2013/14
NSA Annual Report

“Statistics fit for purpose”

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FOREWORD

Let me begin by expressing my sincere appreciation to His Excellency, the President of the Republic of Namibia for his continued support to the Namibia Statistics Agency (NSA). Furthermore, I wish to thank the Honourable Director-General of the National Planning Commission for his unrelenting commitment to strengthen the NSA. Finally, I thank my fellow Board Members and the Statistician-General and his staff for successfully transforming the statistics agency into an autonomous body and for their professionalism in producing relevant and quality statistical reports on time.

2013 was very much our sophomore year - a year of building and expanding on what we established in 2012. After the promulgation of the Statistics Act No. 9 of 2011 and the creation of the NSA in August 2012, building, developing and evolving the agency was our approach in fulfilling our goals in 2013.

Our initial challenge was to adhere to the design and implementation of appropriate governance structures and policies, the setting up of the physical infrastructure - not only offices, but also reliable IT infrastructure - that ensured smooth processing and presentation and analysis of survey results. The challenges of 2012 were successfully confronted, which saw Namibia having at its service a fully-fledged and fully functioning independent statistics agency. Projects, surveys, census and polls that were initiated in 2012 were further developed and professionalised. The pursuit of developing the methodologies and consistently pushing the agency beyond what it had achieved previously was a brief, which everyone, from me as chairperson to all employees, lived and breathed. The continuous drive for excellence is what is pushing NSA towards becoming a High-performance Organisation in most aspects of our activities.

Our mandate is to raise the level of statistics in Namibia and to be ‘Best in Class’ - not only in Africa, but also globally - when it comes to gathering and acquisition of data. Within a short period of time, the NSA has established itself as a reputable institution and has proven that it can provide the statistical information needed for evidence-based policy decisions.

It has become clear that the staff, management and Board Members are of the highest calibre - something that was essential from the start. The Statistician-General, Dr. John Steytler, and his direct staff of Directors are experts in their respective fields and outstanding at their jobs and have surrounded themselves with specialists that ensure that NSA is excelling at all times and fulfilling its Vision and Mission. Through this approach, they have fulfilled their responsibilities towards their stakeholders, being all Namibians.

In 2012, NSA started gathering data and executing surveys and censuses in different fields that are essential to Namibia. This information assists Government in addressing the main challenges our young nation is facing, namely reduction of poverty and narrowing income inequality, employment creation and economic diversification. Moreover, the survey results are the basis for the assessment and evaluation of the successful implementation of Namibia’s development plans and sectoral policies.

These facts, figures and data had such an impact on how Government and other stakeholders were able to back their «OUR MANDATE IS TO RAISE THE LEVEL OF STATISTICS IN NAMIBIA AND TO BE ‘BEST IN CLASS’ NOT ONLY IN AFRICA, BUT ALSO GLOBALLY - WHEN IT COMES TO GATHERING AND ACQUISITION OF DATA.»
decision-making processes and planning, that it became clear that the reports had to become a permanent recurring feature. For example, the Labour Force Survey (LFS) was carried out in 2012 and in 2013 and will be carried out every year from now on. The Namibia Household Income and Expenditure report and the two subsequent reports focusing on poverty dynamics and youth poverty, which provide up-to-date information on the level of poverty and income inequality in the country, will also be carried out annually.

This year, NSA has added to the Consumer Price Index, National Accounts and Trade Statistics the Census of Agriculture, as a survey and census activity. The Census of Agricultural is something to be especially proud of as an organization and as a nation for that matter. Agriculture is one of the cornerstones of this great nation, yet we do not seem to have much accurate data available. In fact, policy-decision making on the agriculture sector is based on twenty year old data. NSA carried out the new comprehensive Census that covers all fourteen regions of Namibia. By foot, by car, by boat and whatever manner of transport was required, NSA was unrelenting in getting the right and relevant data from both communal and commercial farmers - an exceedingly ambitious project, carried out by a special team of more than 500 highly trained enumerators. The data will be published during the next financial year and will allow Government and Ministries to better plan for our long-term future. With the IT technology that we have adopted and implemented, our methods of data-capturing and processing are highly sophisticated.

