currency.

These accounting policies are consistent with the previous period.

1.2 Significant judgements and sources of estimation uncertainty

The preparation of annual financial statements in conformity with IFRS requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Critical judgements in applying accounting policies

The critical judgements made by management in applying accounting policies, apart from those involving estimations, that have the most significant effect on the amounts recognised in the financial statements, are outlined as follows:

Lease classification

The Board is party to leasing arrangements, as a lessee. The treatment of leasing transactions in the annual financial statements is mainly determined by whether the lease is considered to be an operating lease or a finance lease. In making this assessment, management considers the substance of the lease, as well as the legal form, and makes a judgement about whether substantially all of the risks and rewards of ownership are transferred.

Key sources of estimation uncertainty

Impairment of financial assets

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The Board uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Board's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, refer to the individual notes addressing financial assets.

Fair value estimation

Several assets and liabilities of the Board are either measured at fair value or disclosure is made of their fair values.

1.2 Significant judgements and sources of estimation uncertainty (continued)

Impairment testing

The Board reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

Useful lives of property, plant and equipment

The Board assess the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of motor vehicles, furniture and computer equipment are determined based on board replacement policies for the various assets. Individual assets within these classes, which have a significant carrying amount are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates of provisions are included in note 8.

1.3 Property, plant and equipment

Property, plant and equipment are tangible assets which the Board holds for its own use or for rental to others and which are expected to be used for more than one year.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the Board, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset, including the capitalisation of borrowing costs on qualifying assets and adjustments in respect of hedge accounting, where appropriate.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the Board and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the Board. Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and impairment losses except for land which is not depreciated.

1.3 Property, plant and equipment (continued)

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Furniture and fixtures	Straight line	5 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 years
IT equipment	Straight line	3 years
Computer software	Straight line	3 years
Network infrastructure	Straight line	8 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

1.4 Financial instruments

Financial instruments held by the Board are classified in accordance with the provisions of IFRS 9 Financial Instruments. Broadly, the classification possibilities, which are adopted by the Board, as applicable, are as follows:

Financial assets which are equity instruments:

- Mandatorily at fair value through profit or loss; or
- Designated as at fair value through other comprehensive income.

Financial liabilities:

- Amortised cost; or
- Mandatorily at fair value through profit or loss.; or
- Designated at fair value through profit or loss.

Note 21 Financial instruments and risk management presents the financial instruments held by the Board based on their specific classifications.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the Board are presented below:

1.4 Financial instruments (continued)

Trade and other receivables Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 5).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Board's business model is to collect the contractual cash flows on trade and other receivables.

Recognition and measurement

Trade and other receivables are recognised when the Board becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Application of the effective interest method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in profit or loss in investment income (note 14).

The application of the effective interest method to calculate interest income on trade receivables is dependent on the credit risk of the receivable as follows:

- The effective interest rate is applied to the gross carrying amount of the receivable, provided the receivable is not credit impaired. The gross carrying amount is the amortised cost before adjusting for a loss allowance.
- If a receivable is a purchased or originated as credit-impaired, then a credit-adjusted effective interest rate is applied to the amortised cost in the determination of interest. This treatment does not change over the life of the receivable, even if it is no longer credit-impaired.
- If a receivable was not purchased or originally credit-impaired, but it has subsequently become credit-impaired, then the effective interest rate is applied to the amortised cost of the receivable in the determination of interest. If, in subsequent periods, the receivable is no longer credit impaired, then the interest calculation reverts to applying the effective interest rate to the gross carrying amount.

Impairment

The Board recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The Board measures the loss allowance for trade and other receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

Measurement and recognition of expected credit losses

The Board makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade and other receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

1.4 Financial instruments (continued)

The customer base is widespread and does not show significantly different loss patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality. Details of the provision matrix is presented in note 5.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance (note 13).

Write off policy

The Board writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the Board recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Credit risk

Details of credit risk are included in the trade and other receivables note (note 5) and the financial instruments and risk management note (note 21).

Derecognition

Refer to the derecognition section of the accounting policy for the policies and processes related to derecognition

Trade and other payables

Classification

Trade and other payables (note 9), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

They are recognised when the Board becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 15). Trade and other payables expose the Board to liquidity risk and possibly to interest rate risk. Refer to note 21 for details of risk exposure and management thereof.

Derecognition

Refer to the “derecognition” section of the accounting policy for the policies and processes related to derecognition.

Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

1.4 Financial instruments (continued)

Derecognition

Financial assets

The Board derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Board neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Board recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Board retains substantially all the risks and rewards of ownership of a transferred financial asset, the Board continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

The Board derecognises financial liabilities when, and only when, the Board obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Reclassification

Financial assets

The Board only reclassifies affected financial assets if there is a change in the business model for managing financial assets. If a reclassification is necessary, it is applied prospectively from the reclassification date. Any previously stated gains, losses or interest are not restated.

The reclassification date is the beginning of the first reporting period following the change in business model which necessitates a reclassification.

Financial liabilities

Financial liabilities are not reclassified.

1.5 Leasehold Property

When the Board holds property under a long term prepaid lease agreement, the lease is classified as a finance lease or an operating lease in accordance with the provisions of IAS 17 Leases. Refer to the accounting policy on leases. When these leases are classified as finance leases, the property is capitalised as leasehold property, and is depreciated over the lease term.

1.6 Tax

Tax expenses

The Board is exempt from income tax in terms of Section 16 (1) (e) (i) of the Income Tax Act No 24 as amended.

1.7 Leases

The Board assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is “identified”, which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the Board has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

1.7 Leases (continued)

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.

Board as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Board is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Board recognises the lease payments as an operating expense (note 13) on a straight-line basis over the term of the lease, unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

However as an exception to the preceding paragraph, the Board has elected not to separate the non-lease components for leases of land and buildings.

Details of leasing arrangements where the Board is a lessee are presented in note 4 Leases (Board as lessee).

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Board uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the Board under residual value guarantees;
- the exercise price of purchase options, if the Board is reasonably certain to exercise the option;
- lease payments in an optional renewal period if the Board is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or right-of-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses (note 4).

The lease liability is presented as a separate line item on the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 15).

The Board remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change in the assessment of whether the Board will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;

1.7 Leases (continued)

- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used)
- there has been a change in expected payment under a residual value guarantee, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-use assets

Right-of-use assets are presented as a separate line item on the Statement of Financial Position.

They are measured initially at the initial amount of the lease liability plus upfront payments and initial direct costs. Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the Board incurs an obligation to do so, unless these costs are incurred to produce inventories;
- less any lease incentives received

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Board expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are determined consistently with items of the same class of property, plant and equipment. Refer to the accounting policy for property, plant and equipment for details of useful lives.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

1.8 Impairment of assets

The Board assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the Board estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

1.8 Impairment of assets (continued)

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use. If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

Impairment losses are recognised immediately in profit or loss.

1.9 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal obligation to make such payments as a result of past performance.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the board's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

1.10 Provisions and contingencies

Provisions are recognised when:

- the Board has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating losses.

1.10 Provisions and contingencies (continued)

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised.

1.11 Government grants

Government grants are recognised when there is reasonable assurance that:

- the Board will comply with the conditions attaching to them; and
- the grants will be received.

Government grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are presented as a credit in the profit or loss (separately).

Repayment of a grant related to an asset is recorded by increasing the carrying amount of the asset or reducing the deferred income balance by the amount repayable. The cumulative additional depreciation that would have been recognised to date as an expense in the absence of the grant is recognised immediately as an expense.

1.12 Revenue from contracts with customers

The Board recognises revenue from the following major sources:

- Sales of bidding documents

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The board recognises revenue when it transfers control of a product or service to a customer.

Sales of bidding documents

For sales of tender documents, revenue is recognised when control of the goods or service has transferred to the customer.

Revenue is recognised at a point in time for sales of bid documents.

2. New Standards and Interpretations

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the board has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Standard/ Interpretation:	Effective date (periods beginning on/after)	Expected impact:
• Lack of exchangeability - amendments to IAS 21	1 January, 2025	The amendments had no material impact, as the Board transacts in Namibia Dollar and holds no non-exchangeable currencies.

2.2 Standards and interpretations not yet effective

The board has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the board's accounting periods beginning on or after 1 April, 2026 or later periods:

Standard/ Interpretation:	Years beginning on or after	Expected impact:
• Amendments to IFRS 9 and IFRS 7 — Classification and Measurement of Financial Instruments	1 January 2026	Not expected to have a material impact.
• Amendments to IFRS 9 and IFRS 7 — Contracts Referencing Nature-dependent Electricity	1 January 2026	Not applicable to the Board; no impact expected.
• Annual Improvements to IFRS Accounting Standards — Volume 11	1 January 2026	Not expected to have a material impact.
• IFRS 18 — Presentation and Disclosure in Financial Statements	1 January 2027	Will change the presentation of the statement of profit or loss and related disclosures; no impact on the recognition or measurement of assets, liabilities, income or expenses. The Board is assessing the impact.
• IFRS 19 — Subsidiaries without Public Accountability:Disclosures	1 January 2027	Not applicable, as the Board is not an eligible subsidiary; no impact expected.

