

Namibia Oil & Gas Spillovers: Deep Research Report

For: KDD Capital (david@kdd.capital)

Date: April 2026

Status: Primary Research Completed — All Tier 1/2/3 Sources Verified

Executive Summary

1. **TotalEnergies Venus is the only credible near-term producer.** FID is expected in 2026 with first oil targeted for 2029 at 150,000 bpd. The development phase — commencing with TotalEnergies in 2027 — will require approximately 10× more port capacity than the current exploration/appraisal phase, making infrastructure timing the single most critical variable for KDD Capital's positioning. ([Namport, October 2025](#))
2. **The demand for industrial land, warehousing, and accommodation is already observable, not hypothetical.** Baker Hughes opened Namibia's first drilling-fluid supply facility at Walvis Bay; AGL invested N\$800M in Walvis Bay terminal capacity; three bulk cement plants are under construction in Lüderitz; and FlyNamibia launched Shell-sponsored scheduled flights to Lüderitz as of April 2026. The Coastal Region already leads national hotel occupancy at 42.22% (February 2026), explicitly attributed to "business travel linked to oil and gas." ([African Energy Chamber, April 2026](#); [Simonis Storm, March 2026](#))
3. **Lüderitz is the dedicated O&G supply base but its infrastructure is severely constrained short-term.** Robert Harbour operates at 95% berth occupancy (best-practice threshold: 65%) and cannot support SURF activities. The N\$4bn expansion (500m quay, 14 ha reclaimed land) targets first section commissioning by 2027. The entire town "needs to double in current scale" — creating a **structural accommodation and industrial real estate deficit** that investment can exploit ahead of peak demand. ([Namport, October 2025](#))
4. **The Deloitte IBS confirms warehousing and hotels/accommodation as high-benefit supply chain categories.** Both are rated as quick-win and medium-term high-benefit sectors — meaning they are among the easiest for Namibian entities to capture and among the most financially rewarding to the sector. The IBS economic model shows a 4-FPSO scenario generating +21.3% GDP (+US\$2.59bn/yr) — with wholesale/retail and private household services (the primary beneficiaries of real estate investment) as the dominant job-multiplier sectors. ([Deloitte IBS, 2024](#))
5. **The macro backdrop has deteriorated modestly but construction is the standout growth sector.** The Bank of Namibia revised 2025 GDP down to just 1.7% (from 3.0%+ forecasts), but construction remains the highest-growth sector in the economy at a projected +13.5% in both 2025 and 2027. The coastal property market accounts for ~20% of Namibia's housing transactions and is seeing rising building approvals — predominantly residential, but with a surge in commercial/industrial value (N\$161.2M vs N\$4.0M a year prior in March 2025). ([Bank of Namibia, April 2026](#); [Bank of Namibia, April 2025](#))
6. **Policy is the primary drag risk.** A ≥30% state carried interest mandate, an unenacted Local Content Act, an unfinished Petroleum Regulatory Agency, and a government that missed virtually all its SMIP oil/gas policy targets for 2025 introduce real execution risk. However, the elevation of oil/gas to the Office of the Presidency (March 2025) and the creation of the Upstream Petroleum Unit (May 2025) signal intent. bp's entry in April 2026 (60% stake, Walvis Basin) provides an additional confidence signal from a major. ([IJG, June 2025](#); [IPPR QER Q4 2025](#))
7. **Shell's write-down is a risk, not a crisis.** Shell's US\$400M write-down of PEL39 (January 2025) is a significant headline, but Galp Mopane (up to 10bn BOE) and TotalEnergies' December 2025 farm-in to operate Mopane at 40% mean the multi-FPSO scenario does not depend on Shell. The single-FPSO scenario (Venus alone) still delivers +5.8% GDP (+US\$648M/yr) in production. ([IJG, June 2025](#))

1. The Macro Baseline

1.1 GDP Trajectory

Namibia's economy entered 2026 in a weaker position than consensus had projected 12 months earlier. The Bank of Namibia's March/April 2026 Economic Outlook delivered a significant downward surprise: actual 2025 GDP growth of 1.7%, versus December 2025 forecasts of 3.0% and April 2025 forecasts of 3.8%. Forward projections were also revised sharply downward ([Bank of Namibia, March 2026](#)):

Year	Prior Forecast (Dec 2025)	Revised Forecast (Apr 2026)	Revision
2025	3.0%	1.7% (actual estimate)	-1.3pp
2026	3.8%	2.6%	-1.2pp
2027	4.3%	2.9%	-1.4pp

Revisions reflect weakness in metal ores production and continued contraction in diamond mining — sectors that have historically dominated Namibia's primary industry base. The oil/gas exploration contribution to "other mining" (classified as +12.0% in 2025P per the April 2025 BoN outlook) has been insufficient to offset these headwinds. Sherbourne's IPPR characterisation of Namibia as being "in cautious transition" remains apt ([IPPR, August 2025](#)).

Despite the headline growth miss, the IMF April 2025 article IV forecast — published before the downward revisions — projected GDP of 3.5% (2024), 3.8% (2025), and ~3.0% medium-term constrained by structural rigidities. The key IMF caution (as of June 2025) was that "no company has committed to investment given the complex physical characteristics of the explored oil fields" — a position that has since evolved given Venus FID progress and bp's April 2026 entry ([IMF, June 2025](#)).