All this, however, comes at a price. Financial constraints are one of the most critical issues, although we practice stringent financial prudence as an organisation on all levels. The need for relevant, timely and accurate statistics is essential to support the development of Namibia, which justifies the investments that we have made. The budgetary allocations fall short of the resources needed to carry out all the activities contained in the NSA’s Strategic Plan. This plan covers the five-year period 2012/13 to 2016/17. Some of the major projects envisaged for this period include 2013 Demographic and Health Survey, the Agricultural Census, the Household Income and Expenditure Survey and the Annual Labour Force Surveys. The information stemming from these surveys is vital for policy decisions in order to achieve the overarching ambitious goals of NDP4 and Vision 2030.

The activities carried by NSA over the last year make me confident that we are proving to be vital for Government and as part of the national decision-making processes at all levels and in all sectors. To enable us to keep doing this, we need to have the sufficient budget allocations to our organisation. Continuous engagement with our stakeholders and showing how we are actually using the funds and what the results are, will hopefully assist in securing the required financial and other support. This support is required to fund and equip the agency in order to ensure the delivery of high quality and relevant statistical information on time for the use by the public and private sectors.

I would like to use this opportunity to express my deep appreciation to all those that have made the second and sophomore year a successful one. Your dedication and commitment has not gone unnoticed and therefore neither have the achievements of the NSA.

Paul Hartmann
Chairperson of the NSA Board
It is with great pride that the NSA publishes and presents its Annual Report. This year the Annual Report takes on a different format and demonstrates the impact our organisation has on Namibian Society. Each one of our employees is trained, geared and driven to deliver excellence in their work and in turn for the organisation and therefore for our country.

THE NSA was established as an independent statistical authority that produces and disseminates relevant, quality and timely statistics that are fit-for-purpose in accordance with international standards and best practices as our mission statement reads. One of the things that keeps coming up in developing and running the organisation is performance and achieving our strategic goals.

The NSA mandate is an ambitious one and the nation deserves our dedication in providing the relevant stakeholders with timely, accurate and relevant statistics in all fields. To be able to achieve this and our strategic goals, it’s essential to always perform to the best of our abilities. Not just in one area, but right throughout the organisation and expecting and demanding as well as delivering nothing less than our best.

Directly linked to our unrelenting drive for performance, measures and policies have been put in place to ensure that the Agency is held accountable. This has been achieved with the assistance and strong support of the Board of Directors, the governance structure that ensures adherence to the letter and spirit of the Statistics Act, other legal obligations and internal policies. We have developed and implemented a great number of policies that guide internal procedures and the production, as well as the use and dissemination of data.

The NSA has entered into performance contracts with its staff, which requires quarterly assessments including the identification of training needs. Staff development is at the heart of the NSA and a key strategic goal. This drives individual performance, as well as organisational performance. Fuelling our need for performance is the desire to become a High Performance Organisation (HPO). One of the things NSA has done to pursue excellence according to best practices, and being part of the international community is rebasing its Consumer Price Index and the National Accounts every five years. Rebasing is no small feat, this exercise
«PERFORMANCE AND EXCELLENCE IS IN OUR DNA AS AN ORGANISATION. THE ACTIVITIES UNDERTAKEN OVER THE LAST YEAR ARE TESTAMENT TO THIS AS HOPEFULLY THIS ANNUAL REPORT REFLECTS.»

Performance and excellence is in our DNA as an organisation. The activities undertaken over the last year are testament to this as hopefully this Annual Report reflects. I must stress again that none of this would be possible and being a High Performance Organisation is nothing but a pipe dream without our excellent Chairman, Mr. Paul Hartmann, and other Board members, as well as our experienced and committed management staff. But, even more importantly, I thank each and every one of our employees for all your hard work, dedication and pursuit of excellence in your respective jobs.

