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MESSAGE FROM THE MINISTER

The Government of the Republic of Namibia has an overriding objective to grow the national economy, so that our citizens can enjoy greater prosperity, security and opportunity. Achieving this objective requires comprehensive and high quality statistics to support decision-making and to monitor outcomes over time. To do this we need to ensure that the right statistics are available, and that they are used in decision-making processes by central and local government, the private sector and non-governmental organisations. It is only in this way that the National Statistics System will be able to provide value for money.

Reliable and timely statistics are key to effective policy-making. The statistics are essential to create an objective image of the economic and social conditions of the country, facilitate comparisons with the past, set benchmarks for the future and allow international comparisons. Statistics play a key role in monitoring the economic and social progress of our country, and inform government in making the necessary adjustments for achieving Namibia’s development objectives and targets. In 2011, the Government of the Republic of Namibia recognized the need for the systematic collection of administrative, enterprise and household data for the purposes of macroeconomic and sectoral monitoring, management and planning of the Namibian economy. This recognition led to the creation of the Namibia Statistics Agency an autonomous government agency (set up through the promulgation of the Statistics Act, No. 9 of 2011), that is equipped with the necessary resources and capacity to respond to increasing the demand for timely and reliable statistics.

The Agency is responsible for coordinating the National Statistical System (NSS), and strives to ensure the coherence, comparability and quality of all national statistics.

It is our vision to make the statistical system of Namibia function and render statistical services on par with developed statistical systems in the world, and to become one of the beacons of light in promoting the African statistical agenda.

The provision of timely and reliable statistical information, for the purpose of monitoring, planning and informed policy-making by the government, business community and international agencies, is therefore our prime objective.

Since its inception in 2011, the NSA has been providing important insights into the state of our society and economy through the regular release of statistical abstracts and analytical reports. We are proud to highlight that the Agency regularly releases the monthly consumer price index, monthly sectoral statistics on priority sectors such as agriculture, transport and tourism, the quarterly Gross Domestic Product, as well the Annual Labour Force Survey. The data and information contained in these documents can be used to improve the livelihoods of our people. The NSA has also produced important analytical reports on demographic trends, including population projections; and has started to enhance the quality of its statistical products by integrating spatial components in statistical collection and analysis.

The Agency’s efforts to coordinate the National Statistics System (NSS), which is a crucial component of its mandate, are to be applauded. The NSA, in collaboration with key line ministries and agencies such as the Ministry of Home Affairs and Immigration, the Ministry of Health and Social Services, and the Ministry of Justice, has embarked on a national project that aims to strengthen the civil registration system in order to tap into administrative records and ensure timely production of vital statistics.

Our Government is committed to ensure that the facilities, methods of collection, analysis and the implementation of data conform to international quality standards. In this regard, a number of statistical policies and standards were gazetted, including the Code of Practice and Ethics for Statistics Producers, the Data Quality Assessment Framework and the National Spatial Data Infrastructure Policy. The purpose of these policies and standards is to improve the quality of statistics and gain the confidence of statistics users in the data produced.

The Data Quality Assessment Framework (DQAF) assesses the quality of the statistics that are produced by different producers, and ensures that the required criteria that are set in the Statistics Act are met. This important framework also ensures that our statistics comply with the United Nations Fundamental Principles of Official Statistics, quality standards in the African Charter on Statistics and other international best practices. It is therefore imperative that the National Statistics System continues to focus on the improvement and maintenance of high quality statistics that support planning and decision-making process.

On 2 July 2013, Cabinet reiterated Government’s commitment to the production of statistics by issuing a directive to the Ministry of Finance to adequately fund the NSA, so that the Agency is able to adequately fulfill its mandate. Despite being fully funded by Government, the Agency continues to face a dearth of resources in executing its Strategic and Business Plan. The challenge, therefore, is for the Agency to explore innovative ways of producing statistics in a more cost effective manner, in order to meet the increasing demand for high quality statistics for national development.

The data and statistics collected by NSA hold treasure trove of information. Going forward, and with the data revolution on the horizon, I would like to encourage the NSA to find mechanisms to better mine these statistics.

The benefits of open data are numerous. Importantly, they promote accountability and transparency, which help to boost the development of countries in Africa.
To achieve a world where data is open, it is important for the NSA to build partnerships both locally and globally. The more we know, the more we can measure. And the more users of statistics can trust the accuracy, reliability and timeliness of these statistics, the better the chances of achieving our ambitious developmental goals for the nation - especially Vision 2030 and the National Development Plans.

In his State of the Nation address, H.E. President Hage Geingob stated that no Namibian should feel left out. This, indeed, starts with each and every citizen understanding their environment and the factors that influence the quality of their lives. The statistics collected by the NSA need to reach the Agency’s intended audience, and ultimately impact the lives of all the citizens of the Republic in a positive way.

The NSA has not only managed to improve statistical collection, but it is also a well-managed institution. This is reflected in the regular unqualified audits of its financial statements and the timely releases of its annual accountability reports, including this latest one.

I would, therefore, like to thank the Board – under the able leadership of its chairperson, Ms Florette Nakusera – for providing exemplary leadership in conformity with international corporate governance standards. I equally appreciate all the efforts by the management and staff of the Agency in ensuring the timely release of high quality statistics.

“\textit{We need timely, reliable, accurate and responsive statistics that take the pulse of our economy and society at large.}”

\begin{flushright}
\textbf{Hon. Tom Alweendo}
Minister in the Presidency responsible for Economic Planning and Director General of the National Planning Commission
\end{flushright}
MESSAGE BY CHAIRPERSON OF THE BOARD

One of the most important ingredients in the governance or administration of any institution is leadership. The Namibia Statistics Agency (NSA) has been blessed with several outstanding leaders since its inception. Moreover, the support that the NSA received from his Excellency the former President of the Republic of Namibia is laudable. In terms of laying the foundation for sound governance at the NSA, I would like to highlight the leadership provided by the Minister in the Presidency responsible for Economic Planning and Director General of the National Planning Commission, Honourable Tom Alweendo, my predecessor – the Chairperson of the first NSA Board – Mr. Paul Hartmann, my fellow members of the NSA Board of Directors, as well as the founding Statistician-General, Dr. John Steytler. From the onset, this leadership was focused on doing things right and maintaining this precedence. The Board of Directors was, as required, appointed according to the terms of the Statistics Act (Act No. 9 of 2011), and is responsible for ensuring that the NSA carries out its statutory requirements.

In terms of good corporate governance, the NSA is guided by the State Owned Enterprise Governance Act (Act No. 2 of 2006) and the Corporate Governance Code for Namibia (NamCode) in line with the King Code of Governance Principles (King III). As such, the Board of the NSA and the Director-General of the National Planning Commission entered into Governance and Performance Agreements that outlines expectations, duties and obligations of the NSA. The Board has been trained through workshops and seminars both locally and internationally, so that they could perform required duties at the highest level. During the year under review, the NSA continued to follow its five year Strategic and Business Plan which was then cascaded down into annual workplans that were tracked on a quarterly basis. To further enhance good corporate governance at the Agency, all Board members and staff are required to disclose their interests.

The NSA also continues to practice stringent financial prudence and thus we are proud to include in this Annual Report, the unqualified audited financial statements of the NSA for the year 2014/15 certified by independent auditors.

As NSA aspires to be a High Performance Organization (HPO) certain policies and procedures based on national and international best practices have been put in place. The roles and responsibilities of the Board in taking ownership of the Agency’s strategic imperatives and approving policies, as well as that of the Statistician General and Executive Management in implementing Board directives and resolutions, are clearly demarcated and entrenched in the NSA Corporate Culture. Being a High Performance Organisation (HPO) is not a ‘walk in the park’. It requires alignment with the changes occurring outside of the NSA. It also requires adaptability to those changes, as well as agility to respond to those changes swiftly, effectively and in real time. Excellence in everything we do, team work and sound human relations are the main ingredients used to ensure that the NSA is and remains a high performance institution in statistics delivery.

During the period under review, the Statistician General, Dr. John Steytler, resigned from the NSA, effective from 31 January 2015, and the Board appointed Ms Liina Kafidi to act as Statistician General from 1 February 2015 until 31 July 2015. There is no doubt that with Dr. John Steytler at the helm, the NSA made its mark locally as well as internationally. Within a short period of time, the NSA established itself as a reputable institution and has proven that it can provide the statistical information needed for evidence-based policy decisions. This was achieved because Dr. John Steytler, an expert in his field, was able to lead his team to ensure statistical outputs of the highest quality.

The statistics we produce predominantly revolve around economic, demographic and social statistics. Over the last year, the NSA managed to produce various thematic reports, such as those the reports detailing regional profiles, the fertility and mortality reports, and population projections. NSA also expanded its statistics delivery by conducting an Agricultural Census. Namibia did not have such a census for the past twenty (20) years. The NSA is therefore delighted to share the results of this informative exercise soon. Releasing regular monthly economic statistics is the norm in the statistical sphere, and stakeholders rely on the NSA to provide these.

We are proud that we have successfully been able to release bulletins and/or reports such as the Namibia Consumer Price Index (NCPI), Sectoral Reports, Trade Statistics and the Gross Domestic Product (GDP), as well as to conduct an annual labour force survey. The data produced by the NSA is certainly imperative for evidence based policy making and effective monitoring and evaluation. As a matter of fact, this data will confirm whether or not our country is on track to meet our economic and other development objectives and targets set out in our National Development Plans and Vision 2030. At the heart of these development agendas is the need to ensure economic growth and reduce unemployment in the country.

Over time we have seen that new technologies are leading to an exponential increase in the volume and types of data available, creating unprecedented possibilities for informing and transforming society. Major stakeholders such as governments, companies, researchers, NGOs and citizen groups are in a ferment of experimentation, innovation and adaptation to the new world of data...a world in which data is bigger, faster and more detailed than ever before. This is the data revolution. Some are already living in this new world. But too many people, organisations and governments are excluded because of a lack of resources, knowledge, capacity or opportunity.
There are huge and growing inequalities to access data and information and the ability to use it, and it is our mandate to change this state of affairs. The data revolution is the future, and the sooner we embrace it, the better for all involved. The NSA is gearing up to make full use of the data revolution to ensure continued timely, accurate, relevant and responsive statistics for all our users.

Running a Statistics Agency comes with a huge price tag. Conducting surveys and censuses is incredibly expensive, and Namibia’s large geographic size and sparse population make it even more so. In order to provide relevant and reliable statistics, we have to go to all corners of the country, if we want to do justice to our stakeholders.

We are more than grateful for the funding and support we receive from our Government. It is worth noting, however, that many of our planned programs, initiatives and activities cannot take place due to budgetary constraints. The financial allocations still fall short of the resources needed to carry out all intended activities, and it is our hope that one day we will have the required resources to excel at what we do.

Last but not least, we need to recognise that nothing great has ever been achieved in isolation or by working alone. As such, I would like to thank the esteemed NSA staff, management and both the former SG as well as the Acting SG, who clearly put in the extra effort to ensure that we have statistics that are fit for development. Special thanks also go to my fellow Board members who continue to navigate the rough waters, never losing sight of our mission, vision and strategic plan. We thank His Excellency the President of the Republic of Namibia, Dr. Hage Geingob who elevated the National Planning Commission to a full Ministry and retained Hon. Tom Alweendo at its helm as the Minister of Economic Planning and Director General in the Presidency. He has consistently shown unwaveringly strong leadership, interest and passion in growing statistics in Namibia. I thank all our stakeholders for their contribution and support in statistics delivery.

“Being a High Performance Organisation (HPO) is not a ‘walk in the park’. It requires excellence, team work, as well as alignment, adaptability and agility in responding to the changes occurring outside of the NSA.”

Ms. Florette Nakusera
Chairperson of NSA Board
We are proud to publish the NSA’s third Annual Report, which reflects on the Agency’s performance over the last financial year. The report highlights our efforts to achieve the annual targets set out in the Agency’s Five-year Strategic Plan and Business plan. The report also contains the audited financial statements demonstrating the NSA’s financial position.

Since its inception in 2011, the NSA has made great strides in providing quality and timely statistics that impact society. Despite the challenges of limited skills and financial resources, the Agency has achieved over 80 percent of its annual targets.

The key focus areas in the past year have been: capacity development to ensure competent and motivated staff, the production of quality and timely statistics, and value creation to ensure the transformation of statistics into understandable information that can be used to inform policies and assist national decision-making processes. During the reporting period, the Agency also started to play a more active role in coordinating the National Statistics System, a priority that will be increasingly scaled up, moving forward. Capacity building was enhanced mainly in the areas that lack critical skills; i.e. statistical analysis, Geographical Information Systems (GIS), survey methodologies, data processing, system development, project and financial management and leadership and good governance.

Our impact in society has not only resulted in more statistical awareness and use in national planning, but also in an increased demand for timely and quality statistics. This necessitated devising innovative ways of meeting the high demand and exploring new methods for data collection, such as the improved use of IT technology in data collection and dissemination. One of the ways we enhanced data collection was through the introduction of a Computer Assisted Personal Interviews (CAPI) system, which increases data accuracy and shortens the time it takes to collect and process data and produce reports, as data is transferred straight from the interview point in the field to the NSA’s database.

A GIS web based tool for dissemination of statistics was also developed, and is accessible through the Agency’s external website. The Agency’s website continues to improve and is regularly updated with statistical products and information. The intranet was also improved to make internal communication more effective and efficient.