Figures in Namibia Dollar	Notes	2026	2025

3. Property, plant and equipment

	2026			2025		
	Cost	Depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fixtures	3,187,893	(2,030,794)	1,157,099	2,838,986	(1,452,492)	1,386,494
Motor vehicles	1,759,622	(1,252,221)	507,401	1,759,622	(1,115,485)	644,137
Office equipment	1,596,755	(878,504)	718,251	1,233,319	(649,280)	584,039
IT equipment	4,101,364	(2,443,047)	1,658,317	2,489,583	(1,946,115)	543,468
Computer software	487,503	(485,685)	1,818	487,503	(397,863)	89,640
Leasehold improvements	1,061,735	(813,913)	247,822	969,843	(728,715)	241,128
Network infrastructure	5,910,188	(940,159)	4,970,029	1,544,731	(711,001)	833,730
Total	**18,105,060**	**(8,844,323)**	**9,260,737**	**11,323,587**	**(7,000,951)**	**4,322,636**

Reconciliation of property, plant and equipment - 2026

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	1,386,494	348,907	(578,302)	1,157,099
Motor vehicles	644,137	-	(136,736)	507,401
Office equipment	584,039	363,437	(229,225)	718,251
IT equipment	543,468	1,727,180	(612,331)	1,658,317
Computer software	89,640	-	(87,822)	1,818
Leasehold improvement	241,128	91,892	(85,198)	247,822
Network infrastructure	833,730	4,365,457	(229,158)	4,970,029
	4,322,636	**6,896,873**	**(1,958,772)**	**9,260,737**

Figures in Namibia Dollar	Notes	2026	2025

3. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Depreciation	Total
Furniture and fixtures	1,523,287	364,240	-	(501,033)	1,386,494
Motor vehicles	916,295	-	-	(272,158)	644,137
Office equipment	484,963	281,133	-	(182,057)	584,039
IT equipment	1,114,188	176,042	-	(746,762)	543,468
Computer software	236,870	12,558	(9,712)	(150,076)	89,640
Leasehold improvement	293,221	155,991	-	(208,084)	241,128
Network infrastructure	1,011,480	-	-	(177,750)	833,730
	5,580,304	**989,964**	**(9,712)**	**(2,237,920)**	**4,322,636**

Other information

The property, plant and equipment represents actual acquisitions. Assets received from the Ministry of Finance are not accounted for in the accounting records for the year ended 31 March 2026.

4. Leases (board as lessee)

Details pertaining to leasing arrangements, where the board is lessee are presented below:

	2026			2025		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Buildings	6,631,833	-	6,631,833	11,131,110	-	11,131,110

Net carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are included in the following line items:

Buildings	6,631,833	11,131,110

Additions to right-of-use assets

Buildings	-	14,521,221

Depreciation recognised on right-of-use assets

Depreciation recognised on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 13), as well as depreciation which has been capitalised to the cost of other assets.

Buildings	3,833,656	3,390,111

Other disclosures

Interest expense on lease liabilities	480,774	258,925
Leases of low value assets included in operating expenses	12,900	7,560

Figures in Namibia Dollar	Notes	2026	2025

4. Leases (board as lessee) (continued)

Lease liabilities

The maturity analysis of lease liabilities is as follows:

Within one year	3,903,401	4,155,655
Two to five years	3,007,555	7,125,170
	6,910,956	**11,280,825**
Non-current liabilities	2,631,655	7,125,170
Current liabilities	4,220,288	4,155,655
	6,851,943	**11,280,825**

Exposure to liquidity risk

Refer to note 21 Financial instruments and risk management for the details of liquidity risk exposure and management.

5. Trade and other receivables

Staff loan	8,819	26,819
Other receivables	829,360	1,029,360
Non-financial instruments:		
Prepayments	53,482	41,608
Total trade and other receivables	**891,661**	**1,097,787**

Split between non-current and current portions

Current assets	891,661	1,097,787

Financial instrument and non-financial instrument components of trade and other receivables

At amortised cost	838,179	1,056,179
Non-financial instruments	53,482	41,608
	891,661	**1,097,787**

Exposure to credit risk

There have been no significant changes in the credit risk management policies and processes since the prior reporting period.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

6. Cash and cash equivalents

Cash and cash equivalents consist of:

Bank balances	20,393,737	20,158,196
	20,393,737	**20,158,196**

Figures in Namibia Dollar	Notes	2026	2025

6. Cash and cash equivalents (continued)

Credit quality of cash at bank and short-term deposits, excluding cash on hand

The credit quality of cash at bank and short-term deposits, excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates:

Credit rating

AA (Na) / A1+	20,393,737	20,158,196
	20,393,737	**20,158,196**

Exposure to currency risk

The Board is not exposed to currency risk related to certain bank accounts as no accounts are denominated in a foreign currency.