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Dr. John Steytler
Statistician General
THE ORGANISATION OF THE NAMIBIA STATISTICS AGENCY
MEMBERS OF THE BOARD AS OF MARCH 2014

Mr. Martin Simataa Mwinga
Member

Ms. Florette Nicolette Nakusera
Member

Dr. John Steytler
Statistician General/
Member

Mr. Paul Walter Hartmann
Chairperson

Ms. Florentia Amuenje
Member

Ms. Anna Barbara Matebele
Vice Chairperson

Mr. Sikongo Haihambo
Member
MANAGEMENT STRUCTURE

Dr. John Steytler
Statistician General

Ruusa Shipiki
Company Secretary/Legal Advisor

Jacqueline Baker
Deputy Director: Internal Audit & Risk Assurance

ipumbu Sakaria
Deputy Director: Strategic Communications

Vacant
Deputy Director: Quality Assurance

Osia Kaakuha
Director of Operations

Lischen Ramakhutla
Deputy Director: Finance

Rosalia Haufiku
Deputy Director: HR

Liina Kafidi
Director of Demographic and Social Statistics

Daniel Oherein
Deputy Director: Welfare and Labour Statistics

Paulina Enkono
Deputy Director: Demographic & Vital Stats

Ottilie Mwazi
Deputy Director: Spatial Data, Surveys, Cartography and Regional Affairs

Ndamona C. Kali
Director of Economic Statistics

Aloysius Tsheehama
Deputy Director: Prices and Trade Statistics

Ngaingonekue Uamburu
Deputy Director: National Accounts and Sectoral Statistics

Jackie L. Noabeb
Director of IT and Data Processing

Vacant
Deputy Director: Data Processing

Vacant
Deputy Director: IT Solutions
THE EXECUTIVE MANAGEMENT TEAM

Iipumbu Sakaria
Deputy Director: Strategic Communications

Ruusa Shipiki
Company Secretary/Legal Advisor

Jackie L. Noabeb
Director of IT and Data Processing

Osia Kaakuha
Director of Operations

Ndamona C. Kali
Director of Economic Statistics

Dr. John Steytler
Statistician General

Jacqueline Baker
Deputy Director: Internal Audit & Risk Assurance

Liina Kafidi
Director of Demographic and Social Statistics
GOVERNANCE REPORT
The NSA was established by the promulgation of Act of Parliament, Statistics Act No. 9 of 2011 and became operational in September 2011 with the appointment of six Board members.

It has taken over the functions of the Central Bureau of Statistics that was part of the National Planning Commission. The NSA has made great strides in its development since its inception two 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.

Commitment by the Agency to maintain the highest standards of governance is fundamental to the management of public finances and resources. Users want assurance that the Agency has good governance structures in place to effectively, efficiently and economically utilise the state resources.

The activities of the Agency are regulated by the Statistics Act (Act No.9 of 2011), which provides for:

- the development of the National Statistics System and its components and objectives;
- 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.

More specifically, the NSA is required to:

- Provide on an impartial basis, quantitative and representative information about the economic, demographic, gender-related, social and environmental situation in Namibia, to all users including Parliament, Government institutions, social and economic operators, academic institutions, (non) profit organisations, research bodies and the general public. Where possible such data should be provided on a regional basis.
- Produce data that will be subject to the principles of reliability, objectivity, relevance, statistical confidentiality, transparency, specificity, and proportionality.
- Produce statistics which mirrors as faithfully as possible the real situation, disseminate the results to the public and the users thereof in a neutral and impartial way, focus on the phenomena which are essential for decision makers and honour the citizens’ right to public information.
- Supply the information necessary to evaluate the quality of official statistics, and make accessible to the public the methods used for their production and how the principles under which such statistics are gathered are complied with.
- Provide technical explanations of the results of statistics released so as to avoid erroneous interpretation.
- Conduct research on and further develop statistical methodology and technology.
- Monitor and coordinate the carrying out of tasks with statistical implications imposed on other public bodies.
- Co-ordinate the production of official statistics systems, including the necessary methodologies, with a view to ensuring timeliness and standardisation of information, efficiency and the meeting of user requirements; as well as to provide appropriate classifications and conformity with international requirements and standards.
- Collect the necessary information, compile the results at appropriate levels and breakdowns and disseminate them to users.

OBJECTIVES OF NSA

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Apart from its statutory mandate, the Agency’s action and the way it carries out its mandate are guided by its Vision, Mission and Corporate Values as outlined in its corporate charter. The Mission defined the core purpose why the Agency exist, while the vision portrays intended future state of the Agency in terms of its fundamental objective and strategic direction. Our values embodies the DNA of the what our staff and stakeholders believe in. It drives 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. All our stakeholders are expected to embrace and identify these required standards and principles towards ethical behaviour and excellence. The Charter strives to promote a sense of shared expectations among all levels and generation of employees towards ethical behaviour and excellence.
THE NSA’S CORPORATE CHARTER

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
Be a high performance institution in statistics delivery.