Greater value was added to statistics by working in close collaboration with local researchers and data analysts, to produce reports that better inform policies. Some of the analytical reports produced included one reflecting on the situation of children and young people in Namibia, a report on Youth Unemployment, a report on Housing Conditions in Namibia, and a report on Migration. The Agency also produced population projections for the period 2011 to 2041.

Another innovative method devised to meet data demand and collection in a more cost effective way, was the utilization of administrative records. The Agency conducted a comprehensive assessment on labour market information with the aim to establish an integrated Labour Market Information System (LMIS). Furthermore, in collaboration with the Ministry of Home Affairs and Immigration, the Agency conducted a comprehensive assessment of the Civil Registrations and Vital Statistics (CRVS) System. A Five Year Strategic Plan was developed for the improvement of the system in order to ensure the continuous production of quality data on population dynamics.

These are all innovative methods that are part of a data revolution, making use of non-traditional methods of data collection, and helping to ensure real time data availability for national planning, as well as for monitoring Namibia’s achievement of the Sustainable Development Goals (SDGs) for the implementation of Africa Agenda 2063.

The Agency is committed to building a stronger and more credible statistical system through the coordination of the National Statistical System.

"Many countries continue to learn from our experience and expertise as they see Namibia’ statistical system as one of the role models in Africa, making meaningful contribution to national development and building knowledge based economy.”

Ms. Liina Kafidi
Acting Statistician General
A number of Memoranda of Understanding were signed with different partner institutions and ministries in order to strengthen relationships and cooperation. In addition, a number of statistical policies and standards, including the Code of Ethics and Practice for Statistical Producers, and a policy on the National Spatial Data Infrastructure (NSDI), were gazetted during the period under review. These policies and standards require a strong coordination structure to ensure effective implementation by different stakeholders. The main objective of these policies and standards, as set in the Statistics Act, is to ensure that quality and timely statistics and spatial data is produced by different producers, and can be used to enhance national development.

Our Agency continues to participate in international fora and expert groups for inputs in the development of international standards and methods and enhancement of statistical development in Africa and the world. Many countries continue to learn from our experience and expertise as they see Namibia’s statistical system as one of the role models in Africa in making meaningful contribution to national development and building knowledge based economy.

Statistics is a powerful tool for planning and decision-making, as it provides information that is inextricably part of every aspect of the lives of people and society. I am proud to lead a professional and highly regarded government organisation that continues to contribute significantly to building our nation. I therefore thank our Minister Economic Planning and Director General of the National Planning Commission, Hon. Tom Alweendo, and our NSA Board for their leadership; as well as entire NSA team for their commitment and hard work in ensuring the achievement of our strategic objectives.

Ms. Liina Kafidi
Acting Statistician General
SECTION A: 
THE ORGANISATION OF THE 
NAMIBIA STATISTICS AGENCY
MEMBERS OF THE BOARD AS OF MARCH 2015

Florentia Amuenje (Chairperson Human Resource & Remuneration Committee), Liina Kafidi (Acting Statistician General/Member), Nelago Indongo (Chairperson: Statistics Committee), Florette Nakusera (Chairperson), Libertha Kapere (Member Human Resource and Remuneration Committee Strategy & Board Affairs Committee), Sikongo Haihambo (Vice Chairperson of the Board and Chairperson of the Strategy & Board Affairs Committee), Martin Mwinga (Chairperson Finance & Audit Committee)

From Left to Right

Florette Nakusera  Chairperson
Liina Kafidi  
Acting Statistician General

Ruusa Shipiki  
Company Secretary/ Legal Advisor

Jacqueline Baker  
Deputy Director: Internal Audit & Risk Assurance

Isak Neema  
Deputy Director: Quality Assurance

Maria Muremi  
Executive Assistant

Osia Kaakuha  
Director of Operations

Jackie L. Noabeb  
Director of Data Processing & IT Solutions

Ndmona C. Kali  
Director of Economic Statistics

Ottile Mwazi  
Acting Director of Demographic & Social Statistics

Iipumbu Sakaria  
Deputy Director: Strategic Communication

Julius Namoloh  
Deputy Director: Projects

Lichen Ramakhutla  
Deputy Director: Finance

Johannes Asino  
Deputy Director: Security Management

Rosalia Haufiku  
Deputy Director: HR

Wolfgang Roos  
Deputy Director: Data Processing

Henok Immanuel  
Deputy Director: IT Solutions

Ngaingonekue Jamburu  
Deputy Director: National Accounts & Sectoral Statistics

Aloysius Tshehama  
Deputy Director: Prices & Trade Statistics

Daniel Oherein  
Deputy Director: Welfare & Labour Statistics

Pauline Enkomo  
Deputy Director: Demography & Population

Alex Mudabeti  
Deputy Director: Spatial Data and NSDI Division
THE EXECUTIVE COMMITTEE

From Left to Right

Jackie Noabeb (Director: Data Processing & IT Solutions), Ruusa Shipiki - Kapolo (Company Secretary /Legal Advisor), Osia Kaakuha (Director: Operations), Liina Kafidi (Acting: Statistician General), Ottilie Mwazi (Acting Director: Demographic & Social Stats), Ndamona Kali (Director: Economics Statistics)
Liina Kafidi
Acting Statistician General

Jacqueline Meissenheimer (DD: Internal Audit & Risk Assurance), Joseph Korad (Senior Driver), Ruusa Shipiki (Company Secretary/Legal Advisor), Liina Kafidi (Acting: Statistician General), Tabhita Mbome (Assistant Company Secretary/Legal Advisor), Isak Neema (DD: Data Quality Assurance), Prescilla Morebudi-Amaambo (Internal Auditor), Maria Muremi (Executive Assistant), Susana p. Kashinduka (Receptionist/ Switchboard Operator)

From Left to Right
From Left to Right
Theodensia Nakale (Assistant : Data Processor), Cecilia Katjiutua (Assistant : Data Processor), Henok Imanuel (Deputy Director: IT), Loide Pelema (Administrative Assistant), Jackie Noabeb (Director: Data Processing & IT Solutions), Amandla Shitaleni (Data Processor), Elizabeth Imanuel (Network Administrator), Helena N. Temus (Administrative Officer: Data Processing Centre), Joseph Sagarias (Data Processor), Abel Kalunduka (System Administrator), Iiyalo Paulinus (Programmer), Tuli Amutenya (Senior: Data Processor), Michael Nakale (IT Technician)
From Left to Right

Johannes T. Asino (DD: Security Management), Atanasius Shaningwa (Senior: Management Accountant), Otto Bock (Projects Officer), Fanny Amweenye (Admin & Logistics Officer), Julius Namhola (DD: Projects), Rosalia Haufiku (DD: HR), Siegfried Hengari (Admin & Logistics Officer), Engelhardt Tjihuro (Fleet & Logistics Officer), Osia Kaakuha (Director: Operations), Florencia Shixungileni (HR Consultant), Thomas Akwenye (Management Accountant), Tuasana Kaizemi (Finance Assistant), Kenia Mapumba (Fleet Officer), Ndapewa Lukolo (HR Consultant), Kauluma Paulus (Driver), Nelson Ashipala (Communication Specialist), Magdalena Shimbode (Admin & Logistics Officer), Chinonto Chakanga (Multimedia Specialist), Elina Nairenge (Senior: Admin & Logistics Officer), Esther Simasiku (Communication Specialist), Salmon Uulenga (Web Master), Ipumbu Sakaria (DD: Strategic Communication), Mathew Pengeyo (Senior: Financial Accountant), Mirjam Malwa (Senior: HR Consultant), Noriene Van wyk (Executive Assistant)

Osia Kaakuha
Director: Operations
Economic Statistics

From Left to Right

Demographic And Social Statistics

From Left to Right

SECTION B: GOVERNANCE REPORT
OBJECTIVES OF NSA

The Namibia Statistics Agency (NSA) was established through the promulgation of the Statistics Act No. 9 of 2011, taking over the functions of the Central Bureau of Statistics that had been part of the National Planning Commission. The NSA became operational in September 2011 with the appointment of six Board members, and the agency has made great strides in fulfilling its mandate since its inception four years ago as the central statistical authority and repository for all statistics produced in Namibia. It collects and disseminates statistics and spatial data, educates the public on the use of statistics, and designates statistics as official statistics.

The Agency’s commitment to maintaining the highest standards of governance is fundamental to the management of public finances and resources, providing users with the assurance that the Agency has good governance structures in place to effectively, efficiently and economically carry out its activities in the best interest of Namibians.

These activities – regulated by the Statistics Act (Act No.9 of 2011) – include:

- the development of the National Statistics System and its components and objectives;
- to establish the Namibia Statistics Agency and the Board of the Statistics Agency and their powers and functions;
- to establish the National Spatial Data Infrastructure and its objectives;
- to establish the Committee for Spatial Data and provide for its functions; and incidental matters.

CORPORATE CHARTER

In addition to its statutory mandate prescribed in the Statistics Act, the NSA is guided by the Vision, Mission and Corporate Values outlined in the Agency’s corporate charter. The mission defines the core purpose of the Agency’s existence, while the vision portrays the intended future state of the NSA, in terms of its fundamental objectives and strategic direction.

Our values, drive the Agency’s culture and priorities, and articulate the code of conduct that the Agency uses in getting all its resources mobilised in pursuit of its vision – essentially embodying the beliefs of our staff and stakeholders.

The Charter promotes a shared commitment – by staff at all levels of the organisation – to ethically, effectively and efficiently carry out the Agency’s mandate, in accordance with required standards and principles.
**Our Mission**

In a coordinated manner, we produce and disseminate relevant, quality and timely statistics that are fit-for-purpose in accordance with international standards and best practice.

**Our Vision**

To be a high performance institution in statistics delivery.

**Our Corporate Slogan**

Our promise to our stakeholders is to produce “Statistics for development”. This means that the statistics we produce must be relevant, on time and of good quality. Essentially, what this means is that statistics produced should inform evidence-based policy or decision-making, and promote monitoring and evaluation of the plans of all our stakeholders.

**Our Shared Values**

The core values below form the basis of our decision-making and our interactions with others, and influence the way in which we work:

**Performance:** we are geared towards promoting the production of high quality statistical products and services that meet the standards of relevance, consistency, accuracy, completeness, accessibility and on-time delivery.

**Integrity:** we conduct our work according to the highest ethical and technical standards, making decisions according to strictly professional considerations, maintaining confidentiality of individual and corporate information and maintaining the public trust (in adherence to ethical and moral principles, and in a way that is honest, truthful, upright and sincere).

**Service focus:** all our data collection and management activities will be focused on meeting user expectations and needs. We respect our customers, and strive to serve their needs by offering responsive and quality statistics.

**Transparency:** we strive to create and maintain public trust and confidence in official statistics by proactively promoting data production and dissemination in an open and objective manner.

**Accuracy:** we will produce statistics in a reliable way with minimal inaccuracy.

**Partnership:** we are committed to approaching the task of delivering all needed statistics internally as a team and in a constructive and cooperative way with other members of the NSS.
OVERVIEW OF STRATEGIC PRIORITIES

This report is based on the four strategic priorities outlined in the NSA’s approved Strategic and Business plan which covers the four and a half year period from 01 October 2012 to 31 March 2017. These are:
1. Sustainable capacity building
2. Coordination of the National Statistical System
3. Production of statistics and expansion of the statistical base
4. Improved use of statistics and value creation

The strategic objectives are aligned to NDP4 outcomes, and are linked to 12 objectives, 48 performance indicators and more than 200 initiatives or activities defined in the Agency’s annual work plan.

Clear strategies defined along identified focus areas have been designed, with specific outcomes and measurable targets to ensure successful strategy implementation and to achieve our strategic objectives.

ACCOUNTABILITY

In line with the State-owned Enterprises Governance Act, Act 2 of 2006, the Board entered into a five year Governance and Performance Agreement with the Director General of the National Planning Commission, Mr Tom Alweendo. Subsequently, the Board which was appointed in September 2014 entered into a Governance and Performance Agreement with the Director General, Mr Tom Alweendo. This agreement outlines the respective roles, responsibilities and obligations of both the Director General and the NSA.

The Board of Directors is not only the custodian of good corporate governance, but also ensures the business of the NSA is conducted in accordance with the principles of internationally accepted best practices, in line with our principles and values of transparency, integrity and accountability.

To promote ownership of the strategic plan and to attain performance excellence, the Agency’s annual plan is executed through departments and individual employees through the Performance Management System. Each Head of department signs an annual Performance Agreement Contract with the Statistician General, and provides quarterly and annual reports on the progress they have made towards achieving their targets. Similarly, performance goals for each individual employee have been developed, and their progress is evaluated by means of performance appraisals. This report highlights some of the achievements noted in the annual performance reviews of different departments and individual employees.

As the NSA aspires to become a High Performance Organisation (HPO), certain policies and processes need to be in place. These policies and processes should be based on best practices in the industry, both nationally and internationally. The Board takes ownership of the Agency’s strategic imperatives, and is tasked with approving the policies required for the Statistician General and executive management to implement Board directives and resolutions in a manner that is in sync with the Corporate Charter.
THE BOARD OF THE NAMIBIA STATISTICS AGENCY

The Board of the Namibia Statistics Agency was established to administer and control the affairs of the Agency, as stipulated in the section 10 of the Statistics Act (Act No. 9 of 2011). The Act notes that the fiduciary duties of the Board are to:

1. Exercise the duty of utmost care to ensure reasonable protection of the assets and records of the Agency; and
2. Act with fidelity, honesty, integrity and in the best interest of the Agency in managing its financial affairs.