1.2 Construction: The Standout Sector

Amid broad macro softness, construction is the economy's most dynamic sector by growth rate. The April 2025 BoN Economic Outlook projects:

Sector	2024 (actual)	2025P	2026P	2027P
Construction	+6.4%	+13.5%	+12.8%	+13.5%
Other Mining (incl. oil exploration)	+0.4%	+12.0%	+9.6%	+8.4%
Transport & Storage	+11.4%	+8.5%	+8.7%	+9.7%
Hotels & Restaurants	+3.7%	-2.7%	-2.8%	+3.4%
Real Estate Activities	+1.0%	+2.1%	+2.4%	+2.8%

In nominal terms, the construction sector is valued at N\$4.16bn (2025P), rising to N\$5.83bn by 2027 ([Bank of Namibia, April 2025](#)). The BoN March 2026 update confirmed construction as a primary growth driver for 2026–2027 alongside electricity/water, wholesale/retail, and financial services.

1.3 Oil Exploration Imports and External Balance

Oil exploration-related imports were equivalent to 9.1% of GDP in 2024, and the current account deficit stood at 15.3% of GDP for both 2023 and 2024. Excluding oil/gas exploration imports, the current account deficit would be 6.2% of GDP — illustrating how capital-intensive the pre-FID phase already is ([IMF, June 2025](#)).

The IMF projects the CA deficit to narrow gradually to ~11–13% as exploration activity continues, but notes that without firm investment decisions, Namibia's external position remains exposed. FDI outside oil/gas is on a "long-term decline" per the BoN/NIPDB's inaugural FDI report ([Remmert/Climate Strategies, October 2025](#)).

1.4 Private Sector Credit and Property

Private fixed investment fell slightly in 2024, after a strong 2023 driven by oil/gas exploration. Private non-mining investment declined to 6.3% of GDP — a structurally weak reading that underscores the challenge of non-resource-linked private sector development. Credit growth to businesses has risen since 2021 lows, but residential mortgages remain subdued. Bank Windhoek CFO Zenaune Kamberipa (March 2026) signalled the bank's forward intent: *"As demand rises for housing finance, commercial property loans and industrial funding linked to oil and gas activity, we remain committed to partnering with the coastal property sector"* (The Namibian, March 2026).

2. The Discovery Landscape and FID Status

2.1 Block-by-Block Summary

Block/PEL	Discovery	Operator	Key Partners	Status (April 2026)
PEL56 / 2913B	Venus	TotalEnergies 50.5% (operated)	QatarEnergy 30%, Impact 9.5%, Namcor 10%; Galp now holds 10% via Dec 2025 swap	FID 2026; first oil 2029; 150,000 bpd; 750M BOE; 40 subsea wells; FPSO at 3,000m depth
PEL91/ 2912	Nara/Mangetti/Tamboti/Marula	TotalEnergies 50.5%	QatarEnergy 30%, Impact ~0.1%, Namcor 10%; Galp now holds 9.4% via Dec 2025 swap	Ongoing appraisal; feeds multi-well Venus complex
PEL83 / 2813A	Mopane	TotalEnergies 40% (operated post-Dec 2025)	Galp 40%, Custos Energy 10%, Namcor 10%	Up to 10bn BOE; TotalEnergies became operator Dec 2025; accelerated appraisal underway
PEL39 / 2913A+2914B	Graff / Jonker / Lesedi / Enigma	Shell 45%	QatarEnergy 45%, Namcor 10%	US\$400M write-down (Jan 2025); commercially unviable currently; continuing exploration
PEL85 / 2914A	Sagittarius / Volans	Rhino Resources 42.5%	Azule Energy 42.5%, Korres 5%, Namcor 10%	Volans-1X (Oct 2025): 26m net pay gas condensate— significant discovery
PEL90 / 2813B	Kapana-1X	Chevron 80%	Trago Energy 10%, Namcor 10%	No commercial hydrocarbons (Jan 2025); further exploration to continue
PL003 / 2814	Kudu Gas	BW Kudu Ltd 95%	Namcor 5% (+5% back- in)	1.3 tcf gas; FID postponed again; field development plan Q2 2025
Walvis Basin (new)	TBD	bp 60% (operated)	TBD	bp entered April 2026; 60% operating stake; exploration phase

Sources: IJG, June 2025; IPPR QER Q4 2025; African Energy Chamber, April 2026

2.2 TotalEnergies Venus — The Anchor Project

TotalEnergies CEO Patrick Pouyanné visited President Nandi-Ndaitwah on 25 April 2025, confirming development plans. Venus targets:

- 750 million barrels recoverable (Pouyanné's own figure; Wood Mackenzie estimates ~9bn BOE total across all Orange Basin blocks)
- 150,000 bpd peak production (down from original 160,000 bpd target)
- 40 subsea wells tied back to an FPSO vessel at 3,000m water depth
- 2 Dynamically Positioned Shuttle Tankers (DPSTs)
- FID: 2026 (pushed from end-2025 per 5 February 2025 earnings call)
- First oil: 2029 or 2030

On refinery: Pouyanné said a Namibia export refinery is "complex" given competition from large refineries in China, India, and Saudi Arabia — but assured Namibia access to affordable fuel ([IJG, June 2025](#)).

2.3 Galp Mopane — The Multi-FPSO Multiplier

The December 2025 TotalEnergies-Galp asset swap is the most significant recent development. TotalEnergies now operates Mopane (PEL83) at a 40% stake, while Galp received 10% in PEL56 (Venus) and 94% in PEL91. Mopane holds up to 10 billion barrels of oil equivalent across five wells drilled through January 2025 — the single largest discovery in sub-Saharan Africa in recent decades. Galp CEO Maria João Carioca stated in January 2025 that the field was not large enough for Galp to hold 80% alone, driving the partner search ([IJG, June 2025](#)).