Our Corporate slogan
Our corporate slogan, our promise to our stakeholders is to produce “Statistics fit for purpose”. It 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 base 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 do our work:

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

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 (a whole person-adherence to moral principles, ethical, honesty, trustfulness, uprightness and sincerity).

Service focus: all our data collection and management activities will be focused on meeting user expectations and needs; we respect and serve our customers to satisfy 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.

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

NSA’s strategic priorities are linked to its functional priorities. Four strategic objectives were derived from the vision and mission and reflect NSA’s desire to meet its statutory mandate. The following strategic priorities will drive the strategic focus of the agency:

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

Clear measureable strategies, with clear outcome were designed to achieve the strategic objectives. To ensure successful strategy implementation, the strategic objectives have been transformed into focus areas with clear, measurable targets. As such, on a quarterly basis, Heads of Departments report progress in their areas on the achievement of their targets. The entire plan is reviewed and refreshed on an annual basis. Therefore, when pursuing these strategic objectives, it is not only important to design strategies that can be engaged in pursuit of the objectives, but also to clearly describe the strategic outcomes that would reveal whether or not the objectives have been achieved.

To promote ownership of the strategic plan and to attain performance excellence, the strategic plan is rolled out NSA-wide through its performance management system. Individual performance goals were developed for each employee, and performance progress is evaluated by means of performance appraisals. The section entitled “Institutional Performance Review” in this Report, explains the activities and progress under each of the four strategic priorities during the review period.

“IT IS NOT ONLY IMPORTANT TO DESIGN STRATEGIES THAT CAN BE ENGAGED IN PURSUIT OF THE OBJECTIVES, BUT ALSO TO CLEARLY DESCRIBE THE STRATEGIC OUTCOMES THAT WOULD REVEAL WHETHER OR NOT THE OBJECTIVES HAVE BEEN ACHIEVED.”
The Board, in line with the State-owned Enterprises Governance Act, Act 2 of 2006 entered into a five year Governance and Performance Agreement with the Director General of the National Planning Commission in August 2012. This agreement outlines the roles, responsibilities and obligations of the Director General and NSA respectively.

The Board of Directors is not only the custodian of good corporate governance but are committed to the principles of transparency, integrity and accountability to ensure the business of NSA is conducted in accordance with principles of internationally accepted best practice.

As NSA aspires to become a High Performance Organisation (HPO), certain policies and processes need to be in place. These policies and processes need to be based on best practices in the industry, both nationally and internationally. The roles and responsibility of the Board in taking ownership of the Strategic imperatives and approving policies and for the Statistician General and executive management in implementing Board directives and resolutions are clearly demarcated and entrenched in the NSA Corporate Culture.
The Statistician General is recommended by the Board of Directors and approved by the Director General of the National Planning Commission. The Statistician General is the Chief Executive Officer of the Agency. The Statistician General holds office for a 5 year term and is eligible for reappointment at the end of that term. 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.

Statistician General Dr Steytler with his counterpart Pali Lehola, Statistician General of Statistics South Africa.
The Board of the Namibia Statistics Agency was established to administer and control the affairs of the Agency as stated in the Statistics Act, Act 9 of 2011.

The fiduciary duties of the Board as per the Statistics Act, Act 9 of 2011, section 10 states:

The Board must-

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 is to ensure that an effective, efficient and transparent systems of financial and risk management and internal control, including a system of internal audit; and an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost effective, is in place.

By law, the Director General of the National Planning Commission appoints six non-executive members to the NSA’s Board. The Board is constituted of The Chairperson of the Board, Mr Paul Hartman, Ms Anna Matebele- Vice Chairperson; Ms Florentia Amuenje; Mr Sikongo Haihambo; Mr Martin Mwinga; Ms Florette Nakusera and Dr John Steytler.

The board meets regularly – at least four times a year – with the main purpose of overseeing and monitoring the finance, operations and policies of NSA. During 2013, four ordinary and 3 extra ordinary Board meetings were held. Table 1 sets out the frequency and attendance of Board meetings.