The powers and functions of the Board are to ensure that an effective, efficient and transparent system of financial control, risk management and internal control is in place - including a system of internal audit and an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost effective.

Mr P Hartmann Chairperson and Ms A Matebele, Vice Chairperson of the Board’s term came to an end on 31 August 2014 and Dr N Indongo and Ms L Kapere were appointed for a three year term from 1 September 2014 until 31 August 2017. The appointed Board Members’ expertise and skills range from governance, law and statistics, to economics and related fields, as per the Statistics Act.

Current Board members (for Period of 1 September 2014 - 30 August 2017):

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<th>Name of Member</th>
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<tr>
<td>Ms. Florette Nakusera (Chairperson)</td>
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<td>Mr. Sikongo Haihambo (Vice-Chairperson)</td>
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<tr>
<td>Mr. Martin Mwinga</td>
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<tr>
<td>Ms. Florentia Amuenje</td>
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<tr>
<td>Dr. Nelago Indongo</td>
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<td>Ms. Libertha Kapere</td>
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The board meets at least four times a year, with the main purpose of overseeing and monitoring the finance, operations and policies of the NSA.

KING CODE OF GOVERNANCE (KING III) 2009

As a newly established State Owned Enterprise, the NSA applies the best practices proclaimed in the NamCode in line with the King Code of Governance Principles (King III). The Board adopted a formal induction program to familiarise incoming Board Members with the NSA’s operations, its business environment and the sustainability issues relevant to the business.

Risk and Assurance procedures followed within the organisation include:
- Financial control health audits
- Employee Engagement review
- Institutional Risk Profile

GOVERNANCE AND PERFORMANCE AGREEMENT

The Board of the NSA and the Director-General of the National Planning Commission entered into a Governance and Performance Agreement in October 2014. The agreement outlines the Government’s expectations of the NSA and the duties and obligations of Board members, and is valid for three (3) years (or until such time that the member’s term comes to an end, or a member ceases to be a member of the Board).

The Government expects the NSA to align its five-year strategic focus with the National Development Plan (NDP4) and specifically respond to expected outcomes outlined therein. In line with the enabling legislation, the Board has established a number of committees to provide expert advice and focus on specialist areas of its functions.

These include the Strategy and Board Affairs Committee, the Human Resources and Remuneration Committee, the Finance and Audit Committee, and the Statistics Committee.

BOARD INDUCTION & BOARD EXPOSURE VISITS

During the period under review, most Board Members undertook an induction study tour to Statistics South Africa with the aim of exploring and learning from the operations of our South African counterpart. There, they were hosted by the Chairperson of the Statistics Council, Mr Ben Mphahlele, and the Statistician General, Mr Pali Lehohla. The NSA delegation received a Data Revolution Report developed by a selected UN experts group, in which Mr Lehohla is a Member. The Report deals with the Data Revolution and how it is changing the ways in which industry and organisations do business. The report emphasises that whilst the Data Revolution is to be welcomed, it has the potential to create other inequalities - particularly in developing nations – that should be addressed and minimised in order to ensure that highly unequal societies are not further divided.

The NSA also facilitated the launch of Professor Ben Kiregyera’s book, “The Emerging Data Revolution in Africa: strengthening the Statistics Policy and Decision Making Chain”.

The Chairperson of the Board, Ms F Nakusera, and the Acting Statistician General, Ms L Kafidi, attended the 10th Africa Symposium on Statistical Development (ASSD) under the theme “A Decade of Statistical Development: Revolutionizing Census and Civil Registration and Vital Statistics towards Africa Agenda 2063”, in Kampala, Uganda.
The Agenda for the symposium was jointly organised by the African Union Commission (AUC), the United Nations Economic Commission for Africa (UNECA), the African Development Bank (AFDB), the United Nations Population Fund (UNFPA), Statistics South Africa and the Government of Uganda as host.

The two also attended the United Nations Statistical Commission meeting in New York, United States, from 3 - 6 March 2015, where, among others, they discussed the statistical implications of the post-2015 development agenda, the data revolution, the population and housing census and the International Comparison Programme.

These fact-finding missions by the Chairperson and the Board members will aid the Board in enhancing governance practices steering the Agency’s strategic intent in line with its mandate.

**STRATEGIC AND BUSINESS PLAN & CORPORATE STRUCTURE**

The NSA Board approved a Corporate Structure that incorporates and addresses the challenges faced by a new institution. The structure is reviewed from time to time to gauge its relevance in achieving the NSA objectives, and can be amended if required in the next financial year to better align it to the NSA strategic plan. Executive Management and the Board held a two-day strategic review session to ensure that the areas of focus and priorities for 2015/16 are aligned to the NSA Strategic Plan timeline.

**DISCLOSURE OF INTEREST**

In terms of the Employee Code of Conduct, employees and Board Members are expected to annually disclose their outside business interests after the 31st of March of each year. The Code of Conduct is applicable to all NSA employees, including non-executive directors. It provides a mechanism for the disclosure of interests and ensures the process has been correctly observed. The relevant interests of Board Members are reviewed at the commencement of every Board and Board Committee meeting, or when required.

Equally, Directors and Deputy Directors are expected to declare their interests, if any, at the commencement of each meeting. Tender Committee members declare their interests prior to any evaluation or adjudication of a bid process. Where an interest exists, the respective members are expected to recuse themselves from the process.

**DELEGATION OF AUTHORITY**

The Board delegates responsibility for specific matters to its Committees or Management. However, the Board reserves responsibility for its collective decisions. The delegation of Authority by the Board is encompassed in a formal framework that clearly indicates those matters specifically reserved for delegation.

**BOARD MEETINGS AND SUB COMMITTEES**

The Board appointed four committees which are directly tasked with assisting the Board in fulfilling its duties and responsibilities. These committees are the Finance, Audit and Risk Committee, the Human Resources and Remuneration Committee, the Strategic & Board Affairs Committee, and the Statistics Committee. In addition, a Committee on Spatial Data was appointed by the Director General, in consultation with the Minister of Lands. This committee advises the Director General and Statistician General on matters related to National Spatial Data Infrastructure. The Board is ultimately responsible for the actions and decisions of the Board Committees, except for the Committee on Spatial Data. The committees have limited functions and authority, manage the specific details encompassed in their mandate, and are able to take independent advice in order to advise the Board on specific areas of concern. Committee meetings are attended by Senior Management. The Board is regularly informed about the procedures of Board Committees through reports from the Chairperson of the Committees tabled at each Board meeting. The Committees meet at least four (4) times a year.

During the period 1 April 2014 to 31 August 2014 the Board held four (4) meetings.

**FINANCE AND AUDIT COMMITTEE**

The Finance and Audit Committee consists of three (3) non-executive directors. The Board appointed Mr I Schneider as expert advisor to the Committee upon terms and conditions approved by the Board. The Finance & Audit Committee Report forms part of the Board Members Report, and the Committee reports to the shareholder on how it discharged its duties and activities during the past financial year.

During the period under review, the Committee recommended the Internal Audit Policies and Procedures Manuals and the Budget Policy to the Board for approval.

During the period under review, from 1 April 2014 until 31 March 2015 the Finance & Audit Committee held six (6) meetings.
The Board of the Namibia Statistics Agency

HUMAN RESOURCE AND REMUNERATION COMMITTEE

The Human Resource & Board Affairs Committee consist of three (3) Members, with Ms L Kapere, replacing Ms A Matebele as from 1 September 2014. During the period under review, from 1 April 2014 until 31 March 2015 the Committee held nine (9) meetings.

<table>
<thead>
<tr>
<th>Name of Member</th>
<th>Number of Meetings Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. F Amuenje (Chairperson)</td>
<td>9</td>
</tr>
<tr>
<td>Ms. A Matebele (ceased to be a member 1 September 2015)</td>
<td>4</td>
</tr>
<tr>
<td>Mr. S Haihambo</td>
<td>7</td>
</tr>
<tr>
<td>Ms. L Kapere (appointed 1 September 2015)</td>
<td>4</td>
</tr>
<tr>
<td>Dr. J Steytler (resigned 31 January 2015)</td>
<td>5</td>
</tr>
<tr>
<td>Ms. L Kafidi (appointed 1 February 2015)</td>
<td>3</td>
</tr>
</tbody>
</table>

STATISTICS COMMITTEE

The Statistics Committee comprised of seven (7) Members including three (3) statistical experts from Members and Components of the National Statistics System (NSS). Ms F Nakusera was replaced by Dr N Indongo as Chairperson of the Statistics Committee, on 1 September 2014, but she remains a Member of the Committee.

During the period under review, the Board approved the following Policies:

- The Data Collection & Processing and Dissemination Policy;
- The Namibia Statistics Policy.

These were all Gazetted in the Government Gazette of 27 January 2015.

During the period under review, 1 April 2014 to 31 March 2015 the Statistics Committee held three (3) meetings.

<table>
<thead>
<tr>
<th>Name of Member</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Ms. F Nakusera (Chairperson)</td>
<td>2</td>
</tr>
<tr>
<td>Dr. J Ashipala</td>
<td>1</td>
</tr>
<tr>
<td>Dr. F Gideon</td>
<td>2</td>
</tr>
<tr>
<td>Mr. I Tjizake</td>
<td>3</td>
</tr>
<tr>
<td>Mr. P Hartmann (ceased to be a member from 1 September 2014)</td>
<td>2</td>
</tr>
<tr>
<td>Mr. M Mwinga</td>
<td>3</td>
</tr>
<tr>
<td>Dr. N Indongo (Chairperson from 1 September 2014)</td>
<td>3</td>
</tr>
<tr>
<td>Dr. J Steytler (resigned on 31 January 2015)</td>
<td>2</td>
</tr>
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<td>Ms. L Kafidi (appointed 1 February 2015)</td>
<td>1</td>
</tr>
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</table>

COMMITTEE ON SPATIAL DATA

During the period under review, the Committee on Spatial Data approved the National Spatial Data Infrastructure Policy (NSDI).

The Committee held two (2) meetings during the period under review.

<table>
<thead>
<tr>
<th>Name of Member</th>
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</tr>
</thead>
<tbody>
<tr>
<td>U Okafor (Chairperson)</td>
<td>2</td>
</tr>
<tr>
<td>J Van Rensburg</td>
<td>1</td>
</tr>
<tr>
<td>E Nangolo</td>
<td>1</td>
</tr>
<tr>
<td>A Nguno</td>
<td>2</td>
</tr>
<tr>
<td>F Maanda</td>
<td>1</td>
</tr>
<tr>
<td>A le Hanne</td>
<td>2</td>
</tr>
<tr>
<td>A Mudabeti</td>
<td>2</td>
</tr>
<tr>
<td>A Van Der Linden</td>
<td>2</td>
</tr>
<tr>
<td>J Steytler (resigned 31 January 2015)</td>
<td>0</td>
</tr>
</tbody>
</table>

The following new policies were developed and approved by the Board:

- Employee Wellness Policy
- Staff Development Policy and Procedures
- Security Policy
- Budget Planning & Monitoring Policies and Procedures
- Investment Policy

Whilst the following policies were reviewed and approved by the Board:

- Remuneration Policy and Procedure
- Performance Management Policy and Procedure

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</tr>
<tr>
<td>Ms. L Kapere</td>
<td>1</td>
</tr>
<tr>
<td>Ms. F Nakusera</td>
<td>1</td>
</tr>
<tr>
<td>Dr. J Steytler</td>
<td>1</td>
</tr>
</tbody>
</table>
The Executive Committee

The Executive Committee (EXCO) consists of the Statistician General, all Head of Departments, and the Company Secretary. The Statistician General chairs the EXCO, which is responsible for high level strategic issues, including reviewing Agency-wide policies dealing with finance, staffing, operations and risk management, before approval by the Statistician General or Board. EXCO meets every second week.

The Support Services Committee

The Support Services Committee is comprised of all Deputy Directors, and is responsible for overseeing operational matters. The Committee also makes proposals to EXCO regarding the review and development of policies.

The Tender Committee

The Tender Committee derives its powers from the Supply Chain Management Policy, which guides the NSA in procuring all goods through a transparent and comprehensive bidding process. The Terms of Reference of the Tender Committee was approved by the Board. All members of the Tender Committee are required to declare their interest in tenders being adjudicated upon at each meeting, and to recuse themselves if and when any conflicts arise. The chairperson of the Tender Committee is required to report on the Committee activities at the Executive Management Committee meeting.
REPORTING OBLIGATIONS

The Statistics Act requires the Agency to submit various reports to the Director General of the National Planning Commission. Sixty (60) days before the commencement of a financial year, a financial plan or budget should be submitted to the Director General for approval.

No later than three months after each financial year, the Board must submit a Report containing the audited financial statements (with external auditor’s report) for the closing financial year and a report on the operations and activities of the Agency during that financial year to the Director General. The Director General is required to table the Report to the National Assembly within 30 days of receiving it.