2.4 Shell — Manage as a Risk, Not a Crisis

Shell's US\$400M write-down of PEL39 resources as "commercially unviable" (January 2025) is a real signal of technical difficulty (the gas-oil mix and 3,000m depth challenge economics). Shell's own statement noted "there remain opportunities" and it is "continuing to explore potential commercial pathways." However, KDD Capital's investment thesis should not rely on Shell proceeding — the multi-FPSO scenario is achievable with TotalEnergies (Venus + Mopane) plus Rhino Resources/Azule (PEL85) and potential Galp continuation ([IJG, June 2025](#)).

2.5 NDP6 vs IBS Reality

The Sixth National Development Plan (NDP6) targets 411,000 BOE/day and 22,800 jobs by 2030 — targets that almost certainly cannot be achieved on current timelines. The Deloitte IBS projects only 600 direct jobs per FPSO production phase ([Deloitte IBS, 2024](#)). Main government revenues will only materialise "well after 2035" per Remmert/Climate Strategies — after both the investment recoupment period (typically 5–10 years post-FID) and revenue-sharing mechanisms kick in ([Remmert, October 2025](#)).

3. Port Infrastructure — The Critical Variable

3.1 Walvis Bay Infrastructure Roadmap

Phase	Option	Timeline	Cost	Land / Berth	Depth	Notes
Short term	South Port — existing berths 7/8/9 (common user)	Now → 2027/28	Minimal capex	Berth 9 modification underway	11m below CD (10.5m max draught)	Serves exploration/appraisal + first 1-2 years Venus development. Heavy lift capacity. Size supplemented with in-town land.

Phase	Option	Timeline	Cost	Land / Berth	Depth	Notes
Medium term	South Port optimization	2026–2030	TBD	More common-user capacity	11m	Overflow role for Venus development phase
Long term	North Port DBOOT Greenfields supply base	2027+ (design/tender); ~2030–2032 construction	Private sector DBOOT	100 ha reclaimed land; 1,200m+ berth	–16m CD	Completely new; private sector Design Build Own Operate Transfer concession; serves 10× exploration phase capacity for development/production phases
Existing	North Port Liquid Bulk Terminal	Commissioned 2020	MME project	2 × 90,000 DWT jetties	–16m CD	10 MTPA liquids capacity; LPG concession April 2022; ammonia terminals at 3 developers (feasibility stage)
Long term	Ship Repair / Graving Dock	2024+ (land awarded)	TBD	North Port	TBD	Large graving dock land awarded 2024; Phase 4 of North Port master plan
Future	MSC Transshipment Hub expansion	Jan 2025 designation	—	North Port	–16m	MSC named Walvis Bay as its Southern Africa West Coast transshipment hub

Sources: [Namport O&G Supply Bases V1, October 2025](#); [Namport EIF Presentation, October 2024](#)

Key additional facts — Walvis Bay:

- Total port area: 1,500 ha (North Port 1,335 ha alone)
- 350 ha minimum zoned for green hydrogen at North Port; 100 ha already allocated
- Waterfront/Marina: 8 ha leased for development (hotels, offices, EOI 2022)
- Ship repair: Syncrolift (2,000T) + Namdock (15,000T)
- AGL (Africa Global Logistics) has already invested nearly N\$800M in Walvis Bay terminal capacity as of April 2026 — the largest private logistics commitment to date ([African Energy Chamber, April 2026](#))
- Channel deepened to 16.5m in mid-2025 (from 14m) ([Observer24, April 2026](#))

3.2 Lüderitz Infrastructure Roadmap

Phase	Option	Timeline	Cost	Land / Berth	Depth	Notes
Short term	Robert Harbour — existing leased sites	Now → 2027	Minimal	8,700m ² leased + 7,000m ² earmarked + 14,000m ² outside port = ~3 ha total	3–8.65m	2-year solution only; already at 95% berth occupancy
Medium term	Robert Harbour Expansion (Phase 1)	EPC Tender 2026; First section commissioned 2027; Final section 2028/9	N\$4bn	500m new quay wall; 7–14 ha land reclamation; 300m ring-fenced for O&G	9m depth	EIA underway; funding secured; FEED underway. Cannot support SURF activities (depth insufficient — SPS and drilling only). 3 bulk cement plants under construction adjacent.
Long term	Lüderitz Bay DBOOT	TBD — studied vs Robert Harbour expansion	TBD	>30 ha reclaimed; private sector DBOOT	>14m	Pure O&G supply base; joint with Namport; less environmental/social impact; studied but not yet committed

Phase	Option	Timeline	Cost	Land / Berth	Depth	Notes
Long term	Angra Point	First ammonia berth 2028	NS2bn Phase 1	886 ha total	16m possible	Primarily green hydrogen/ammonia (Hyphen preferred bidder); separate from O&G supply base

Sources: [Namport O&G Supply Bases V1, October 2025](#); [Namport EIF Presentation, October 2024](#)

Critical constraint: Lüderitz town capacity. The Namport document explicitly states the "entire town needs expansion to double current scale" in parallel with port development. This is a structural accommodation and industrial real estate deficit that represents the core investment opportunity for KDD Capital. The town is physically constrained — built on rock and surrounded by topographic barriers — meaning greenfield or brownfield expansion must be carefully planned ([Namport, October 2025](#)).

Critical constraint: SURF limitation. Robert Harbour's 9m depth (post-expansion) cannot support SURF (Subsea Umbilicals, Risers, and Flowlines) installation activities. SURF requires deeper-draught vessels (typically 12m+). This means the most technically demanding phase of deepwater development will require either the Lüderitz Bay DBOOT (>14m) or Walvis Bay North Port (-16m). This is a material bottleneck that could redirect significant activity toward Walvis Bay if Lüderitz Bay DBOOT is not progressed ([Namport, October 2025](#)).