Namibia Dollar amount

Namibia Dollar	20,393,737	20,158,196

7. Deferred income

Government grants	-	20,000,000
	-	**20,000,000**

The Ministry of Finance communicated the approval of the 2025 / 2026 approved budget allocated to the Board on 3 April 2025 to the amount of N$ 89,435,000. The Board received an advance of this Grant amounting to N$ 20,000,000 on 20 March 2025.

The Grant approved for the 2025 / 2026 financial year is designated to support the Board's mandate in ensuring effective and transparent procurement process.

Figures in Namibia Dollar	Notes	2026	2025

8. Provisions

Reconciliation of provisions - 2026

Provision for elevator replacement	Opening balance	Additions	Total
	-	1,057,877	1,057,877
Provision leave pay	1,900,850	415,725	2,316,575
Provision separation gratuity	343,946	436,801	780,747
	2,244,796	1,910,403	4,155,199

Reconciliation of provisions - 2025

	Opening balance	Additions	Total
Provision leave pay	1,641,986	258,864	1,900,850
Provision separation gratuity	-	343,946	343,946
	1,641,986	602,810	2,244,796

The N$ 1,057,877 elevator funding, via a payment holidy on lease payments for three month, from NPTH, to be released to expense when the installation cost is incurred.

9. Trade and other payables

Financial instruments:

Trade payables	571,573	419,224
Accrued expense	655,883	-
	1,227,456	**419,224**

Financial instrument and non-financial instrument components of trade and other payables

At amortised cost	1,227,456	419,224
	1,227,456	**419,224**

Fair value of trade and other payables
The fair value of trade and other payables approximates their carrying amounts.

Notes to the Annual Financial Statements

Figures in Namibia Dollar	Notes	2026	2025

10. Revenue

Revenue from contracts with customers

Sale of bid documents	1,454,900	1,468,900
	1,454,900	**1,468,900**

Disaggregation of revenue from contracts with customers

The board disaggregates revenue from customers as follows:

Sale of bid documents

Sale of bid documents	1,454,900	1,468,900
	1,454,900	**1,468,900**
Total revenue from contracts with customers	**1,454,900**	**1,468,900**

Timing of revenue recognition

At a point in time

Sale of bid documents	1,454,900	1,468,900

11. Other operating income

Other income - Sundry income	150,358	6,132
Government grants	89,435,000	25,558,959
	89,585,358	**25,565,091**

12. Other operating gains

Gains on disposals

Property, plant and equipment	55,981	-

13. Operating profit (loss)

Operating profit (loss) for the year is stated after charging (crediting) the following, amongst others:

Auditor's remuneration - external

Audit fees	219,363	184,000

Figures in Namibia Dollar	Notes	2026	2025

13. Operating profit (loss) (continued)

Auditor's remuneration - internal	**342,550**	**84,000**
Remuneration, other than to employees (including directors' emoluments)		
Annual report costs	244,380	406,706
Consulting and professional services	3,658,877	806,252
	3,903,257	**1,212,958**
Leases		
Operating lease	12,900	7,560
Depreciation and amortisation		
Depreciation of property, plant and equipment	1,958,772	2,237,920
Depreciation of right-of-use assets	3,833,656	3,390,111
Total depreciation and amortisation	**5,792,428**	**5,628,031**

Expenses by nature

The total cost of sales, selling and distribution expenses, marketing expenses, general and administrative expenses, research and development expenses, maintenance expenses and other operating expenses are analysed by nature as follows:

Employee costs	47,072,299	31,135,631
Lease expenses	12,900	7,560
Depreciation, amortisation and impairment	5,792,428	5,628,031
Other expenses	8,194,943	13,100,657
Consulting and professional fees	3,582,332	741,896
Software annual subscription and IT expenses	1,058,390	897,490
Training and development	1,443,786	978,176
Travel and accommodation	2,371,118	1,448,311
	69,528,196	**53,937,752**

14. Investment income

Interest income

Investments in financial assets:

Bank and other cash	1,091,219	1,243,697

15. Finance costs

Lease liabilities	480,774	258,925

16. Taxation

No provision has been made for 2026 tax as the board is exempt from taxation.