On 10 July 2014, the NPC’s Director General, Mr Tom Alweendo, and the Board held an Annual General Meeting during which the Board presented him with the Audited Annual Financial Statements and Annual Report of 2013/14, in Compliance with Section 31 of the Statistics Act, No 9 of 2011.

THE STATISTICIAN GENERAL

The Statistician General (SG) is recommended by the Board of Directors and approved by the Director General of the National Planning Commission. He/she is the Chief Executive Officer of the Agency, and holds office for a 5 year term (ending which, he/she is eligible for reappointment). The Statistician General is responsible for carrying out the functions of the Agency and the decisions of the Board, subject to the general control and supervision of the Board. Dr John Steytler served as SG of the Agency from April 2012 to 31 January 2015, when he resigned. The Board appointed Ms Liina Kafidi to act in this capacity from 1 February to 31 July 2015.

Former Statistician General Dr Steytler with his counterpart Pali Lehola, Statistician General of Statistics South Africa.
COMPANY SECRETARY AND LEGAL ADVISOR

The Company Secretary and Legal Advisor, among others, provides advice and guidance to the Board and the Statistician General on matters of ethics, good governance and legislative changes.

All Board Members have unrestricted access to the advice and services of the Company Secretary.

INTERNAL CONTROL

Internal control is a framework designed to provide reasonable assurance on the achievement of organisational objectives. The system of internal control, which is embedded in all key operations, provides reasonable rather than absolute assurance that the Agency’s strategic objectives will be achieved. The Board has overall responsibility for internal control.

The purpose of Internal Control is to address risks and provide reasonable assurance that, in pursuit of the vision, mission and objectives, the following are achieved:

- Executing orderly, ethical, economical, efficient and effective operations;
- Fulfilling accountability obligations;
- Complying with applicable laws and regulations; and
- Safeguarding resources against loss, misuse and damage.

Management prepares the Agency’s financial statements and the auditors examine the underlying accounting assumptions, principles and procedures management has adopted, with the Board’s approval. To make the comparisons required by an audit, the auditor must examine not only the financial statements, but also the records on which they have been based and the company’s system of internal controls, including internal audit.

Executive management, as mandated by the Board, has established an organisation-wide system of internal control to manage significant risks. There are ongoing monitoring and reporting processes for Departmental heads to provide feedback on the status of internal controls. The Board also receives assurance from the Finance and Audit Committee, which derives some of the information from regular internal and external audit reports.
INTERNAL AUDIT

The purpose of and responsibility for the Internal Audit are defined in a Board-approved charter that is consistent with the Institute of Internal Auditors definition of internal auditing and the principles of King III. Internal Audit is responsible for independently reviewing and providing assurance on the adequacy of the internal control environment, risk management and corporate governance processes of the agency.

The primary scope in providing assurance includes:

- Evaluating the reliability and integrity of information and the means used to identify, measure, classify and report such information;
- Evaluating the systems established to ensure compliance with policies and procedures, plans and legislation that could be significant to the Agency;
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Evaluating the effectiveness and efficiency with which resources are employed; and
- Evaluating operations or programmes to ensure results are consistent with established objectives and goals, and whether the operations are being carried out as planned.

The assurance mandate is informed by the risk-based audit coverage plan, which is approved annually by the Finance and Audit Committee.

To ensure independence, the Deputy Director for Internal Audit reports functionally to the Finance and Audit Committee, and administratively to the Statistician General, and has direct access to the Board. He/she organises all audit activities in accordance with recognised professional standards; and is responsible for reporting on all issues related to Corporate Governance, Risk and Control processes and any other issues identified in the annual audit plan approved by the Finance and Audit Committee. Follow up audits are carried out on all audit findings.

The Finance and Audit Committee also approved the Internal Audit Plan for 2014/15 financial year.
FRAUD AND CORRUPTION

The NSA is required to prevent fraudulent and corrupt activities before they occur by encouraging a culture within the Agency where its employees and stakeholders continuously behave honourably, and promote integrity in their dealings with or on behalf of the Agency.

NSA has established a partnership and cooperative relationship with Deloitte in the fight against fraud and corruption by encouraging the reporting of alleged fraud and corrupt activities through its Tip-Offs Anonymous Fraud Hotline (0800 431 322).

Anti-fraud and corruption campaigns were conducted throughout the organisation using posters and presentations to create awareness and encourage whistleblowing.

Fraud cases are reported through the hotline and a register for cases of alleged fraud and corruption is maintained. The Internal Audit Division investigates the cases and decides on the necessary action to be taken (e.g. instituting disciplinary action, civil recovery, criminal prosecution, etc.).
CODE OF CONDUCT

The Code of Conduct was approved by the Board during the last financial year. Each employee received a copy of the Code, and is bound to adhering to it. (New employees received the Code upon acceptance of employment). The Employee Relations Policy and Procedures outline the formal or informal processes that can be followed depending on the nature and seriousness of the act of non-compliance.

In addition to the Code of Conduct, the NSA’s employees are bound by section 45 of the Statistics Act to maintain a high level of confidentiality with respect to personal or business information to which they are exposed. Any contravention will be handled through the disciplinary procedures described above.

CORPORATE SOCIAL RESPONSIBILITY

Our Corporate Social Responsibilities are mainly manifested through sponsorships and social investments.

A sponsorship constitutes a clear trade-off between the funding for the initiative and return on exposure for the NSA. Through these avenues, the Namibia Statistics Agency aligns itself with educational or statistical initiatives that allow the Agency to achieve maximum exposure and return on investment for the organisation and its Brand.

Social investments into community activities, on the other hand, are of a charitable or philanthropic nature and involve little or no promotional or marketing opportunities or benefits other than the display of the NSA Brand. It is a medium whereby the NSA ‘gives back to the community’ without a requirement for significant return in kind or otherwise. Social investments indirectly ‘sell’ the NSA brand by showing that we are able to execute our mandate as a national partner for development, and to complement this with the community identified in carrying out our mandate.
SECTION C: PERFORMANCE REVIEW
PERFORMANCE REVIEW

The Agency’s activities are defined in a four and a half (4.5) year Strategic and Business Plan covering the period 1 October 2012 to 31 March 2017, which the Board approved in September 2012. The plan coincides with the planning period of NDP 4 and was aimed at supporting the attainment of the Government objectives outlined in the national development plan. At a high level, the plan comprises four strategic priorities or themes, 12 objectives, 48 performance indicators and more than 200 initiatives or activities. For the sake of clarity, subsequent extracts of the strategic objectives, performance indicators, targets for the year 2014/15 and key initiatives are highlighted before feedback is given under main themes. The Agency develops annual plans to implement specific initiatives that are linked to specific annual targets. These plans are reviewed on a quarterly basis to monitor progress in achieving set targets, and annual performance awards are given to the best performing department.

STRATEGIC PRIORITY # A: SUSTAINABLE CAPACITY BUILDING

The ‘Sustainable Capacity Building’ priority area contains is made up of 4 objectives and 28 performance indicators. The attainment of this strategic priority is mainly driven by the Department of Operations and IT and Data Processing, as well as by the Company Secretary/Legal Advisor, through the execution of various operational and strategic initiatives. Executive Directors are also responsible for capacity building in their respective departments, and they contribute to capacity building in NSS, mainly in the area of statistics. More than 100 initiatives under this strategic priority have been identified to be carried out during the planning period. The strategic objectives, performance indicators and targets under this priority for the year 2014/15 are listed in diagrams below.

A1: Sufficient, competent and motivated staff

- Percentage of approved positions filled: 90%
- Number of days to recruit permanent staff from request to appointment: 40 days
- Turnover rate of permanent staff: 5%
- Percentage compliance to training based on approved human resource development plan: 90%
- Percentage of staff trained during the year: 80%
- Employee satisfaction rate as surveyed independently: 80%

A2: Good corporate governance

- Unqualified external audit [Yes/No]: Yes
- Overall corporate governance score out of 100 according to King III as audited [integrated reporting]: 80%
- Percentage of objectives on business plan on target: 90%
- Effectiveness of Board [percentage score]: 80%
- Percentage compliance with the code of ethics: 100%
- Timeliness of Board submissions [percent]: 90%
- Accuracy of Board minutes [percent]: 95%
- Compliance to integrated reporting according to King III [percent]: 100%
- Internal and external satisfaction rate in terms of departments compliance to values, policies and procedures: 80%
- Percentage compliance with statutory compliance: 100%
- Internal customer satisfaction in terms of legal advise provided: 100%

A3: Sufficient Funding and Effective Cost Control

- Percentage of budget not funded through state revenue fund: 5%
- Percentage of budget request funded: 95%
- Execution rate of the total annual NSA budget: 95%
- Percentage deviation from approved budget: 5%

A4: Sufficient Physical Resources, Infrastructure and port

- Percentage of staff with adequate workspace: 90%
- Percentage availability of sufficient and timely provision of vehicles for operations and field work: 95%
- Number of incidences of misuse: 0
- Percentage of NSA website uptime: 95%
- Percentage of NSA network uptime: 95%
- Percentage of surveys processed on time: 100%

Human capital is the most valuable asset in the Agency. The NSA needs employees with the necessary skills and competencies in order for the Agency to achieve its organisational strategic objectives. By the end of the period under review, the Agency had a staff complement of 128, compared to 89 staff at the end of the previous financial year.

A strong emphasis has been placed on capacity building programmes for employees at all levels of the organisation, and considerable progress has been made in developing leadership and management skills.

The role of the Human Resource Management and Development Department is to ensure the provision and retention of skilled employees. Through the Performance Management Framework, employees are developed to attain the organization’s strategic objectives.
**Staffing composition**

During the period under review, a total of 39 new appointments were made, raising the NSA staff complement from 89 during the previous financial year, to 128 by 31st March 2015. This figure represents 90 percent of approved positions during the period. The table below highlights the total staff component of the Agency as at 31 March 2015.

<table>
<thead>
<tr>
<th>STAFF CATEGORY</th>
<th>2013/2014</th>
<th>2014/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL STAFF</td>
<td>74</td>
<td>110</td>
</tr>
<tr>
<td>MANAGEMENT</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>EXECUTIVES</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL EMPLOYED</td>
<td>89</td>
<td>128</td>
</tr>
</tbody>
</table>

**Talent Attraction and Resourcing**

It should be mentioned that it was especially challenging to attract specific talents – particularly staff with specialized skills and staff at management level – due to the fact that the NSA’s remuneration rates are relatively low compared to other parastatals.

**Employee Engagement Initiative**

Our people are our key stakeholders, supported by the necessary and appropriate structures which underpin excellent performance in everything NSA does. In order to gain a better understanding of our employees’ views and perceptions on work related issues and the general environment they operate in, and to ensure that the Agency continues to have a committed and motivated workforce, an employee engagement survey was conducted.

The outcome of the 2014 survey shows a satisfaction rate of 66 percent, one percent lower than the 2013 satisfaction rate of 67 percent. The annual target for employee satisfaction is 80 percent. The most important reason for this score continues to be low remuneration and employment benefits compared to others in similar/related organisations in Namibia. The Agency has devised different solutions and interventions to address the areas of concerns in order to improve the working environment. For example, in 2014 the Agency contracted PricewaterhouseCoopers to carry out a remuneration benchmark analysis. The findings revealed that NSA is paying market-related packages in some job categories, but far lower in others. The report has been shared with employees, and the Agency continues to monitor the market and to take appropriate measures in its quest to attract and retain scarce skills and high performing staff.

**Staff Turnover**

During the period under review, a total of six (6) employees left the NSA.

This represents a turnover rate of 4.3 percent – a number that, importantly, is lower than the Agency’s 5% target, but which is also the highest rate experienced since the establishment of the NSA. The turnover rate of the previous year was 3.3 percent. These resignations include two from the Finance section, one from the Human Resource Department, one from the Economic Statistics Department and one from Corporate Communication, as well as the Statistician General (the Chief Executive Officer) who resigned in January 2015.

The employee exit surveys cited working conditions, remuneration and benefits, and unsubsidised medical aid among the reasons that these employees left the Agency. Management is developing action plans to respond to these challenges.

**Performance Management**

All employees signed performance agreements highlighting the key targets to be achieved during the twelve months period. Each individual’s performance is appraised twice a year, in six months intervals: at the end of September and end of March respectively.

The departmental quarterly performance review continued to be one of the milestones achieved during the year. These reviews make sure that our performance management system achieves its intended objective of making the NSA a Centre of Excellence.

More than 90 percent of employees attended a refresher in-house performance management training session to understand and appreciate the concept of performance management systems.

Employees who performed best in their respective department and the best performing department were rewarded at NSA’s year-end function.

**Training**

More than 9.5 million spent

The investment made on capacity development during the period amounted to N$9,635,408.

More than 110 employees attended various training sessions offered in-house, locally, regionally and internationally. Moreover, NSA continued to support employees to upgrade their academic qualifications, with 15 employees benefiting from the Agency’s financial assistance scheme.

Apart from technical and soft skills training, NSA continues to sharpen the skills of its leadership. Management and senior supervisors at different levels attended various management development programmes. Among others, the training sessions attended focused on Economic Statistics, Demographical and Social Statistics, Corporate Governance, Data Processing, Finance, Logistics, Public Relations and Project Management.

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Apart from technical and soft skills training, NSA continues to sharpen the skills of its leadership. Management and senior supervisors at different levels attended various management development programmes. Among others, the training sessions attended focused on Economic Statistics, Demographical and Social Statistics, Corporate Governance, Data Processing, Finance, Logistics, Public Relations and Project Management.