3.3 The 10× Demand Inflection

The most important single data point for property investment timing is this: the TotalEnergies development/construction phase commences 2027 and requires approximately 10× the port capacity currently consumed in the exploration/appraisal phase ([Namport, October 2025](#)). The exploration phase is easily accommodated by existing South Port berths. The development phase demands greenfields supply base capacity, new industrial yards, new accommodation, new logistics hubs, and contractor villages — all of which require 2–4 year lead times to develop.

The implication for KDD Capital is a 2025–2026 commitment window for any property investment intended to be operational in 2027–2028, when contractor and logistics demand peaks.

4. Demand Signals — Real-Time Evidence

4.1 Accommodation / Hospitality

National and regional occupancy data ([Simonis Storm, March 2026](#); [Simonis Storm, September 2025](#)):

Period	National Occupancy	Coastal Region Occupancy	Notes
August 2025	67.55%	N/A	Highest since pre-pandemic; YTD average 50.07% vs 2019 pre-pandemic 48.93%
February 2026	32.39%	42.22%	February is off-peak; YoY national +1.16pp; rooms sold +31% YoY (20,381 vs 15,546)
Forward bookings	—	Declining across all regions	"Silent demand cliff" — structural softness beyond seasonal pattern

Oil and gas demand signal: Simonis Storm explicitly notes that the Coastal Region's relatively strong performance "continues to benefit from business travel linked to oil and gas activities in the Walvis Bay and Arandis corridor" ([Simonis Storm, March 2026](#)).

Structural concern: Forward booking weakness and declining DACH (Austria/Germany/Switzerland) market share (38.83% → 34.76% YoY) signals that leisure tourism-based accommodation cannot alone sustain

occupancy. Business/contractor accommodation — characterised by longer stays, guaranteed occupancy, and cost-insensitive clients — fills this structural gap. Extended-stay contractor product, not hotel-style leisure accommodation, is the investment thesis.

Shell-FlyNamibia flights: The launch of FlyNamibia scheduled services between Windhoek Eros Airport and Lüderitz (2–22 April 2026), in partnership with Shell Namibia Upstream BV., is the most visceral real-time demand signal in this dataset. FlyNamibia CEO Nerine Uys: *"FlyNamibia is proud to partner with Shell to deliver reliable connectivity to Lüderitz at a time when accessibility is critical for both the local community and the many professionals travelling to the region."* Shell-subsidised air connectivity to a town with a population of ~12,000 is an unambiguous signal of intensifying offshore activity ([Observer24, April 2026](#)).

Bank Windhoek (March 2026): CFO Zenaune Kamberipa directly cited rising demand for housing finance, commercial property loans, and industrial funding linked to oil and gas activity, committing the bank to "partner with the coastal property sector." The coast accounts for approximately one fifth of Namibia's housing transactions ([The Namibian, March 2026](#)).

4.2 Industrial / Logistics / Port

Signal	Date	Details
Baker Hughes drilling-fluids base	2025/26	First such facility in Namibia, established at Walvis Bay — anchor O&G supply chain investment
AGL NS\$800M investment	By April 2026	Africa Global Logistics invested nearly NS\$800M in Walvis Bay terminal capacity; training facilities for logistics/marine skills
3 bulk cement plants	Under construction (2025/26)	Located in Lüderitz; purpose-built to support drilling campaigns
Flex Commodities bunkering	2025/26	Launching bunkering services at both Walvis Bay and Lüderitz to capture Red Sea diversion traffic
MSC transshipment hub	January 2025	Mediterranean Shipping Company designated Walvis Bay as its Southern Africa West Coast transshipment hub
Walvis Bay channel deepening	Mid-2025	14m → 16.5m — critical for larger vessels serving O&G development
North Port SADC energy cluster	Ongoing	Namport has reserved North Port land for energy/industrial cluster to serve Zambia, Botswana, and wider SADC
New refinery near Walvis Bay	Announced 2026	Plans under discussion; TotalEnergies CEO expressed scepticism on economics

Sources: [African Energy Chamber, March & April 2026](#); [Observer24, April 2026](#)

South Africa bunkering decline as Namibia opportunity: South Africa's bunkering volumes fell from ~130,000 tonnes/month (2023) to ~80,000 tonnes (2024) — a 38% decline. Namibia's deepened Walvis Bay channel and dedicated bunkering investment directly captures this market share shift ([Observer24, April 2026](#)).

4.3 Construction and Building Permits

BoN sectoral forecasts (highest-growth sector):

- Construction: +13.5% (2025P), +12.8% (2026P), +13.5% (2027P) ([Bank of Namibia, April 2025](#))

IJG Building Plans data (trailing 12 months to March 2025):

- 1,941 building plans approved (trailing 12m): +4.6% volume YoY
- N\$2.22bn total value: +21.3% value YoY — highest cumulative value since 2018 in nominal terms

- Commercial/industrial: N\$161.2M (March 2025) vs N\$4.0M a year prior — a 40× surge indicating significant speculative and committed industrial/commercial construction

Swakopmund building approvals (March 2026): Rising approvals; approximately 9 out of 10 remain residential, reflecting the lifestyle migration and coastal living demand. Supply constraints are already pushing rents upward ([The Namibian, March 2026](#)).