Figures in Namibia Dollar	Notes	2026	2025

17. Cash generated from/(used in) operations

Total comprehensive surplus (deficit)	22,178,488	(25,918,989)
Adjustments for non-cash items:		
Depreciation, amortisation, impairments and reversals of impairments	5,792,428	5,628,031
Gains on disposal of property, plant and euqipment	(55,981)	-
Movements in provisions	1,910,403	-
Adjust for items which are presented separately:		
Interest income	(1,091,219)	(1,243,697)
Finance costs	480,774	258,925
Changes in working capital:		
Decrease (increase) in trade and other receivables	206,124	(626,183)
Increase (decrease) in trade and other payables	808,230	520,686
(Decrease) increase in deferred income	(20,000,000)	20,000,000
	10,229,247	**(1,381,227)**

18. Contingencies

Radial Truss Industries (Pty) Ltd instituted legal action against the CPBN under case number HC-MD-CIV-MOT-GEN- 2026/00129. Radial Truss Industries (Pty) Ltd seeks an order setting aside the decision/notice of termination issued by the Ministry of Education, Arts and Culture, alternatively by the CPBN, on 6 February 2026, terminating the contract entered into by Radial Truss Industries and the CPBN on 12 November 2021. Radial Truss Industries (Pty) Ltd obtained an interim interdict on 31 March 2026, pending the finalisation of the matter, against the CPBN and the Ministry of Education from implementing or otherwise enforcing the decision made or notice of termination issued by the First Respondent on 6 February 2026. The status as at 31 March 2026, is that the case is undergoing judicial case management.The estimated liability cannot be determined at this stage as the matter is still ongoing.

Pamo Trading Enterprises (Pty) Ltd has instituted legal action against the Board due to cancellation of the foodstuffs bid in October 2023 under case numbers: HC-MD-CIV-MOT-REV-2024/00440. Pamo Trading Enterprises (Pty) Ltd seeks an order from the court setting aside the Board's Notice of Cancellation dated 07 December 2023 and ordering the Board to re-evaluate its bid in line with the Review Panel order of 18 March 2021 and the High Court order dated 14 March 2023.

The court ruled in the Board's favour on 01 July 2026, and the case is removed from the roll.

Pamo Trading Enterprises (Pty) Ltd has instituted contempt of court proceedings against the Board because it claims that the Board refused to comply with a High Court Order in the matter of case number HC-MD-CIV-MOT-GEN-2023/00492. The Board approached the Supreme Court in order to review and set aside a series of orders that the High Court made and on 24 March 2025, the Supreme Court set aside a number of orders of the High Court and referred the matter back.

The matter was settled out of court by the parties after Pamo Trading Enterprises (Pty) Ltd proposed a settlement. Part of the settlement agreement is that Pamo Trading Enterprises (Pty) Ltd will no longer pursue the individual Board members and that each party pays its own costs. The out of court settlement arrangement will not result in any financial implications for the Board as the Attorney General will settle the relevant own legal costs.

Save as recorded above, the board members are not aware of any other legal or arbitration proceedings, including proceedings that are pending or threatened that may have a material effect on the financial position of the Board.

19. Related parties

Relationships

Members of key management	Refer to Board members report paragraph 8

Related party transactions

Government grant received from related parties

Ministry of Finance	89,435,000	25,558,959

Figures in Namibia Dollar	Notes	2026	2025

20. Board members' emoluments

Executive

2026

There were no Executive director's remuneration in the year under review because all Board members/directors were Non-Executive. Mr Ngavetene's contract as Acting CEO ended in May 2024, and his contract as Chairperson of the Board ended in February 2025, therefore no remuneration was paid to Mr. Ngavetene in the year under review.

2025

Board members' emoluments	Board members' emoluments	Fees for services as Executive Director	Total
Services as board member or prescribed officer			
Mr. A. Ngavetene (Executive Director) (Chairperson and Acting CEO until 31 May 2024)	521,494	746,787	1,268,281
	521,494	**746,787**	**1,268,281**

Non-executive

2026

Board members' emoluments	Emoluments	Total
Services as director or prescribed officer		
Ms. J. !Garus-Oas (Independent Non-Executive Director) (Chairperson of the Technical Committee)	622,158	622,158
Ms. M. Shiimi (Independent Non-Executive Director) (Chairperson of the Board)	891,101	891,101
Ms. L. Kazetjikuria (Independent Non-Executive Director) (Chairperson of the Audit & Risk Committee)	611,554	611,554
Mr. A. Collard (Independent Non-Executive Director)	595,883	595,883
Mr. I. Kadhila (Independent Non-Executive Director)	622,136	622,136
Mr. S. Shivute(Independent Non-Executive Director)	608,248	608,248
Mr. P. Tshiningayamwe (Independent Non-Executive Director) (Chairperson of the Human Resource Committee)	607,462	607,462
Mr. B. Katjaerua (Independent Non-Executive Director) (Deputy Chairperson of the Board)Mr. B. Katjaerua	22,508	22,508
	4,581,050	**4,581,050**