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Employee Relations and Wellness

Employee wellness is high on the Agency's agenda, and several wellness activities aimed at promoting employee health were organised during the year. A ‘Wellness Day’ was held, during which a presentation on adopting a healthy lifestyle was made.

A total of six (6) disciplinary cases were attended to, while five (5) grievance cases were reported and concluded. NSA has allowed the employees to join the union of their choice and as such union membership to date stand at 66% of the bargaining unit.

Review of Organisational structure

During the periodic review of the business plan, it was found that the organisational structure did not support the Agency’s Strategic Plan. The Board approved several positions which were critical to the organization, including a Director of Human Resources and a Director of Finance, amongst others. The Board also directed management to optimize the organisational structure to align it with the Agency’s strategic and business plan. A review of the NSA’s organisational structure has been started, and will be concluded in the first quarter of the next financial year.

Policy Development and Enhancement

Effective policies reflect the NSA’s culture of compliance to good corporate governance and guide employees at all levels. During the period under review, Human Resource policy development and review continued to be a priority of the Agency.

The following new policies were developed and approved by the Board:

- Employee Wellness Policy
- Staff Development Policy and Procedures
- Security Policy

- Budget Planning & Monitoring Policies and Procedures
- Investment Policy

Whilst the following policies were reviewed and approved by the Board:

- Remuneration Policy and Procedures
- Performance Management Policy and Procedure

Human Resources Systems Implementation

The NSA has implemented the Employee Self-Service system, which provides for the automation of various HR functions, including leave requisitions, the ability to view pay slips and the ability for employees to update their personal details.

Good Corporate Governance

Sufficient Funding and Effective Cost Control

The Agency continued to receive more than 95 percent of its budget from government. To close the funding gap – mainly in the areas of technical support – the NSA received funding support from some development partners.

These included the Food and Agriculture Organisation (FAO), the African Development Bank (FAD) and the United Nations Population Fund (UNFPA). The Agency also received an additional financial injection of N$2 million from the line Ministry of Agriculture, Water and Forestry directed towards the Agricultural Census.

During the period under review, the Agency realised the need to strengthen its financial management systems. To this end, a full set of financial policies and procedures with accompanying operational guidelines were developed, approved and implemented. This enabled the Agency to – for a third time in a row – receive a clean bill of health from external auditors for its financial statements. The Board approved the position of Director Finance to be filled in the near future. Financial reports were generated and submitted to Executive Management and the Board for review.

Effective cost control

Several measures have been put in place to effectively curb and control the expenses of the Agency. These included cutting costs on telephone bills, printing and transport. (e.g. a centralised printing system with individual personal codes was introduced). Monthly and quarterly reports are presented to the Executive Management Team and the Board on cost control measures.

Budget preparation and submission

The Agency prepared and submitted its annual budget request to the line Ministry, and participated in the budget hearing at the Ministry of Finance. The Agency has successfully secured funding for the next three financial years.

Sufficient Physical Resources, Infrastructure and Support

Strengthened IT Security

The IT Department has strengthened its ICT security by deploying world-class security applications and appliances such as firewalls, advanced virus solutions and mail filtering systems.

Implementation of a secure remote access VPN services for regional offices

Due to the high bandwidth required to connect regional offices to the head office, and the high cost thereof, the IT Department has fully implemented a remote access virtual private network (VPN) that enables users in the regional offices and telecommuters to connect and make use of the Agency’s office systems. In this regard, 96.6% of network and system uptime was achieved during the 2014/15 financial year, superseding our annual target of 95%.
Deployment of new technology to improve data collection and processing
One of the areas that the NSA continues to invest in is the introduction of the Computer Assisted Personal Interviewing (CAPI) application for data capturing in all its surveys. This technology was previously deployed with the capturing of data for the 2014 Agriculture Census.

This technology will be implemented during the Namibia Household Income and Expenditure Survey (NHIES) to improve the quality of data captured, and to ensure timely release of quarterly reports from the survey. The NHIES will run for a one year period from 27 April 2015 to 07 April 2016. The CAPI is being used for an NHIES survey for the first time in Namibia and in the world, and this solution has inspired the phasing out of paper based data collection.

STRATEGIC PRIORITY #B: COORDINATING THE NATIONAL STATISTICAL SYSTEM

This priority area contains two objectives and seven performance indicators. The attainment of this strategic priority is mainly driven by the Directorates of Economic Statistics, Demographic and Social Statistics, as well as the division of Quality Assurance, through the execution of various operational and strategic initiatives. Approximately 40 such initiatives have been identified for execution during the planning period. The strategic objectives, performance indicators and targets for the year 2014/15 under this priority are listed in the diagrams below.

**B1: Improved NSS HR Capacity**

- Number of trainings offered to NSS producers: 4
- Number of NSS producer institutions attending training: 13
- Number of trainings offered to NSS users: 2
- Number of NSS user institutions attending training/workshops: 13

**B2: Coordinated NSS**

- Number of statistical tools shared with NSS: 4
- Number of user-producer workshops: 6
- Number of coordinated NSS projects: 3

Among other things, the coordination of the National Statistics System includes the development of standards and policies to guide the production of quality statistics. The following statistics policies and standards were gazetted during the period under review:

- Statistics Policy (No: 5654, Policy No: 18)
- Code of Practice: Professional and Ethical Standards Applicable to Statistics Producers (No: 5655, Policy No: 19)
- Data Collection, Processing and Dissemination Policy and Practice (No: 5656, Policy No: 20),
- Data Quality Assessment Framework (No: 5657, Policy No: 21), and
- National Spatial Data Infrastructure (NSDI) Policy (No: 5684, Policy No: 103) was also gazette.

The gazetting of these policies create the platform for the designation of Statistics as official in Namibia.

The implementation of statistical policies, standards, codes of practice for statistics producers and the Data Quality Assessment Framework (DQAF) ensure that the NSA complies with the Statistics Act, the African Charter on Statistics and United Nations Principles, and official statistics. For example, DQAF aims to establish quality parameters and elements on which quality of statistics will be assessed for them to be certified as official statistics, in accordance with the Statistics Act. This will ensure confidence in the use of statistics, continuous improvement on the statistics developed, and maintain a benchmark for the quality of statistics produced by different producers. The framework was approved by the Board Committee on Statistics during the period under review.

The Framework aims to assist in:

- reviewing the quality of current statistics in Namibia;
- providing a basis for planning to improve quality;
- monitoring the quality of Namibian statistics over time;
- identifying gaps in data; and
- Determining the designation of statistics as “official” statistics.

The Annual User-Producer workshop was conducted on the 31 July 2014 and a Workshop Proceedings Booklet that detailed the day’s proceedings was created.

Different Memoranda of Understanding (MOUs) were signed, including MOUs with the Namibia Trade Forum (NTF), the National Council for Research Science and Technology (NCRST), the University of Namibia (UNAM), Polytechnic of Namibia (Poly) and the Communication Regulatory Authority of Namibia (CRAN). More MOUs were developed and will be signed in the near future with the Ministry of Labor and Social Welfare, Ministry of Home Affairs and Immigration, and with Statistics South Africa.
STRATEGIC PRIORITY # C: STATISTICAL PRODUCTION AND EXPANSION

This priority contains 3 objectives and 8 performance indicators. The attainment of this strategic priority is mainly driven by the Economic Statistics and Demographic and Social Statistics Directorates, through the execution of various operational and strategic initiatives. More than 50 initiatives have been identified to be carried out during the planning period. The strategic objectives, performance indicators and targets under this priority for the year 2014/15 are listed below.

C1: Statistical production

| Percentage of statistical series produced on time according to the signed off business plan | 100% ✓ |
| Maximum allowable error rate | 5% ✓ |

C3: Relevant and responsive statistics

| Response rate on all surveys conducted | 90% ✓ |
| Level of user satisfaction regarding responsiveness | 70% ✓ |

Population dynamics, social statistics and spatial data

(a) Population projections

Population projections provide information on the future size, age and sex composition of the population. These indicators are important tools for planning and decision making. Population projections were produced for the period 2011 to 2041, and Namibia’s population is projected to reach 3.4 million by the year 2041.

(b) Migration Report

The Migration Report – based on data from the 2011 Population and Housing Census – was launched on 29 January 2015. The report provides information on internal and international migration of both lifetime and short term migrants into and out of Namibia.

(c) Annual Labor Force Survey (LFS 2014)

The 2014 Labour Force Survey was conducted with the objective of generating “timely key socio-economic indicators for assessment of labor market conditions in Namibia.” The survey covers all aspects of people’s work, including the education and training needed to equip them for work, the jobs profile, job search characteristics of those out of work, and income and benefits earned from work. The report – released in March 2015 – showed employment creation for 22,733 persons and a reduction in unemployment of 12,517 persons. The unemployment rate stood at 28.1 percent, down 1.5 percent point from the previous year’s rate of 29.6 percent.

(d) Implementation of the Namibia Household Income and Expenditure Survey (NHIES) 2015/2016

The main objective of the Namibia Household Income and Expenditure Survey (NHIES) is to provide indicators on income and expenditure of individuals and households, in order to assess support planning and decision making on addressing poverty and income inequalities in Namibia.

This NHIES is the sole source of information on income and expenditure in the country. The one year survey life-cycle also serves as a statistical framework for compiling the national basket items for the compilation of price indices used in the calculation of inflation. Moreover, income and expenditure data form the basis for updating prices or rebasing the national accounts.

The NHIES consists of core permanent modules, namely: labour force, health, education, income, expenditure and housing. The following areas will be covered within these modules: demographic characteristics, education, health, durable assets, labor force, agriculture activities, remittances, household income sources & debts, income by individuals, expenditure on various aspects of the household, savings and investments, and food adequacy. The survey will also include anthropometric measurements of children less than 5 years old, and will therefore provide data to assess the nutritional status of children.

Survey instruments such as questionnaires, data entry applications based on CAPI application, and training manuals were developed and tested during the Pilot Survey in February 2015. The fieldwork will commence in April 2015 and will run until April 2016.

(e) Data from Administrative system

To ensure cost effectiveness and the timely provision of statistical data, the Agency embarked on activities that maximise the utilisation of administrative systems to compile statistical data to fill data gaps for planning and decision making. Major initiatives to ensure the realisation of this objective include the establishment of a Labour Market Information System, and the improvement of the Civil Registration and Vital Statistics System.

Labor Market information System

A comprehensive assessment was carried out on Labour Market Information System (LMIS) and a report produced. This report contained the findings and recommendations which form the basis for the establishment of an integrated Labour Market Information System in Namibia.
Civil Registration System and Vital Statistics

Civil registration systems are critical for keeping up to date vital statistics (births, deaths, marriages and divorces), monitoring population dynamics, and estimating population size and age and sex compositions. A sound and trustworthy civil registration system is required to generate quality and timely vital statistics on a continuous basis. Although Namibia has a Civil Registration System in place, it is unable to provide statistics that meet the quality criteria. It is for this reason that a comprehensive assessment of the Namibia Civil Registration and Vital Statistics System was conducted during the period under review, to assess the strengths and weaknesses of the System, and to devise strategies on how to improve its effectiveness, particularly concerning timely registration and delivery of data to ensure quality vital statistics can be generated on continuous basis. The assessment was conducted within the framework, principles and guidelines of the Africa Programme for Accelerated Improvement of Civil Registration and Vital Statistics (APAI-CRVS). APAI-CRVS is a Pan-African initiative, created under the directives of African Ministers responsible for Civil Registration, to provide management and programmatic guidance to African countries in the improvement of CRVS systems.

The specific objectives of the assessment were:
(1) to identify the strengths and weaknesses in current systems, and draw important lessons learned;
(2) to review the bottlenecks in the process of registering vital events;
(3) to identify ways through which the current system can be improved in line with international standards, and to develop a costed National Strategic Plan, including objectives, indicators and activities for all ministries involved in registering vital events.

A national report on CRVS was produced and a five-year National Strategic Plan for improving the CRVS was developed. A national Steering Committee, chaired by the Ministry of Home Affairs and Immigration and co-chaired by the Namibia Statistics Agency was appointed by Cabinet to oversee the implementation of the Strategic plan. The Ministry of Home Affairs and Immigration coordinates the implementation of the Plan.

Vital statistics report

A report on vital statistics was produced, based on data compiled from the Civil Registration. The report provides information on the status of data needed to produce quarterly Vital Statistics. The Statistics produced in the report cannot be released to the public as quality issues are still being addressed to ensure only the highest quality statistics are released.

Social statistics from administrative records

Data on education, gender, health, road accidents, crime and justice, and safety and correctional services were compiled from the administrative records of ministries, government offices and agencies. The process of acquiring administrative data from various institutions in the past has been cumbersome and protracted, with some producers resisting to provide the required information on time. In order to solicit the support and cooperation of key ministries, government offices and agencies, a stakeholders’ workshop was held in June 2014.

(f) Preparation for Namibia Inter-censal Demographic Survey

Preparation for the next Inter-censal Demographic Survey started with the development of a project document. The project document provides information on survey methodology, planning and implementation processes, thereby serving as a tool for resource mobilisation from government and development partners. The survey’s scope, required resources and timeframe are also contained in the document.