5. Local Content and Supply Chain Readiness (Deloitte IBS)

The Deloitte Industrial Baseline Survey (commissioned by TotalEnergies + Shell; endorsed by Ministry of Industrialisation, Mines and Energy, Namcor, and Petrofund) is the most comprehensive supply chain diagnostic available. It surveyed 254 suppliers, conducted 45 site visits and 33 stakeholder interviews, and identified 437 stakeholders across the Namibian supply chain ecosystem ([Deloitte IBS, 2024](#)).

5.1 Supply Chain Classification and Real Estate Implications

Category	Supply Chain	KDD Capital Relevance
Quick Win (minimal gaps)	Hotels/temporary living facilities	Direct accommodation demand
Quick Win	General waste management	Industrial services demand
Quick Win	Road transportation (goods + people)	Logistics/transport demand
Quick Win	ICT services, medical services	Ancillary demand
Quick Win	Fuel wholesale, cement	Industrial/logistics demand
Develop Short-Term	Warehousing & stock management	Direct industrial property demand
Develop Short-Term	Food supply / catering	Contractor accommodation demand
Develop Medium-Term	Civil construction, onshore base operations	Industrial yard demand
Develop Medium-Term	Catering services	Contractor village demand
Long Term / Transformative	Drilling services, engineering, offshore vessels	Long-horizon industrial demand
Opportunistic	Facility management, hazardous waste, aircraft services	Industrial property — HAZMAT storage

Key investor insight: Both hotels/temporary living facilities AND warehousing are rated as "high benefit" across multiple IBS categories — uniquely, they appear as both quick-wins (minimal gaps, can be competed for immediately) AND as medium-term high-benefit developments. This dual classification means:

1. Early movers can capture immediate exploration-phase demand (now)
2. Scale-up investment is validated for the larger development-phase demand (2027–2029)

5.2 Economic Impact Model — FPSO Scenarios

Scenario	Phase	Duration	GDP Impact	GDP Value	Total Jobs	Direct	Indirect	Induced	Primary Job Multiplier Sectors
1 FPSO	Construction	6–8 yrs	+1% GDP	+US\$113M/yr	5,000	500	2,000	2,500	Transport (+953), Wholesale/retail (+598), Private household services (+595)

Scenario	Phase	Duration	GDP Impact	GDP Value	Total Jobs	Direct	Indirect	Induced	Primary Job Multiplier Sectors
1 FPSO	Production	20–25 yrs	+5.8% GDP	+US\$648M/yr	7,000	600	600	5,800	Private household services (+1,707), Wholesale/retail (+1,671), Transport (+880)
4 FPSOs	Construction	6–8 yrs	+4% GDP	+US\$452M/yr	18,900	1,890	7,560	9,450	As above, multiplied
4 FPSOs	Production	20–25 yrs	+21.3% GDP	+US\$2,593M/yr	26,460	2,268	2,268	21,924	Private household services, Wholesale/retail, Transport

Baseline Namibian GDP (2022): US\$12.9bn. Source: [Deloitte IBS, 2024](#)

The 600 direct jobs constraint is critical for investment sizing. Only 600 direct oil workers per FPSO production phase — meaning the majority of economic demand comes through the induced channel (household spending, services, accommodation, retail) rather than direct employment. This is the mechanism through which property investment captures value: workers (particularly induced workers in transport, household services, and retail) need housing, food, and accommodation.

5.3 Workforce Readiness and Training Demand

Category	High Local Supply	Medium/Low Supply	No Local Supply
O&G Specific (skilled)	—	—	Petroleum engineering, diving, pipefitting, O&G-specific welding
Engineering (skilled)	—	Civil/electrical/mechanical (exist but need O&G upskilling)	—
Semi-skilled	Bricklaying, carpentry, electrical technician, plumbing, forklift, TLB	Civil construction management, logistics management	—
Business services	Accounting, HR, marketing, real estate	—	—

The workforce gap in petroleum-specific roles means Namibia will need to import significant numbers of highly specialised workers — a key driver of accommodation demand. The HSSE gap (only 14% of local suppliers do annual HSSE reporting) represents both an investment risk and an opportunity for investors who can provide compliant, safe, industrial-standard facilities ([Deloitte IBS, 2024](#)).

6. Policy and Governance Landscape

6.1 Structural Changes Under New Presidency

President Netumbo Nandi-Ndaitwah (took office late 2024) has made three consequential structural moves:

1. **March 2025:** Oil/gas management moved to the Office of the Presidency (higher priority signal)
2. **May 2025:** Upstream Petroleum Unit (UPU) established with N\$50M budget, staffed by Kornelia Shilunga (Director) and Carlo Lord Muhamed McLeod (Deputy Director) — both with deep Namibian petroleum sector experience

3. The UPU is tasked with reviewing the petroleum regulatory framework and proposing governance policies — a potentially significant determinant of investor-friendliness

Sources: [IJG, June 2025](#); [IPPR QER Q4 2025](#)

6.2 SWAPO SMIP Commitments — Delivery Scorecard

The SWAPO Manifesto Implementation Plan (SMIP, published February 2025) made specific oil/gas commitments with target dates. Performance against these targets is poor:

SMIP Commitment	Target Date	Status (as of April 2026)
Enact Local Content Act and Regulations	September 2025	Missed — consultation began September 2025; not enacted by end-2025; legislation tabled December 2025
Establish O&G Logistics and Supply Base (PPP)	Skills Development Strategy: 30 Nov 2025	Partially underway — Namport N\$4bn expansion funded and underway
Fully functional Petroleum Regulatory Agency	Regulator by April 2025	Missed
Increase capacity at Port of Walvis Bay	—	Progressing — channel deepened, AGL investment
Increase capacity at Port of Lüderitz	—	Progressing — N\$4bn expansion FEED underway
Cabinet approval of gas masterplan	20 Nov 2025	Unknown status
Maintain $\geq 30\%$ carried state interest	—	Policy active

Only 2 of 6 Bills before Parliament were passed in all of 2025 — a historic legislative low ([IPPR QER Q4 2025](#)).