Figures in Namibia Dollar	Notes	2026	2025

20. Board members' emoluments (continued)

2025

Board Members' emoluments	Emoluments	Total
Services as director or prescribed officer		
Mr. E.P. Shilongo (Independent Non-Executive Director) (Chairperson of the Human Resource Committee)	592,678	592,678
Ms. J. !Garus-Oas (Independent Non-Executive Director) (Chairperson of the Technical Committee)	641,697	641,697
Ms. E. Nghiidipaa (Independent Non-Executive Director)	572,948	572,948
Mr. O. Nangolo (Independent Non-Executive Director)	529,948	529,948
Mr. M. Kambulu (Independent Non-Executive Director) (Chairperson of the Technical Committee and member of Audit and Risk Committee until 27 June 2023)	588,056	588,056
Mr. A. Ngavetene (Executive Director) (Chairperson and Acting CEO until 31 May 2024)	746,787	746,787
Ms. M. Shiimi (Independent Non-Executive Director) (Chairperson of the Board)	620,988	620,988
Ms. L. Kazetjikuria (Independent Non-Executive Director) (Chairperson of the Audit & Risk Committee)	616,661	616,661
Mr. A. Collard (Independent Non-Executive Director)	36,728	36,728
Mr. I. Kadhila (Independent Non-Executive Director)	36,728	36,728
Mr. S. Shivute (Independent Non-Executive Director)	36,728	36,728
Mr. P. Tshiningayamwe (Independent Non-Executive Director) (Chairperson of the Human Resource Committee, from 13 March 25)	37,397	37,397
	5,057,344	**5,057,344**

Figures in Namibia Dollar	Notes	2026	2025

21. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

2026

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other receivables	5	838,179	53,482	891,661	891,661
Cash and cash equivalents	6	20,393,737	-	20,393,737	20,393,737
		21,231,916	**53,482**	**21,285,398**	**21,285,398**

2025

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other receivables	5	1,056,179	41,608	1,097,787	1,097,787
Cash and cash equivalents	6	20,158,196	-	20,158,196	20,158,196
		21,214,375	**41,608**	**21,255,983**	**21,255,983**

Categories of financial liabilities

2026

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	9	1,227,452	-	1,227,452	1,227,452
Finance lease obligations	4	-	6,851,943	6,851,943	6,851,943
		1,227,452	**6,851,943**	**8,079,395**	**8,079,395**

2025

	Note(s)	Amortised cost	Leases	Total	Fair value

Categories of financial liabilities

2025

Trade and other payables	9	419,224	-	419,224	419,224
Finance lease obligations	4	-	11,280,825	11,280,825	11,280,825
		419,224	**11,280,825**	**11,700,049**	**11,700,049**

Figures in Namibia Dollar	Notes	2026	2025

21. Financial instruments and risk management (continued)

Pre tax gains and losses on financial instruments

Gains and losses on financial assets

2026

Recognised in profit or loss:		Amortised cost	Total
Interest income	14	1,091,219	1,091,219

2025

Recognised in profit or loss:		Amortised cost	Total
Interest income	14	1,243,697	1,243,697

Gains and losses on financial liabilities

2025

Recognised in profit or loss:		Leases	Total
Interest income	15	(480,774)	(480,774)

2025

Recognised in profit or loss:		Leases	Total
Interest income	15	(258,925)	(258,925)

Capital risk management

Lease liabilities		6,851,943	11,280,825
Trade and other payables	9	1,227,452	419,224
Total borrowings		**8,079,395**	**11,700,049**
Cash and cash equivalents	6	(20,393,737)	(20,158,196)
Net borrowings		**(12,314,342)**	**(8,458,147)**
Equity		26,001,251	2,764,884
Gearing ratio		(47)%	(306)%

Figures in Namibia Dollar	Notes	2026	2025

21. Financial instruments and risk management (continued)

Financial risk management

Overview

The board is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk (currency risk, interest rate risk and price risk).

The board members has overall responsibility for the establishment and oversight of the board's risk management framework. The board has established the risk committee, which is responsible for developing and monitoring the board's risk management policies. The committee reports quarterly to the board members on its activities.

The board's risk management policies are established to identify and analyse the risks faced by the board, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the board's activities.

The board audit committee oversees how management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the board. The audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee and the risk committee.

Credit risk

Credit risk is the risk of financial loss to the board if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The board is exposed to credit risk on trade and other receivables and cash and cash equivalents. None of these exist at the moment and the reated credit risk is assessed as very low.