(g) Updating of Sampling frames

The National Sampling Frame is an important statistical tool which ensures collection of accurate statistics from household surveys. The National Sampling Frame was updated and re-organised so that it aligned with the newly proclaimed regional and constituency boundaries, as per the Fourth Delimitation Commission, and with fast growing areas.

The frame was used for the 2014 Labour Force Survey and will be used for the NHIES 2015 / 2016. Other ministries and agencies also use the same framework for conducting national surveys.

(h) Spatial data

The geodatabase is continuously being updated as data is made available from the custodians of this information. The Agency regularly receives updates – mainly from the Ministry of Lands and Resettlement and the Ministry of Agriculture, Water and Forestry.

Economic Statistics

(a) National Accounts

During the period under review, national accounts were rebased to 2010 and finalised in the National Accounts 2013 Publication (released in September 2014). During March 2015, the Preliminary National Accounts 2014 were released, and according to the report, the economy was estimated to have grown by 4.5 per cent in 2014, compared to 5.1 percent in 2013.

Currently, quarterly GDP is estimated based on constant prices, using indicators that provide insights on short term movements of the economy. During the reporting period, all four quarterly GDPs were published. The economy was estimated to have expanded by 8.9 per cent in the fourth quarter of 2014.

(b) Sectoral statistics

Sectoral statistics are high frequency data that track the production performance of selected sectors of the economy. Statistics were produced from the following sectors: livestock, mining, beverages, tourism, transport, utilities, and construction. During the reporting period, 83 reports were expected, but only 73 reports were produced and released.
This was primarily due to challenges experienced with data sources in the beverage sector. This issue was later solved and the beverage report started to be produced.

(c) Namibia Census of Agriculture 2013/14

The 2013/2014 Census of Agriculture — covering both the communal and commercial agricultural sectors in all the fourteen regions of the country — was launched during the reporting period. The communal sector census, which was conducted via face-to-face enumeration, commenced in early February 2014 and was successfully concluded by the end of June 2014.

The adoption of the Computer Assisted Personal Interviewing (CAPI) system played a significant role in ensuring that the data was immediately available for analysis and report writing. The Basic Report could not, however, be released within the planned six month timeframe due to limited technical skills in data analysis. The report will be published before the end of June 2015, which is still a commendable milestone considering the nature of the survey.

Data collection in the commercial sector was started in December 2014 through the dispatch of questionnaires to commercial farmers via the postal system (NamPost). This exercise is still in progress and will take some time to conclude as responses are being returned at a slow pace.

(d) Trade Statistics

The reporting period witnessed the production and release of four (4) monthly trade statistics bulletins for the period of April to July 2014. The Monthly trade statistics bulletin was discontinued and replaced by a quarterly trade statistics bulletin. However, due to technical (interface) problems experienced in the migration of Asycuda ++ to Asycuda World, there were no releases of the quarterly Statistics Bulletins. The data from AsycudaWorld (Customs) was incompatible with the Eurotrace database (used at NSA); therefore, data from other border posts (Eros Airport, Hosea Kutako International Airport and Walvis Bay) where AsycudaWorld was introduced could not be imported into the NSA’s domain, thus leading to a coverage problem.

This problem was resolved in the last quarter of the reporting period with the help of consultants from COMESA, with SADC as a mediator. Subsequent to this, the annual report for the year 2014 was compiled, for release in May 2015. The 2014 Annual Trade Statistics Bulletin revealed that the trade deficit had widened, from NAD17.9 billion in 2013 to NAD26.2 billion in 2014.

During the reporting financial year, a pilot survey on informal cross border trade was conducted in April 2014. The full survey was conducted in November 2014, and the report is set to be released in May 2015.

(e) Price Statistics

Twelve Consumer Price Index (CPI) Bulletins for the months of April 2014 to March 2015 were released and disseminated to stakeholders (within 15 days after the end of the reporting month, per the target).

The Harmonised Consumer Price Indices (HCPIs) for the corresponding months were also produced and forwarded to SADC for publication. Over the past twelve months, the inflation rate went down from the 6.1 percent recorded in May and June 2014 to a rate of 3.4 percent, recorded in March 2015.

(f) Establishment of business register

Due to lack of technical expertise, the establishment of a business register has been shifted to the next financial year.

IMPROVED QUALITY OF STATISTICS

We consistently retained high response rates and low margins of error for all the surveys and data collection process undertaken during the period under review. For example, the response rates for Economic surveys were between 74% - 100% (well above the targeted response rate of 70%), while the margin of error (MOE) ranged between 0% - 0.6% respectively.

The 2014 Labor Force Survey was the only Demographic and Social Statistics survey conducted during the review period. However, the results were released outside of this period. The response rate for the Labor Force Survey was an impressive 95 percent.

STRATEGIC PRIORITY #D: USE OF STATISTICS AND VALUE CREATION

This ‘Use of Statistics and Value Creation’ priority comprises 3 objectives and 6 performance indicators. The attainment of this strategic priority is mainly driven by the two core Directorates and the Strategic Communications Division, through the execution of various operational and strategic initiatives, of which more than 30 have been identified for implementation during the planning period. The strategic objectives, performance indicators and targets for year 2013/14 under this priority are listed below.

D1: Enhanced accessibility and use of statistics

- Percentage of existing NSA data and publications loaded on the website: 100%
- Percentage of key users in receipt of core statistics: 90%
- Total number of hard copies disseminated based on distribution strategy: 2500

D3: Contribution to national monitoring and evaluation

- Number of analytical reports produced per annum: 2
- Number of commissioned research papers: 2

Value addition to statistics:

In order to promote value addition using existing statistical data, the following five reports were commissioned during the reporting period

a) Report on Housing Conditions in Namibia

This report was commissioned to a local team of three consultants.
A draft report is available, and will be finalised in the new financial year.

b) Children and Young People Report: Conditions in Namibia

This report was commissioned to local consultants, with technical support from UNICEF. The report provides an in-depth analysis on the wellbeing of children and young people in Namibia across different phases and aspects of their lives, using data from the 2011 Census. The report has been finalized and will be launched in the new financial year.

c) Population projections for Health Districts

Population projections are essential for planning at the national, regional and district levels in the private and public sectors. In order for planners and policy makers to efficiently allocate scarce resources, they need to have an indication of the future size, structure and characteristics of the country’s population. This report presents population projections of health districts in Namibia from 2011 to 2025. Three population projection scenarios have been envisaged: high, medium and low. A draft report is in place and will be presented to the NSA and the management of the Ministry of Health.

d) Report on Youth Unemployment

The Report on Youth Unemployment was commissioned to local consultants, and the draft report is yet to be received. The objectives of this report include conducting a literature review on youth (un)employment in Namibia, and contrasting these findings with youth (un)employment regionally and globally. Further, the report will analyze youth (un)employment using past labour force surveys data sets; as well as inform policy by determining the key causes of youth unemployment in Namibia.

e) The Statistical Web based GIS Tool

The Web GIS is a new initiative by the NSA, aimed at ensuring that statistics are disseminated in a way that is easy to access and more easily understood by our stakeholders. Web GIS is a platform that makes maps and geographic data available to users on the web. Users of these applications need little or no training to effectively use them – they only require a computer and internet connection. These applications can be accessed from the NSA Website.

Enhanced accessibility and use of statistics:

Micro and Meta data for dissemination

The Agency continues to enhance accessibility and use of data through regular micro and metadata updates to the data portal. The micro and metadata from the 2013 Labour Force Survey were developed and loaded on the NSA data portal, which is accessible to the public through the Agency’s website.

The Agency’s website has also been updated with all statistical information, various publications and our release calendar.
SECTION D:
ANNUAL FINANCIAL STATEMENTS
BOARD MEMBERS’ RESPONSIBILITY FOR FINANCIAL REPORTING

The Board is required to maintain adequate accounting records, and is responsible for the content and integrity of the financial statements and related financial information included in this report. It is the Board’s responsibility to ensure that the financial statements are a fair representation of the state of affairs of the Agency at the end of the financial year, and that they conform to International Financial Reporting Standards.

The financial statements are prepared in accordance with International Financial Reporting Standards and are based on appropriate accounting principles consistently applied and supported by reasonable and prudent judgements and estimates.

Board members acknowledge that they are ultimately responsible for the system of internal financial control established by the Agency, and place considerable importance on maintaining a strong control environment. To enable Board members to meet these responsibilities, the Board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. These 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 Agency and all employees are required to maintain the highest ethical standards in ensuring the Agency’s business is conducted in a manner that, in all reasonable circumstances, is above reproach. The focus of risk management in the Agency is on identifying, assessing, managing and monitoring all potential risks across the Agency. While operational risk cannot be fully eliminated, the company 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 that, based on the information and explanations given by management, the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable and not absolute assurance against material misstatement or loss.

The Board has reviewed the Agency’s cash flow forecast for the year to 31 March 2016 and, in the light of this review and the current financial position, it is satisfied that the Agency has adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Agency’s financial statements. The financial statements have been examined by the Agency’s external auditors.

BOARD MEMBERS’ APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The annual financial statements were approved by the board members and are signed on their behalf by:

Director
19 June 2015
Date

Director
19 June 2015
Date
INDEPENDENT AUDITOR’S REPORT

We have audited the financial statements of Namibia Statistics Agency, as set out on, which comprise the statement of financial position as at 31 March 2015, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Directors’ responsibility for the Financial Statements

The Agency’s directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and requirements of the Statistics Act, 2011 and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements.

The procedures selected depend on the auditors’ judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements 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 entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Namibia Statistics Agency as at 31 March 2015, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards, and the requirements of the Statistics Act, 2011.

Grand Namibia
Registered Accountants and Auditors
Chartered Accountants (Namibia)

Per: R.N. Beukes

Windhoek
19 June 2015
REPORT OF THE BOARD MEMBERS

The board members present their report for the year ended 31 March 2015.

BACKGROUND AND OPERATIONS

“The Namibia Statistics Agency [the “Agency”] was established by the Government of the Republic of Namibia in terms of the Statistics Act 9 of 2011 to constitute the central statistical authority for the State; to collect, produce, analyse and disseminate official and other statistics in Namibia; facilitate the capture, management, maintenance, integration, distribution and use of spatial data; to develop and coordinate the National Statistics System and the National Spatial Data Infrastructure (NSDI); and to advise the Minister (Director General of National Planning Commission) on matters related to official and other statistics, whether of its own accord or at the request of the Minister.

REVIEW OF FINANCIAL RESULTS

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

BOARD MEMBERS AND SECRETARIES

The board members in office during the year and at the date of this report were as follows:

- Ms. Florette N Nakusera Chairperson Reappointed for a second term, appointed as Chairperson 01 September 2014
- Mr. Sikongo G Haihambo Vice Chairperson Reappointed for a second term, appointed as Vice Chairperson 01 September 2014
- Ms. Florentia Amuenje Director Reappointed for a second term September 2011
- Mr. Martin Mwinga Director Reappointed for a second term 01 September 2011
- Dr. Nelago Indongo Director Appointed 01 September 2014
- Ms. Libertha Kapere Director Appointed 01 September 2014
- Mr. Paul W Hartmann Chairperson Term ended 31 August 2014
- Ms. Anna B Matebele Vice Chairperson Term ended 31 August 2014
- Dr. John F Steytler Statistician General Resigned on 31 January 2015
- Ms. Liina Kafidi Acting Statistician General Acting SG since 1 February 2015

Secretary:

The secretary to the agency during the year is Ms. Ruusa Shipiki.

Business Postal
FGI House P.O.Box 2133
Post Street Mall Windhoek, Namibia
Windhoek, Namibia

AUDITORS

Grand Namibia was appointed as the Agency auditors in accordance with Section 30 (b) of the Statistics Act, 2011.

PROPERTY, PLANT AND EQUIPMENT

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

SUBSEQUENT EVENTS

No events or circumstances have arisen between 31 March 2015 and the date of this report which would require adjustment to or disclosure in these financial statements.