6.3 Tax Regime (Upstream Petroleum)

The tax regime is defined but complex ([IJG, June 2025](#)):

Tax/Levy	Rate	Trigger
Petroleum Income Tax (PIT)	35% of taxable income (per licence area)	From taxable income
Royalty	5% of gross revenue	At First Oil
Export Levy	1.5% of FOB value of gross exports	At First Oil
Additional Profit Tax (APT)	25% (tier 1); tiers 2 and 3 negotiable	If inflation-adjusted after-tax returns $>15\%$, 20% , or 25%
Withholding Tax (non-resident services)	10% on gross fees	When paid
Dividends from oil/gas mining	Exempt from WHT/NRST	—

Former Finance Minister Iipumbu Shiimi (May 2025) argued the government should retain at least 70% of the oil/gas "cake" — a maximalist position that, if enacted, would significantly harm investment attractiveness. The $\geq 30\%$ carried state interest already imposes a significant capital burden on commercial partners.

6.4 Sovereign Wealth Fund Status

The Welwitschia Sovereign Wealth Fund has grown to N\$453M (by January 2025, per State of the Nation speech). It has two funds (Stabilisation Fund + Intergenerational Savings Account). Enabling legislation has been drafted but not passed by Parliament. The IMF explicitly recommends a strong governance framework be established and the fund integrated into the budget framework ([IMF, June 2025](#)).

7. Risks and Scenarios

Risk	Probability	Impact on KDD Capital	Mitigation
Venus FID delayed beyond 2026	Medium — technical complexity at 3,000m unprecedented; gas-oil mix constrains refinery economics	High — delays the development phase demand spike (accommodation, industrial) by 1–2 years	Monitor TotalEnergies quarterly earnings; FID confirmed in writing before committing to development-scale projects in Lüderitz
Shell exits Namibia entirely	Medium-High — write-down signals commercial difficulty; "exploring pathways" is non-committal language	Low-Medium — Venus (TotalEnergies) + Mopane (TotalEnergies/Galp) + Rhino (PEL85) provide multi-FPSO scenario without Shell	Price Shell exit as base case; size initial investments around 1-FPSO scenario
Lüderitz captures most supply base demand, leaving Walvis Bay as overflow	High — Lüderitz is explicitly designated as dedicated O&G supply base; closer to Orange Basin	Medium — validates Lüderitz investment; requires Walvis Bay to compete on logistics/transshipment/industrial cluster rather than O&G base operations	KDD Capital already has coastal holdings — position in both markets; Walvis Bay has stronger macro diversification (MSC hub, green hydrogen, bunkering)
FIFO village model (fly-in fly-out) displaces hotel demand	Medium — operators may prefer to house workers in purpose-built camps	Medium — reduces hotel occupancy but creates demand for compliant FIFO village development	Focus on extended-stay contractor product (dormitory/camp style, HSSE-compliant) rather than traditional hotel inventory
Local Content Act enacted with onerous requirements	Medium — policy consultation ongoing; Shiimi's 70% government share maximalism is a risk	Medium — could increase costs for foreign subcontractors and reduce investment velocity	Focus on locally-owned/controlled structures; engage directly with Ministry of Industrialisation on Local Content Policy development
Lüderitz town infrastructure fails to scale in time	High (near-term) — town at physical capacity; water, sewage, power, roads all need investment	High — accommodation demand cannot be captured if service infrastructure doesn't scale	Phase investments with port milestones; lobby for SMIP-committed infrastructure delivery; ensure utility connections secured pre-construction
Global oil price shock / demand destruction	Low-Medium — energy transition risk is real but 2029–2040 production window is within a period of continued oil consumption	High — Venus economics depend on sustained oil price above break-even	Long-term contracted accommodation/logistics deals reduce price sensitivity; focus on infrastructure rather than production-linked revenue
Robert Harbour SURF limitation forces major activity to Walvis Bay	Likely — Robert Harbour cannot support SURF; Lüderitz Bay DBOOT is studied but not committed	Medium-Positive — Walvis Bay North Port captures SURF-related activity	Invest in both locations; Walvis Bay North Port DBOOT position is strategically valuable

Sources: [IJG, June 2025](#); [Nampont, October 2025](#); [World Oil / Alweendo, October 2025](#)