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The board only deals with reputable counterparties with consistent payment histories. Sufficient collateral or guarantees are also obtained when necessary. Each counterparty is analysed individually for creditworthiness before terms and conditions are offered. The analysis involves making use of information submitted by the counterparties as well as external bureau data (where available). Counterparty credit limits are in place and are reviewed and approved by credit management committees. The exposure to credit risk and the creditworthiness of counterparties is continuously monitored.

Credit risk exposure arising on cash and cash equivalents is managed by the group through dealing with well-established financial institutions with high credit ratings.

Credit loss allowances for expected credit losses are recognised for all debt instruments, but excluding those measured at fair value through profit or loss. Credit loss allowances are also recognised for loan commitments and financial guarantee contracts.

The maximum exposure to credit risk is presented in the table below:

		2026			2025		
		Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Trade and other receivables	5	891,661	-	891,661	1,097,787	-	1,097,787
Cash and cash equivalents	6	20,393,737	-	20,393,737	20,158,196	-	20,158,196
		21,285,398	**-**	**21,285,398**	**21,255,983**	**-**	**21,255,983**

Figures in Namibia Dollar	Notes	2026	2025

21. Financial instruments and risk management (continued)

Liquidity risk

The board is exposed to liquidity risk, which is the risk that the board will encounter difficulties in meeting its obligations as they become due.

The board manages its liquidity risk by effectively managing its working capital, capital expenditure and cash flows. The financing requirements are met through cash generated from operations and government grant received. The monetary value of government grant received to support effective and efficient operating activities of the Board is dependent on the annual budget allocation approved. The board members are aware of the liquidity risk associated to the reliance by the Board on the government grants as income.

There have been no significant changes in the liquidity risk management policies and processes since the prior reporting period. The current liquidity risk is assessed as very low.

Foreign currency risk

The Board is not exposed to foreign currency risk.

Interest rate risk

Fluctuations in interest rates impact on the value of investments and financing activities, giving rise to interest rate risk.

The board policy with regards to financial assets, is to invest cash at floating rates of interest and to maintain cash reserves in short-term investments in order to maintain liquidity, while also achieving a satisfactory return for board.

There have been no significant changes in the interest rate risk management policies and processes since the prior reporting period.

Interest rate profile

The interest rate profile of interest bearing financial instruments at the end of the reporting period was as follows:

Interest rate sensitivity analysis

The following sensitivity analysis has been prepared using a sensitivity rate which is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates. All other variables remain constant. The sensitivity analysis includes only financial instruments exposed to interest rate risk which were recognised at the reporting date. No changes were made to the methods and assumptions used in the preparation of the sensitivity analysis compared to the previous reporting period.

Increase or decrease in rate	2026 Increase	2026 Decrease	2025 Increase	2025 Decrease
Impact on profit or loss:				
Cash and cash equivalents 1% (2025: 1%)	203,937	(203,937)	201,582	(201,582)

Price risk

The board is not exposed to commodity price risk.

Figures in Namibia Dollar	Notes	2026	2025

22. Going concern

The annual financial statements have been prepared on the going concern basis, which assumes that the Board will continue in operation for the foreseeable future. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The Board is a statutory body established under the Public Procurement Act 15 of 2015 (as amended) to conduct the bidding process on behalf of public entities, and its operations are funded principally by an annual government grant appropriated through the Ministry of Finance. For the year under review the Board received government grant funding of N$ 89,435,000 (2025: N$ 25,558,959) and returned a surplus of N$ 22,178,488 compared with a deficit of N$ 25,918,989 in the prior year.

At the reporting date the Board was in a sound financial position, with total assets of N$ 37,177,968 exceeding total liabilities of N$ 12,234,598, resulting in a positive equity (accumulated surplus) of N$ 24,943,370. The Board held cash and cash equivalents of N$ 20,393,737 and its current assets of N$ 21,285,398 exceeded its current liabilities of N$ 9,602,943, reflecting adequate liquidity and a sound working-capital position.

The Board members have reviewed the approved budget and cash flow forecast for the twelve months following the reporting date, together with the Board's current liquidity and solvency position, and are satisfied that the Board has access to sufficient resources — through its continued government funding and existing cash reserves — to meet its obligations and to continue its operations for the foreseeable future.

The Board members are aware of the legal matters disclosed in note 18. As set out in that note, the estimated liability arising from these matters cannot presently be determined, and the Board members do not consider them to give rise to any material uncertainty that may cast significant doubt on the Board's ability to continue as a going concern. Accordingly, the Board members have no reason to believe that the Board will not be a going concern in the year ahead, and the annual financial statements have been prepared on the going concern basis.

23. Events after the reporting period

The board is not aware of any material event which occurred after the reporting date and up to the date of this report.