### Table 1: Frequency and Attendance of Board Meetings during 2013/14

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<thead>
<tr>
<th>MEMBERS</th>
<th>07/06/2013</th>
<th>10/07/2013</th>
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The Board appoints a number of committees which are directly tasked in assisting the Board in fulfilling its duties and responsibilities. Four committees were created to support the Board in the execution of its duties, namely the Finance, Audit and Risk Committee, the Human Resources and Board Affairs Committee, the Statistics Committee and the National Spatial Data Infrastructure Committee. The Board is ultimately responsible for the actions and decisions of the Board Committees. The committees have limited functions and authority, manage detail, and are able to take independent advice in order to advise the Board on specific areas of concern. The committee meetings are attended by Senior Management. During the year, four committees met and reported regularly to the Board.

The Finance and Audit Committee

The Finance and Audit Committee meets quarterly to monitor and review processes, systems and financial results to ensure the Board fulfils its Audit and Financial responsibilities. The Finance and Audit Committee is responsible for evaluating the adequacy and efficiency of the Agency’s corporate governance practices, including internal control systems, risk control measures, accounting standards, information systems, and auditing processes.

The Committee must also introduce measures to enhance the credibility and objectivity of financial statements as well as reports prepared with reference to the affairs of the Agency and to enhance the Agency’s corporate governance, with emphasis on the principles of accountability and transparency, including adequate disclosure of information to the public. In general, the Finance and Audit Committee is responsible for considering all audit plans and for the scope of the external and internal audits, to ensure that the coordination of the audit effort is maximised. Three non-executive Board members and the Statistician General currently serve as members of this Committee, whose meetings are also attended by other relevant staff members.

TABLE 2: FREQUENCY AND ATTENDANCE OF FINANCE AND AUDIT COMMITTEE MEETINGS DURING 2013/14

<table>
<thead>
<tr>
<th>MEMBERS</th>
<th>17/05/2013</th>
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<th>07/11/2013</th>
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**Human Resource, Board Affairs and Remuneration Committee [REMCO]**

The Human Resource, Board Affairs and Remuneration Committee is responsible for overseeing and coordinating the Agency’s remuneration function and for ensuring that remuneration is fair and equitable, in order to attract and retain quality staff and Board Members. The Committee is also responsible for setting the employment conditions of the Agency as well as for coordinating Board effectiveness and succession planning.

The Human Resource, Board Affairs and Remuneration Committee meets quarterly to review policy matters pertaining to employment conditions and the revision of Human Resource policies and Procedures. This Committee also comprises of three non-executive Board Members and the Statistician General.

### TABLE 3: FREQUENCY AND ATTENDANCE OF REMCO MEETINGS DURING 2013-14

<table>
<thead>
<tr>
<th>MEMBERS</th>
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Statistics Committee

The Statistics Committee is mandated among others to assist the Statistician-General in ensuring that statistics produced by the NSA meet the highest internationally accepted standards. The Statistics Committee consist of the Statistician General and four Non-Executive Directors and four representatives from training institutions and users of statistics.

### TABLE 4: FREQUENCY AND ATTENDANCE OF STATISTICS COMMITTEE MEETINGS DURING 2013/14

<table>
<thead>
<tr>
<th>MEMBERS</th>
<th>07/06/2013</th>
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National Spatial Data Infrastructure Committee

The National Spatial Data Infrastructure Committee was established to advice the Government on any matter regarding the capture, management, maintenance, integrations, distribution and use of spatial data. The National Spatial Data Infrastructure Committee must:

- facilitate, promote and safeguard an environment for the efficient collection, management, distribution and utilisation of spatial data.
- promote awareness of its activities, including dissemination of information on the importance of spatial data for effective governance, planning and decision making and should be consulted before any spatial data is captured unless a national emergency makes such prior consulting impossible or impractical.

The National Spatial Data Infrastructure Committee consists of the Surveyor General and Statistician General as chairperson and secretary of the committee as per statute and independent experts appointed by the Director General of the National Planning Commission in consultation with the Minister of Lands and Resettlement. Only one meeting was held during the reporting period and all Members attended the inaugural meeting.