GOING CONCERN

The Agency recorded a surplus of N$3 019 666 (2014:22 806 642) and expect adequate funding from the Government of Namibia for the 2015/2016 financial year. The agency thus has sufficient surplus to absorb any future deficits and together with funding from the Government, these will ensure the operational existence of the agency and this confirms the appropriateness of the going concern basis in the preparation of the annual financial statements.
STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td></td>
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<td>N$</td>
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<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td><strong>Non-current assets</strong></td>
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<td>Property, plant and equipment</td>
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<td>Intangible assets</td>
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<td>Total non-current assets</td>
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<td>Trade and other receivables</td>
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<td>Cash and cash equivalents</td>
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<td>Total current assets</td>
<td></td>
<td>17,168,989</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td></td>
<td>60,476,431</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EQUITY AND LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capital and reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td></td>
<td>27,272,865</td>
</tr>
<tr>
<td>Total equity</td>
<td></td>
<td>27,272,865</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred income</td>
<td>15</td>
<td>5,567,443</td>
</tr>
<tr>
<td>Total non current liabilities</td>
<td></td>
<td>5,567,443</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred income</td>
<td>15</td>
<td>7,340,094</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>14</td>
<td>20,296,028</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td></td>
<td>27,636,122</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td>33,203,565</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td></td>
<td>60,476,431</td>
</tr>
</tbody>
</table>

STATEMENT OF COMPREHENSIVE INCOME

<table>
<thead>
<tr>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td>3</td>
<td>135,830,510</td>
</tr>
<tr>
<td>Cost of projects</td>
<td>4</td>
<td>(46,764,153)</td>
</tr>
<tr>
<td>Income before other operating expense and income</td>
<td></td>
<td>89,066,357</td>
</tr>
<tr>
<td>Other income</td>
<td>5</td>
<td>1,212,178</td>
</tr>
<tr>
<td>Distribution expenses</td>
<td>6</td>
<td>(4,663,984)</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>7</td>
<td>(5,583,431)</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>8</td>
<td>(77,011,454)</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>9</td>
<td>3,019,666</td>
</tr>
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</table>

STATEMENT OF CHANGES IN EQUITY

<table>
<thead>
<tr>
<th></th>
<th>Accumulated Surplus</th>
<th>Total N$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 31 March 2013</strong></td>
<td></td>
<td>1,446,557</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td></td>
<td>22,806,642</td>
</tr>
<tr>
<td><strong>Balance at 31 March 2014</strong></td>
<td></td>
<td>24,253,199</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td></td>
<td>3,019,666</td>
</tr>
<tr>
<td><strong>Balance at 31 March 2015</strong></td>
<td></td>
<td>27,272,865</td>
</tr>
</tbody>
</table>

STATEMENT OF CASH FLOWS

<table>
<thead>
<tr>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash receipts from Government of Namibia</td>
<td></td>
<td>128,451,395</td>
</tr>
<tr>
<td>Cash payments to suppliers and employees</td>
<td></td>
<td>(118,975,095)</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>16</td>
<td>9,476,300</td>
</tr>
<tr>
<td>Interest received</td>
<td></td>
<td>877,542</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
<td></td>
<td>10,353,842</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases of equipment</td>
<td>11</td>
<td>(19,192,814)</td>
</tr>
<tr>
<td>Proceeds from sale of motor vehicles</td>
<td></td>
<td>362,368</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td></td>
<td>(18,830,446)</td>
</tr>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td></td>
<td>(8,476,604)</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td></td>
<td>24,491,072</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of year</td>
<td>10</td>
<td>16,014,468</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS

1. BASIS OF ACCOUNTING
   The annual financial statements are prepared in accordance with and comply with International Financial Reporting Standards ("IFRS") adopted by the International Accounting Standards Board ("IASB"), and interpretations issued by the International Financial Reporting Interpretations Committee ("IFRIC") of the IASB and the requirements of the Statistics Act 9 of 2011.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
   The annual financial statements are prepared on the historical cost basis except for financial assets and liabilities where the fair value and amortised cost basis of accounting are adopted. The accounting policies of the agency, which are set out below, have been consistently applied and comply in all material respects with International Financial Reporting Standards.

2.1. Taxation
   No income or any other tax, duty or levy imposed under any law is payable by the Agency in terms of Section 32 of the Statistics Act, 2011.

2.2. Intangible assets
   Intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

   Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method. The following useful lives are used for the amortisation of intangibles:

   - Computer Software: 5 years

   If there is an indication that there has been a significant change in amortisation rate or residual value of an asset, the amortisation of that asset is revised prospectively to reflect the new expectations.

2.3. Property, plant and equipment
   Property, plant and equipment are stated at cost less accumulated depreciation and any recognised impairment losses. Depreciation is charged on the straight line basis over the useful lives of the assets.

   Depreciation is charged so as to allocate the cost of assets less their residual values over their estimated useful lives, using the straight-line method. Freehold land is not depreciated. The following useful lives are used for the depreciation of property, plant and equipment:

   - Motor Vehicles: 4 years
   - Computer Equipment: 3 years
   - Office Equipment: 3 years
   - Furniture & fittings: 6 years
   - Leasehold Improvements: 5 years

   If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of an asset, the depreciation of that asset is revised prospectively to reflect the new expectations.

2.4. Leases
   Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the agency. All other leases are classified as operating leases.

   Rights to assets held under finance leases are recognised as assets of the agency at the fair value of the leased property (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring profit or loss.
Assets held under finance leases are included in property, plant and equipment, and depreciated and assessed for impairment losses in the same way as owned assets.

Rentals payable under operating leases are charged to profit or loss on a straight-line basis over the term of the relevant lease.

2.5. Impairment of assets

At each reporting date, financial and non-financial assets not carried at fair value, are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

Similarly, at each reporting date, inventories are assessed for impairment by comparing the carrying amount of each item of inventory (or agency of similar items) with its selling price less costs to complete and sell. If an item of inventory (or agency of similar items) is impaired, its carrying amount is reduced to selling price less costs to complete and sell, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount (selling price less costs to complete and sell, in the case of inventories), but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (agency of related assets) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

2.6. Financial instruments

2.6.1. Initial recognition and measurement

All financial instruments, including derivative instruments, are recognised on the statement of financial position.

Financial instruments are initially recognised when the agency becomes party to the contractual terms of the instruments and are measured at cost, which is the fair value of the consideration given (financial asset) or received (financial liability or equity instrument) for it. Financial liabilities and equity instruments are classified according to the substance of the contractual arrangement on initial recognition. Subsequent to initial recognition these instruments are measured as set out below.

2.6.2. Fair value methods and assumptions

The fair value of financial instruments traded in an organised financial market are measured at the applicable quoted prices, adjusted for any transaction costs necessary to realise the assets or settle the liabilities.

The fair value of financial instruments not traded in an organised financial market, is determined using a variety of methods and assumptions that are based on market conditions and risk existing at statement of financial position date, including independent appraisals and discounted cash flow methods. The fair value determined is adjusted for any transaction costs necessary to realise the assets or settle the liabilities. The carrying amounts of financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values due to the short-term trading cycle of these items.

2.6.3. De-recognition

Financial assets (or a portion thereof) are de-recognised when the agency realises the rights to the benefits specified in the contract, the rights expire or the agency surrenders or otherwise loses control of the contractual rights that comprise the financial asset.

On de-recognition, the difference between the carrying amount of the financial asset and proceeds receivable and any prior adjustment to reflect fair value that had been reported in equity are included in the statement of comprehensive income.
Financial liabilities (or a portion thereof) are de-recognised when the obligation specified in the contract is discharged, cancelled or expires. On de-recognition, the difference between the carrying amount of the financial liability, including related unamortised costs, and amount paid for it are included in the statement of comprehensive income.

2.6.4. Financial assets

The agency’s principal financial assets are trade and other receivables and bank and cash balances:

**Trade and other receivables**

Accounts receivable originated by the agency is stated at their cost less a provision for impairment. An estimate of doubtful debts is made based on a review of all outstanding amounts at reporting date. Bad debts are written off during the period in which they are identified.

**Bank and cash balances**

The accounting policy for bank and cash balances is dealt with under cash and cash equivalents set out in note 2.9.

2.6.5. Financial liabilities

The agency’s principal financial liabilities are trade and other payables.

**Trade and other payables**

Accounts payable are initially recognised at fair value, and subsequently measured at amortised cost.

2.7. Loans and trade receivables

Loans and receivables are measured at amortised cost using the effective interest method, less any impairment. Interest income is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

2.8. Employee benefits

**Short-term employee benefits**

Short-term employee benefits are recognised as an expense in the period in which they are incurred.

**Retirement fund**

Benefits are provided for employees by an independent retirement fund to which the agency contributes. The retirement fund is governed by the Namibian Pension Funds Act. The retirement fund is in the nature of a defined contribution plan. All employees contribute to the fund. The contributions commenced from 01 April 2013.

2.9. Cash and cash equivalents

Cash and cash equivalents are measured at fair value and comprise cash on hand, deposits held on call with banks, and instruments in money market, net of bank overdrafts and call loans.


Provisions are recognised when the agency has a present obligation (legal or constructive) as a result of a past event, it is probable that the agency will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.
2.11. Loans and trade payables

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs.

Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on the basis of 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 through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

2.12. Revenue

Revenue is measured at the fair value of the consideration received or receivable, net of discounts and sales-related taxes collected on behalf of government authorities.

When the inflow of cash or cash equivalents is deferred, and the arrangement constitutes in effect a financing transaction, the fair value of the consideration is the present value of all future receipts determined using an imputed rate of interest. The imputed rate of interest is either the prevailing rate for a similar instrument of an issuer with a similar credit rating, or a rate of interest that discounts the nominal amount of the instrument to the current cash sales price of the goods or services. The difference between the present value of all future receipts and the nominal amount of the consideration is interest revenue.

2.13. Interest revenue

Interest revenue is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset’s net carrying amount on initial recognition.

2.14. Government grants

Government grants are not recognised until there is reasonable assurance that the agency will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Agency recognises as expenses the related costs for which the grants are intended to compensate as deferred income. Specifically, government grants whose primary condition is that the Agency should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Agency with no future related costs are recognised in profit or loss in the period in which they become receivable.

2.15. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.
2.16. **Key sources of estimation uncertainty and judgments**

There are no key assumptions or material judgements concerning the future and other key sources of estimation uncertainty at the statement of financial position date that could have a significant risk of causing material adjustment to the carrying amounts of the assets and liabilities within the next financial year.

3. **Revenue**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government grant</td>
<td>127,383,475</td>
<td>78,758,909</td>
</tr>
<tr>
<td>- Operational Subsidy</td>
<td>125,923,000</td>
<td>75,363,812</td>
</tr>
<tr>
<td>Deferred income released to income</td>
<td>1,460,475</td>
<td>3,395,097</td>
</tr>
<tr>
<td>- Grants related to assets</td>
<td>8,247,043</td>
<td>14,339,580</td>
</tr>
<tr>
<td>- Depreciation on donated assets</td>
<td>8,247,043</td>
<td>9,031,389</td>
</tr>
<tr>
<td>- Disposal of donated assets</td>
<td>-</td>
<td>5,308,191</td>
</tr>
<tr>
<td>- Grants related to income</td>
<td>199,992</td>
<td>21,735,479</td>
</tr>
<tr>
<td>- Census</td>
<td>-</td>
<td>16,393,566</td>
</tr>
<tr>
<td>- Namibia Household Income &amp; Expenditure Survey</td>
<td>-</td>
<td>561,098</td>
</tr>
<tr>
<td>- WHO Grants</td>
<td>199,992</td>
<td>-</td>
</tr>
<tr>
<td>- FOA small assets</td>
<td>-</td>
<td>144,078</td>
</tr>
<tr>
<td>- Central Bureau of Statistics</td>
<td>-</td>
<td>4,636,737</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>135,830,510</td>
<td>114,833,968</td>
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</tbody>
</table>

4. **Cost of projects**

The following items have been recognised as expenses in relation to the projects undertaken by the agency:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour force survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remuneration</td>
<td>3,480,318</td>
<td>4,265,844</td>
</tr>
<tr>
<td>Repair and maintenance</td>
<td>-792</td>
<td>11,099</td>
</tr>
<tr>
<td>Advertisement &amp; Recruitment</td>
<td>256,749</td>
<td>32,725</td>
</tr>
<tr>
<td>Other Allowances</td>
<td>796,262</td>
<td>1,465,958</td>
</tr>
<tr>
<td>Vehicle rentals</td>
<td>3,199,447</td>
<td>4,554,333</td>
</tr>
<tr>
<td>Fuel and transport Costs</td>
<td>1,424,615</td>
<td>1,705,516</td>
</tr>
<tr>
<td>Training</td>
<td>2,349,285</td>
<td>2,006,508</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>360,156</td>
<td>532,036</td>
</tr>
<tr>
<td>Other services and expenses</td>
<td>157,696</td>
<td>124,891</td>
</tr>
<tr>
<td>Publications</td>
<td>191,337</td>
<td>138,173</td>
</tr>
<tr>
<td>NHIES</td>
<td>8,197,983</td>
<td></td>
</tr>
<tr>
<td>Remuneration</td>
<td>267,326</td>
<td></td>
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<tr>
<td>Publications</td>
<td>129,204</td>
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</tr>
<tr>
<td>Other expenses</td>
<td>263,796</td>
<td></td>
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<tr>
<td>Vehicle Rentals</td>
<td>541,263</td>
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</tr>
<tr>
<td>Material and Supplies</td>
<td>1,810,811</td>
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<tr>
<td>Subsistence Allowances</td>
<td>596,800</td>
<td></td>
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<tr>
<td>Fuel and transport costs</td>
<td>85,437</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>4,503,346</td>
<td></td>
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<tr>
<td>Price Agency</td>
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<td>482,898</td>
</tr>
<tr>
<td>Remuneration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Informal Trade</td>
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<td></td>
</tr>
<tr>
<td>Remuneration</td>
<td>71,284</td>
<td></td>
</tr>
<tr>
<td>Material and Supplies</td>
<td>36,000</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>19,507</td>
<td></td>
</tr>
<tr>
<td>Agricultural Census</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertisement</td>
<td>26,279,813</td>
<td>20,761,270</td>
</tr>
<tr>
<td>Travel and accommodation expenses</td>
<td>39,061</td>
<td>356,773</td>
</tr>
<tr>
<td>Other Allowances</td>
<td>79,856</td>
<td>163,104</td>
</tr>
<tr>
<td>Consultancy Fee</td>
<td>15,200</td>
<td>598,769</td>
</tr>
<tr>
<td>Fuel and Transport Costs</td>
<td>93,279</td>
<td>208,157</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>4,717,860</td>
<td>733,646</td>
</tr>
<tr>
<td>Remuneration</td>
<td>4,735,208</td>
<td>6,878,738</td>
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<tr>
<td>Subsistence Allowance</td>
<td>119,087</td>
<td>630,198</td>
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<tr>
<td>Vehicle Rental</td>
<td>15,777</td>
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<tr>
<td>Recruitment</td>
<td>4,355</td>
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</tr>
<tr>
<td>Other services and Expenditure</td>
<td>10,680</td>
<td>3,331,658</td>
</tr>
<tr>
<td>Remuneration - Leave</td>
<td>-130,542</td>
<td>608,274</td>
</tr>
<tr>
<td>Publications</td>
<td>81,672</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>36,081,251</td>
<td></td>
</tr>
</tbody>
</table>