24. Restatement of comparative Statement of Cash Flows

In the annual financial statements for the year ended 31 March 2025, as previously reported, the Statement of Cash Flows reflected a "movement in right-of-use assets" of N$ (12,355,919) within investing activities and "cash repayments on lease liabilities" of N$ 8,927,456 within financing activities. Neither of these amounts represented an actual cash flow of the Board during the 2025 financial year.

On review, it was determined that the Board's actual cash lease payments during the year ended 31 March 2025 amounted to N$ 3,428,463. The comparative Statement of Cash Flows has accordingly been restated to remove the non-cash "movement in right-of-use assets" line from investing activities and to present the Board's actual cash lease payment of N$ 3,428,463 as "cash repayments on lease liabilities" within financing activities.

The restatement has no effect on the amounts previously reported in the statement of financial position, the statement of profit or loss and other comprehensive income, or the statement of changes in equity for the year ended 31 March 2025, and does not change the total cash and cash equivalents previously reported at the beginning or end of that year, or the total cash movement for that year. The effect of the restatement on the 2025 Statement of Cash Flows is as follows:

	As previously stated	Restatement	As restated
Net cash from investing activities, 2025	(13,336,171.00)	12,355,919.00	(980,252.00)
Net cash from financing activities, 2025	8,927,456.00	(12,355,919.00)	(3,428,463.00)
Combined effect on total cash movement for the year	**(4,408,715.00)**	**-**	**(4,408,715.00)**

Detailed Income Statement

Figures in Namibia Dollar	Notes	2026	2025
Revenue			
Sale of bid document		1,454,900	1,468,900
Other operating income			
Other income - Sundry income		150,358	6,132
Government grants		89,435,000	25,558,959
	11	**89,585,358**	**25,565,091**
Other operating gains (losses)			
Gains on disposal of property, plant and equipment		55,981	-
Expenses (Refer to page 143)		**(69,528,196)**	**(53,937,752)**
Operating surplus (deficit)	13	21,568,043	(26,903,761)
Investment income	14	1,091,219	1,243,697
Finance costs	15	(480,774)	(258,925)
Total comprehensive surplus (deficit) for the year		**22,178,488**	**(25,918,989)**

The supplementary information presented does not form part of the annual financial statements and is unaudited

Detailed Income Statement

Figures in Namibia Dollar	Notes	2026	2025
Other operating expenses			
Accounting fees		(76,545)	(64,356)
Advertising		(937,149)	(1,704,911)
Annual report costs		(244,380)	(406,706)
Auditor's remuneration - external audit	13	(219,363)	(184,000)
Auditor's remuneration - internal audit	13	(342,550)	(84,000)
Bank charges		(56,470)	(52,862)
Bid Evaluation Committee fees		(551,269)	(514,132)
Cleaning		(316,516)	(114,982)
Computer expenses		(5,980)	(20,930)
Conference and meeting fees		(364,855)	(241,681)
Consulting and professional fees - governance		(29,775)	(149,721)
Consulting and professional fees - human resources marketing		(1,495,089)	(299,439)
Consulting and professional fees - technology		(2,057,468)	(292,736)
Consumables		(73,082)	(48,784)
Corporate events		(301,389)	(118,715)
Corporate wear		(226,335)	-
Depreciation		(5,792,428)	(5,628,031)
Director emoluments - Executive		-	(1,268,281)
Director emoluments - Non - Executive		(4,581,050)	(5,057,344)
Employee costs		(42,491,249)	(31,135,631)
Entertainment		(26,967)	(20,983)
Fines and penalties		-	(242)
Insurance		(170,603)	(152,806)
Leases rentals on operating lease		(12,900)	(7,560)
Motor vehicle expenses		(207,087)	(157,580)
Municipal expenses		(587,425)	(416,168)
Office refreshments		(72,821)	(47,470)
Office relocation expense		-	(22,084)
Postage		(500)	(491)
Printing and stationery		(600,529)	(394,630)
Repairs and maintenance		(58,735)	(168,602)
Security		(394,158)	(160,280)
Small assets not capitalised		(691,567)	(607,161)
Software annual subscription and IT expenses		(1,058,390)	(897,490)
Staff Recruitment Cost		(162,493)	-
Stakeholder engagement costs		(790,381)	(464,841)
Subscriptions		(35,667)	(55,198)
Telephone and fax		(482,012)	(456,833)
Training and development		(1,443,786)	(978,176)
Travel and accommodation		(2,371,118)	(1,448,311)
Year - end function		(198,115)	(93,604)
		(69,528,196)	(53,937,752)

The supplementary information presented does not form part of the annual financial statements and is unaudited

Notes