TABLE 5: FREQUENCY AND ATTENDANCE OF COMMITTEE ON SPATIAL DATA MEETINGS DURING 2013/14

<table>
<thead>
<tr>
<th>MEMBER</th>
<th>11/02/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>U OKAFOR</td>
<td>√</td>
</tr>
<tr>
<td>A MUDABETI</td>
<td>√</td>
</tr>
<tr>
<td>J STEYTLER</td>
<td>√</td>
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<tr>
<td>A VERLINDEN</td>
<td>√</td>
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<tr>
<td>F MAANDA</td>
<td>√</td>
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<tr>
<td>M HANAN</td>
<td>√</td>
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<tr>
<td>A LEHANE</td>
<td>√</td>
</tr>
<tr>
<td>J VAN RENSBURG</td>
<td>√</td>
</tr>
<tr>
<td>A NGUNO</td>
<td>√</td>
</tr>
<tr>
<td>E NANGOLO</td>
<td>√</td>
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</tbody>
</table>
The Executive Management Team (EMT) consist of the Statistician General, all Head of Departments, the Company Secretary, the Deputy Director: Strategic Communication and the Deputy Director: Internal Audit and Risk Assurance by way of their positions.

The Statistician General chairs the EMT which is responsible for reviewing Agency-wide policies dealing with financial, staffing, operational and risk management issues before approval by the Statistician General. The EMT meets every second week.

The Tender Committee derives its powers from the supply chain management Policy which guides the NSA to procure all goods in 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 such conflict arises. The chairperson of the Tender Committee is required to report on the Committee activities at the Executive Management Committee meeting.
The Statistics Act requires the Agency to submit various reports to the Director General of the National Planning Commission.

Sixty (60) days before commencement of a financial year, a financial plan or budget should be submitted for approval.

The Board must submit as soon as possible, but not later than three months after each financial year, to the Director General the audited financial statements and a report of the auditor on those statements and a report on the activities of the Agency during that financial year. The Director General is required to table the Report to the National Assembly within 30 days after having received it. The Report must contain the Agency’s annual accounts, as certified by external auditors and information about the Agency’s operations and affairs.

The Director General, Honourable Mr Tom Alweendo and the Board held an Annual General Meeting on 10 July 2013 where the Board presented the Director General with the Audited Annual Financial Statements and Annual Report of 2012/13 in Compliance with Section 31 of the Statistics Act No 9 of 2011.
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 advice and services of the Company Secretary.
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.

An effective internal control system is a fundamental success factor in meeting the objectives of NSA. The Agency maintains systems of internal control over financial reporting, and safeguarding of assets against unauthorised acquisition, use or disposition which are designed to provide reasonable assurance to the agency management and board regarding the preparation of reliable published financial statements and the safeguarding of the agency assets. The system includes a documented organisational structure, division of responsibility, establish policies and procedures, which are communicated throughout the agency as well as the proper training and development of its employees.

Internal audit monitors the operation of the internal controls system, report findings, and make recommendations to management and the board on a continual basis. Corrective actions are taken to address control weaknesses and opportunity for improving the system as they are identified.

The Board operating through its Finance and Audit Committee provides oversight of the financial reporting process. The Agency maintains its internal control system on a continual basis to ensure effective internal control over financial reporting.

For the period ending 31 March 2014, the Agency believes that its system of internal control over financial reporting and safeguarding of assets against unauthorised acquisition, use, or disposition was adequate.

The annual budget is reviewed and approved at Board level and on a monthly basis management assesses performance against budget and reports thereon to the Executive Management Team.
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 Deputy Director Internal Audit reports functionally to the Finance and Audit Committee and administratively to the Statistician General to ensure independence and direct access to the Board.

The Finance and Audit Committee approved the Internal Audit Plan for 2013/14 financial year. The Deputy Director: Internal Audit organises all audit activities in accordance with recognised professional standards. The Deputy Director is responsible for reporting on all issues related to Corporate Governance, Risk and Control process 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.
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 Tip-Offs Anonymous Fraud Hotline (0800 431 322). Anti-fraud and corruption campaigns were conducted in the organisation through posters and presentations to create awareness and encourage whistle-blowing.