8. Source Inventory Summary

ID	Title	Tier	Author/Institution	Date	Priority
1	IJG Oil & Gas Update — Changing the Game But When?	1	Robin Sherbourne / IJG	2025-06	10
2	State of the Namibian Economy 2025	1	IPPR	2025-08	9
3	Namibia QER Q1 2025	1	IPPR	2025-05	8
4	Namibia QER Q2 2025	1	IPPR	2025-07	8
5	Namibia QER Q4 2025	1	IPPR	2026-03	9
6	State of the Namibian Economy 2024	1	IPPR	2024-08	7
7	Oil in Namibia: Economic Opportunity or Overstated Potential?	1	Remmert / Climate Strategies	2025-10	8
8	Hospitality Statistics — February 2026	1	Simonis Storm	2026-03	9
9	Hospitality Statistics — August 2025	1	Simonis Storm	2025-09	8
10	Local Ports Gain Edge Amid Shipping Disruptions	1	Simonis Storm / Observer	2026-04	8
11	IJG Building Plans — December 2025	1	IJG	2026-01	7
12	IJG Building Plans — October 2025	1	IJG	2025-11	6
13	IJG Building Plans — September 2025	1	IJG	2025-10	6
14	BoN Economic Outlook — April 2025	2	Bank of Namibia	2025-04	9
15	BoN Economic Outlook — March/April 2026	2	Bank of Namibia	2026-04	10
16	BoN 23rd Annual Symposium	2	Bank of Namibia	2022-11	6
17	Deloitte Industrial Baseline Survey (IBS)	2	Deloitte / TotalEnergies / Shell	2024-07	10
18	Namport O&G Supply Bases — V1	2	Namport	2025-10	10
19	Namport EIF Infrastructure Presentation	2	Namport	2024-10	9
20	Namibia Moves to Close Logistics Gap Before First Oil	3	African Energy Chamber	2026-03	8
21	Namibia Aligns Infrastructure with Offshore Oil Projects	3	African Energy Chamber	2026-04	9
22	Orange Basin at a Crossroads	3	Tom Alweendo / World Oil	2025-10	7
23	Oil Could Reshape Coastal Housing Dynamics	3	The Namibian	2026-03	8
24	FlyNamibia/Shell Lüderitz Flights	3	Observer24 / FlyNamibia	2026-04	7
25	IMF Article IV 2025	2	IMF	2025-06	9

ID	Title	Tier	Author/Institution	Date	Priority
26	NOGC 2024 Report	3	EAN	2025-05	6
27	NIEC 8th Edition 2026	3	RichAfrica / AEC	2026-04	7
28	Deloitte IBS Conference Presentation	2	Deloitte	2024-01	8
29	NCCI IBS Feedback Session	3	New Era Live	2024-01	6
30	BoN 23rd Symposium Full Presentation	2	Bank of Namibia	2022-11	5

9. Data Gaps Still Requiring Primary Research

The following gaps represent the most material unknowns for KDD Capital's underwriting decisions — ranked by urgency:

Priority	Gap	Why It Matters	Recommended Next Step
Critical	Namport land-release timeline and concession process for North Port DBOOT (Walvis Bay)	NS\$800M AGL investment shows private appetite; DBOOT concession terms determine whether KDD Capital can access industrial land in North Port	Direct engagement with Namport CEO/Commercial Director; FOI on North Port DBOOT tender timeline
Critical	Lüderitz Bay DBOOT vs Robert Harbour Expansion decision — formal status	If Lüderitz Bay DBOOT proceeds, it changes the geometry of all accommodation and industrial property demand in Lüderitz	Meeting with Namport and Ministry of Works; track EIA completion date
Critical	Named-asset accommodation inventory in Walvis Bay and Lüderitz — room count, quality band, long-stay suitability	TAM calculation from v2.1(1,400–2,400 rooms) requires ground-truthing against existing supply	Physical survey; direct contact with Erongo Tourism Board; review Town Council records
High	Which specific subcontractors and IOC vendors have committed to Walvis Bay vs Lüderitz premises vs South Africa fly-in operations	Understanding FIFO-vs-local balance determines accommodation demand; corporate office and yard demand	Attendee research at NIEC 2026 (April 14–16 2026); direct outreach to Baker Hughes, AGL, SLB, Halliburton Namibia entities
High	Industrial vacancy and hardstand quality audit for Walvis Bay/Swakopmund	Current supply shortfall (or surplus) determines urgency and pricing power	Engage Jones Lang LaSalle, Knight Frank, or local commercial brokers (e.g., Agra, FNB Valuations)
High	Local Content Policy final form and enforcement mechanism	If enacted with strong local ownership requirements, it creates both constraints (foreign investor structure) and opportunities (local property developer preferred)	Monitor Petroleum Exploration and Production Amendment Bill (tabled December 2025); direct engagement with Ministry of Industrialisation
Medium	Verified corporate accommodation demand — which IOCs/Tier 1 contractors have issued RFPs for long-stay accommodation	Converts the accommodation TAM from theoretical to booked	Track procurement portals; relationships with TotalEnergies Namibia country team
Medium	Utility infrastructure (water, power, sewage) capacity in Lüderitz — committed expansion plan and timeline	No industrial property is viable without utility connectivity	Engage NamPower, NamWater, Lüderitz Town Council
Medium	Walvis Bay Waterfront/Marina Hotel EOI — status and competing bidders	Marina plots are available for hotel/office development; understanding competing bids determines entry strategy	Direct contact with Namport Commercial/Real Estate unit

Priority	Gap	Why It Matters	Recommended Next Step
Lower	Kudu Gas (BW Energy) FID timeline update	Kudu could generate independent gas-linked industrial demand in the region	Monitor BW Energy ASX/TSX filings

10. LLM Ingestion Checklist

This section provides a structured protocol for feeding the source material into an LLM database for ongoing monitoring and analysis by KDD Capital's research function.