50
5. Other income

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
</tbody>
</table>

Other income includes:

- Interest income on bank balances: 877,542 1,400,192
- Profit on disposal of property, plant and equipment: 362,368 -
- Sundry income: -27,732 161,543
- Ministry of Agriculture contribution - Agricultural Census: - 13,355,698

Total: 1,212,178 14,917,433

6. Distribution expenses

The distribution expenses includes:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
</tbody>
</table>

- Website upgrade: 18,653 4,439
- Logo, branding and advertisement: 2,079,907 908,683
- Promotional activities, marketing & stakeholder engagements: 445,218 315,912
- Corporate Social Responsibility: 444,397
- General publications: 1,675,809 1,037,133

Total: 4,663,984 2,424,115

7. Administrative expenses

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
</tbody>
</table>

- Legal fees: - 12,420
- VET levy: 391,351 -
- Telephone expenses: 491,878 1,531,480
- Cleaning services & materials: 136,148 274,656
- Bank charges: 122,144 169,344
- Fleet management system and monitoring: - 104,168
- Membership fees & subscriptions: 82,311 72,233
- Licence fees (computers & vehicles): 1,892,331 1,192,290
- IT outsourcing: 321,769 100,050
- Stationery & computer consumables: 295,090 545,481
- Storage costs: 140,146 343,889
- Office expenses: 1,710,263 761,633

Total: 5,583,431 5,107,644

8. Other operating expenses

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
</tbody>
</table>

- Electricity and water: 1,188,368 1,164,971
- Office equipment’s expenses: 122,665 205,822
- Consultancy fees: 2,303,502 2,034,477
- Conferences & culture change events: 1,175,501 485,933
- Insurance: 1,924,745 872,937
- Hotel and accommodation: 139,439 63,513
- Rental expenses: 7,607,179 4,975,608
- Depreciation and amortisation expense: 11,502,001 10,076,491
- External audit service fees: - 150,000
- Staff costs: 42,590,284 36,815,538
- Loss on disposal of property, plant and equipment: - 1,259,749
- Staff training costs & internships: 2,775,520 1,509,790
- Strategic plan and management retreat: 394,059 220,843
- Recruitment: 636,462 118,815
- Board secretarial services: -
- Board fees: 1,062,025 674,073
- Security expenses: 728,635 371,305
- Repairs and maintenance: 943,962 1,913,951
- Entertainment and refreshments: 138,597 107,212
- Internet Charges: 1,131,210 -
- Travel expenses: 647,300 311,061

Total: 77,011,454 63,331,749

9. Surplus for the year

The following items have been recognised as expenses (income) in determining surplus before tax:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
</tbody>
</table>

- External audit service fees: - 150,000
- Depreciation and amortisation expense: 11,502,001 10,076,491
- Staff costs: 42,590,284 36,815,538
- Deferred income i.r.o. asset-based government grants recognised during the year:
  - Motor Vehicles: (2,931,700) (8,627,242)
  - Computer Equipment: (3,325,046) (3,263,863)
  - Office Equipment: (392,083) (392,083)
  - Furniture & fittings: (288,075) (288,075)
  - Computer Software: (1,579,638) (1,579,638)
- Assets Expensed > 1000: 122,665 205,822
- Government grants related to income recognised during the year:
  - Rental expenses: 1,460,475 3,395,097
  - Number of employees: -
  - Permanent: 124 89
  - Short-term: 13 -
  - Projects - temporary: 553 492
10. **Cash and cash equivalents**  
Bank balances and cash comprise cash held by the agency and short-term bank deposits. The carrying amount of these assets approximates their fair value.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in bank</td>
<td>N$ 16,008,397</td>
<td>N$ 24,491,041</td>
</tr>
<tr>
<td>Cash on hand</td>
<td>6,071</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>N$ 16,014,468</strong></td>
<td><strong>N$ 24,491,072</strong></td>
</tr>
</tbody>
</table>

11. **Property, plant and equipment**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor Vehicles</td>
<td>N$ 7,059,857</td>
<td>N$ 15,386,319</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td>N$ 8,379,843</td>
<td>N$ 8,914,426</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>N$ 1,016,764</td>
<td>N$ 1,375,013</td>
</tr>
<tr>
<td>Leasehold Improvements</td>
<td>381,597</td>
<td>-</td>
</tr>
<tr>
<td>Furniture &amp; fittings</td>
<td>2,907,634</td>
<td>3,216,658</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>N$ 20,015,194</strong></td>
<td><strong>N$ 38,892,416</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>N$ 23,112,308</td>
<td>N$ 7,329,356</td>
</tr>
<tr>
<td>Additions acquired</td>
<td>N$ 5,601,667</td>
<td>N$ 8,379,843</td>
</tr>
<tr>
<td>Additions donated</td>
<td>N$ 2,324,907</td>
<td>N$ 1,016,764</td>
</tr>
<tr>
<td>Depreciation</td>
<td>N$ 3,309,297</td>
<td>N$ 381,597</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>N$ 38,878,476</strong></td>
<td><strong>N$ 20,015,194</strong></td>
</tr>
</tbody>
</table>

12. **Intangible assets**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Software</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening balance</td>
<td>N$ 6,125,122</td>
<td>N$ 7,821,278</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(1,696,156)</td>
<td>(1,696,156)</td>
</tr>
<tr>
<td>Closing balance</td>
<td><strong>N$ 4,428,966</strong></td>
<td><strong>N$ 6,125,122</strong></td>
</tr>
</tbody>
</table>

Cost  
8,480,779  
Accumulated amortisation and impairment  
(4,051,813)  
Closing balance  
4,428,966  
6,125,122

The cost of the Agency’s intangible assets includes an amount of N$ 7 898 192 in respect of grants related to software donated by GIZ, the carrying amount of the intangible assets is N$ 4,180,000.

13. **Trade and other receivables**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff loans</td>
<td>N$ 54,866</td>
<td>N$ 25,635</td>
</tr>
<tr>
<td>Other receivables</td>
<td>N$ 1,015,346</td>
<td>-</td>
</tr>
<tr>
<td>Prepayments</td>
<td>N$ 84,309</td>
<td>N$ 1,996,814</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>N$ 1,154,521</strong></td>
<td><strong>N$ 2,022,449</strong></td>
</tr>
</tbody>
</table>

14. **Trade payables**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Planning Commission (NPC)</td>
<td>N$ 957,332</td>
<td>N$ 957,332</td>
</tr>
<tr>
<td>Suppliers and sundry accruals</td>
<td>N$ 16,876,047</td>
<td>N$ 1,581,471</td>
</tr>
<tr>
<td>Provisions - Audit fees</td>
<td>N$ 155,250</td>
<td>N$ 150,000</td>
</tr>
<tr>
<td>Provisions - Leave</td>
<td>N$ 2,164,111</td>
<td>N$ 4,375,880</td>
</tr>
<tr>
<td>Accruals - payroll related</td>
<td>N$ 143,218</td>
<td>N$ 1,123,288</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>N$ 20,296,028</strong></td>
<td><strong>N$ 6,976,558</strong></td>
</tr>
</tbody>
</table>

Trade and other payables comprise amounts outstanding for trade purchases and ongoing costs. The board members consider that the carrying amount of trade and other payables approximate their fair value.

The average credit period on purchase of certain goods from major creditors is 1 month. No interest is charged on the trade payables for the first 30 days from the date of the invoice.
### Deferred income

Deferred income arising from government grants, assets received for Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) and the National Planning Commission (NPC), as well as the unutilised fund for projects:

<table>
<thead>
<tr>
<th></th>
<th>2015 N$</th>
<th>2014 N$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20,424,079</td>
<td>33,523,645</td>
</tr>
<tr>
<td>Motor Vehicles</td>
<td>7,015,375</td>
<td>15,325,417</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td>5,666,566</td>
<td>8,196,294</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>652,335</td>
<td>1,044,418</td>
</tr>
<tr>
<td>Furniture &amp; fittings</td>
<td>1,337,064</td>
<td>1,625,139</td>
</tr>
<tr>
<td>Computer Software</td>
<td>5,752,739</td>
<td>7,332,377</td>
</tr>
</tbody>
</table>

Add: Additions
- Motor Vehicles: -1,051,335
- Computer Equipment: -317,200

Less: Deferred income to be recognised in the current year:
- Motor Vehicles: 2,931,700
- Computer Equipment: 3,325,046

Deferred income – grants related to assets
- Motor Vehicles: 2,931,700
- Computer Equipment: 3,325,046

Deferred income – grants related to assets: 11,907,537

The following are unutilised at year end:
- Feasibility Study for NSA Head Office: 1,000,000

Total deferred income: 12,907,537

### Cash generated from operations

Profit before taxation: 3,019,666
Adjusted for:
- Depreciation: 11,502,001
- Deferred income released to income: (8,247,043)
- Other income: -8

Operating deficit before working capital changes: 5,034,714

Working capital changes:
- Decrease/(Increase) in accounts receivable: 867,928
- Increase/(Decrease) in accounts payables: 3,573,658

Cash generated from operations: 9,476,300

### Related party

#### Identification of related parties

The Government of Namibia (GRN) and other parastatals are the agency’s related parties.

#### Amounts due to related parties

- National Planning Commission (NPC): 957,332
- Ministry of Agriculture: -13,355,698
- Ministry of Works, Transport & Communication (rental): 1,460,475

#### Amounts included in income

- NPC operational grant: 125,923,000
- Ministry of Agriculture: -13,355,698
- Ministry of Works, Transport & Communication: 3,395,097

#### Key management

The total remuneration of board members and other members of key management in 2014 (including salaries and benefits) was:

- Remuneration of board members:
  - Sitting allowance: 494,366
  - Retainer fees: 567,659

- Other members of key management: 3,370,247
18. Commitments

Commitments under operating leases—Agency as lessee
The Agency rents the Simplex Building under operating leases. The lease is for a period of 5 years.

<table>
<thead>
<tr>
<th>Minimum lease payments under operating leases recognised as an expense during the year</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>N$</td>
<td>6,484,260</td>
<td>1,211,455</td>
</tr>
</tbody>
</table>

At year-end, the Agency has outstanding commitments under non-cancellable operating leases that fall due as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Less than 1 year</th>
<th>More than 1 year but less than 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>N$</td>
<td>5,423,028</td>
<td>19,637,288</td>
</tr>
</tbody>
</table>

19. Risk Management

19.1. Credit Risk
Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Credit risk management
Risk concentrations consist principally of accounts receivable and other receivables. The agency only deposits cash surpluses with major banks of high quality credit standing.

At year-end the agency did not consider there to be any significant concentration of credit risk which has not been insured or adequately provided for.

The carrying amount of financial assets recorded in the financial statements, which is net of impairment losses, represents the agency’s maximum exposure to credit risk without taking account of the value of any collateral obtained.

19.2. Liquidity risk
Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The agency has minimised its liquidity risk by ensuring that it has adequate facilities and reserve borrowing capacity.

<table>
<thead>
<tr>
<th>Description</th>
<th>Within one year</th>
<th>2-5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td>N$</td>
<td>N$</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>1,099,655</td>
<td>-</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>16,014,468</td>
<td>-</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>17,833,379</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(719,256)</td>
<td>-</td>
</tr>
</tbody>
</table>

2015 Financial assets
Trade receivables | 1,996,814 |
Cash and cash equivalents | 24,491,072 |

2014 Financial liabilities
Trade and other payables | 2,538,803 |

2015 Financial liabilities
Trade and other payables | 23,949,083 |

19.3. Market risk
Interest rate risk management

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: Currency risk, interest rate risk and price risk.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

As part of the process of managing the agency’s interest rate risk, interest rate characteristics of new borrowings and the refinancing of existing borrowings are positioned according to expected movements in interest rates. The agency has no significant interest-bearing assets or liabilities other than bank accounts.

19.4. Fair value
The board members are of the opinion that the net book value of financial instruments approximate fair value.

19.5. Capital risk management
The agency manages its capital to ensure that the agency will be able to continue as going concern while maximising the return to stakeholders through the optimisation of the debt and accumulated surplus balance.

The capital structure of the agency consists of cash and cash equivalents and accumulated surplus as disclosed in notes in the statement of financial position.

19.6. Categories of financial instruments

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N$</td>
<td>N$</td>
</tr>
<tr>
<td>Financial assets at amortised cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,099,655</td>
<td>1,996,814</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>16,014,468</td>
<td>24,491,072</td>
</tr>
<tr>
<td>Financial liabilities at amortised cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>17,833,379</td>
<td>2,538,803</td>
</tr>
</tbody>
</table>