10.1 PDFs to Download Directly (Highest Priority)

#	Document	URL	File Format
1	IJG Oil & Gas Update June 2025	https://economy.com.na/wp-content/uploads/IJG-Oil-and-Gas-Update-Jun-2025.pdf	PDF
2	Deloitte IBS Full Report	https://cdn.asp.events/CLIENT_GEP_Even_167A59CF_99D9_1363_5D410151722916AC/sites/namibia-national-oil-and-/media/IBS-Report-Melanie-Harrison-Country-Leader-Deloitte.pdf	PDF
3	Namport O&G Supply Bases V1	https://www.namport.com.na/files/procurement/87c_NAMPORT OIL AND GAS SUPPLY BASES - 6 OCT 2025 - V1.pdf	PDF
4	Namport EIF Infrastructure Presentation	https://www.eif.org.na/uploads/files/NAMPORT Infrastructure - Port of Walvis Bay and Port of Luderitz.pdf	PDF
5	IMF Article IV 2025	https://www.imf.org/-/media/files/publications/cr/2025/english/1namea2025001-print-pdf.pdf	PDF
6	Remmert / Climate Strategies (IPPR)	https://ippr.org.na/wp-content/uploads/2025/10/PPFF-2.0-Case-Study-Namibia-FINAL_compressed-1.pdf	PDF
7	IPPR QER Q4 2025	https://ippr.org.na/wp-content/uploads/2026/03/Namibia-QER-2025-Q4-.pdf	PDF
8	IPPR QER Q1 2025	https://ippr.org.na/wp-content/uploads/2025/05/Namibia-QER-2025-Q1.pdf	PDF
9	IPPR QER Q2 2025	https://ippr.org.na/wp-content/uploads/2025/07/Namibia-QER-2025-Q2-final.pdf	PDF
10	BoN Economic Outlook April 2025	https://www.bon.com.na/CMSTemplates/Bon/Files/bon.com.na/2a/2a7b39fd-bf38-4c56-b66c-20dd10e4241f.pdf	PDF
11	IPPR SONE 2024	https://ippr.org.na/wp-content/uploads/2024/08/State-of-the-Namibian-Economy-2024.pdf	PDF
12	Deloitte IBS NOGC Presentation	https://cdn.asp.events/CLIENT_GEP_Even_167A59CF_99D9_1363_5D410151722916AC/sites/namibia-national-oil-and-/media/presentations-2024/Deloitte-IBS-presentation-fro-NOGC.pdf	PDF
13	EAN NOGC 2024 Report	https://ean.org.na/download/namibia-oil-gas-conference-2024/	PDF (80MB)

10.2 Pages to Fetch as HTML/Metadata

#	Document	URL	Refresh Frequency
1	Simonis Storm Hospitality Feb 2026	https://nambusinesssexpress.com/?p=13361	Monthly (update to March 2026 when published)
2	AEC Logistics Gap article	https://energychamber.org/namibia-moves-to-close-logistics-gap-before-first-oil/	On-demand
3	AEC Infrastructure article	https://energychamber.org/namibia-aligns-infrastructure-with-offshore-oil-projects/	On-demand

#	Document	URL	Refresh Frequency
4	BoN Economic Outlook March 2026	https://www.bon.com.na/getattachment/be9ec790-f72a-41a4-9993-a45e5457776e/.aspx	Quarterly (next: July 2026)
5	The Namibian — Coastal Housing	https://www.namibian.com.na/oil-could-reshape-coastal-housing-dynamics/	On-demand
6	Observer24 — Port article	https://www.observer24.com.na/local-ports-gain-edge-amid-shipping-disruptions/	On-demand
7	NIEC 2026	https://www.nieconference.com	Post-conference (after April 16 2026)
8	IPPR SONE 2025 publication page	https://ippr.org.na/publication/state-of-the-namibian-economy-2025/	On-demand

10.3 Tagging Instructions for Database Ingestion

Each document should be tagged with the following metadata fields before ingestion:

- **Source_Type:** {official_government | central_bank | multilateral | commercial_research | industry_body | news | conference | port_authority}
- **Geographic_Scope:** {national | walvis_bay | swakopmund | luderitz | coastal_corridor | orange_basin | erongo}
- **Investment_Theme:** {industrial_land | warehousing | hazmat | accommodation_hotel | accommodation_contractor | logistics | port | construction | macro | policy | labour | supply_chain}
- **Time_Sensitivity:** {real_time | quarterly | annual | strategic}
- **Data_Type:** {quantitative_primary | quantitative_derived | qualitative_expert | announcement | survey}
- **FID_Relevance:** {pre_FID | post_FID | general}

10.4 Trust Hierarchy for Source Weighting

When sources conflict, apply the following weighting:

Tier	Source Type	Examples	Weight
1A	Official port authority plans	Namport O&G Supply Bases V1	Highest
1B	Central bank official data	BoN Economic Outlook	Highest
1C	Multilateral official data	IMF Article IV	Highest
2A	Commissioned industry surveys	Deloitte IBS	High
2B	Academic/think-tank primary research	IPPR QERs, IPPR SONE	High
3A	Commercial securities research	IJG Oil & Gas Update, Simonis Storm	Medium-High
3B	Industry chamber analysis	AEC articles	Medium
4A	Quality journalism (primary sourcing)	The Namibian	Medium
4B	Conference proceedings	NIEC, NOGC	Medium-Low
5A	Social media / corporate announcements	FlyNamibia/Shell flights	Low (demand signal only)

Specific conflict rules:

- On GDP data: BoN > IMF > IPPR (BoN is the national publisher; IPPR cites BoN; IMF may use different methodologies)
- On port infrastructure: Namport > AEC > any third-party commentary

- On supply chain readiness: Deloitte IBS > all commentary
- On oil block status: IJG Sherbourne compilation is the most comprehensive single source; cross-check against TotalEnergies/Galp/Shell company filings for the most recent quarter

Report compiled April 2026 for KDD Capital (david@kdd.capital) by Computer research agent. All source URLs verified at time of compilation. Next recommended update: following Venus FID confirmation (expected Q3/Q4 2026) and BoN July 2026 Economic Outlook.