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 based on their recommendations (e.g. instituting disciplinary action, civil recovery, criminal prosecution, etc.), the necessary action is taken.
MINIMISING CONFLICT OF INTEREST

The agency has implemented a declaration of interest form that requires employees and EMT to declare whether or not they do have interests in a particular company.

The Tender Committee 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.

CODE OF CONDUCT

The Code of Conduct was approved by the Board during this financial year and every employee received a copy thereof at acceptance of employment and thereby binds him- or herself to adherence. The employee relations policy and procedures provide a formal or informal process that can be followed depending on the nature and seriousness of the non-compliance. Additionally to the Code of Conduct, the employees of NSA are bound by the Statistics Act, section 45, to maintain confidential personal or business information they are exposed to. Any contravention will be handled through the disciplinary procedures described as above.
NSA was involved in two projects with during the financial year 2013/2014 namely the Rehoboth Lebensschule and the Oponganda Centre. These were two well-defined projects at very deserving institutions.

**The Lebensschule Rehoboth**

The Lebensschule Rehoboth, a centre for disabled children, has come a long way since its humble beginnings in 2002 and has been assisted by the NSA in November 2013. Retired nurse Kathy Hampe founded the Lebensschule Rehoboth (Life School Rehoboth) after identifying a huge need for the care of disabled children there. The children were kept at home, where they did not receive proper stimulation, as there was no centre that looked after children suffering from autism, cerebral palsy and Spina Bifida. The children had to be taken to Windhoek to receive physiotherapy, an option that was impractical and costly for their parents. The children also placed a huge burden on their families, as one parent always had to stay at home looking after the child. The Lebensschule Rehoboth is currently taking care of 23 children. They receive physiotherapy and take part in stimulating activities.

Employees of the NSA went to Rehoboth in November 2013 to contribute to this great school that is there for children with disabilities, the most vulnerable of our society. Not only did NSA donate N$ 20,000 it also invested the employees time and spent it with the children. Something that is often more valuable than mere cold hard cash. It was at the personal behest of the Statistician General, Dr. John Steytler, that NSA committed itself, its resources and expertise to building a classroom for the children as well and just as importantly, organising a Christmas party for the kids who also appreciated the little Christmas presents given to each one of them.

As the organisation was hands-on involved it meant that a feeling of camaraderie was created amongst the employees, and an experience that is not easily replicated. This is taken back to the office and the ‘feel good factor’ continues in the work that is done at the office every day.

Junias Erasmus, Sapalov Quita, Liana Koita and Jacqueline Baker were just part of the NSA staff who went to assist the Rehoboth Lebensschule and make their Christmas just that little bit better.
Oponganda Centre Katutura

The other project that Namibia Statistics Agency was involved with was the Oponganda Centre in Katutura. This Centre for children with disabilities provides them with a safe haven and also with two square meals a day. This is vital for every child, but certainly for vulnerable and in some cases disabled children.

The Centre provides an oasis for these children where they are physically and emotionally stimulated. The Centre was in dire need of upkeep and with the commitment from the NSA, headway was made in renovating the buildings and the surroundings of the Centre. This includes painting the Centre and sorting out some electrical cabling. The NSA donated N$72,000.00 in the form of equipment, catering and labour to the Centre.
The Agency’s activities are defined in a 4 1/2 year strategic and business plan covering the period 1 October 2012 to 31 March 2017 that the Board approved in September 2012. The plan coincides with the planning period of NDP 4 and was aimed at supporting the attainment of Government objectives. At a high level the plan comprised 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 2013/14 and key initiatives are highlighted before feedback is given under main themes.

INSTITUTIONAL PERFORMANCE REVIEW

The Agency’s activities are defined in a 4 1/2 year strategic and business plan covering the period 1 October 2012 to 31 March 2017 that the Board approved in September 2012. The plan coincides with the planning period of NDP 4 and was aimed at supporting the attainment of Government objectives. At a high level the plan comprised 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 2013/14 and key initiatives are highlighted before feedback is given under main themes.
This priority contains 4 objectives and 28 performance indicators. The attainment of this strategic priority is mainly driven by the Directorates Operations and IT and Data Processing, as well as by the Company Secretary/Legal Advisor, through the execution of various operational and strategic initiatives. More than 100 such initiatives have been identified to be carried out during the planning period. The strategic objectives, performance indicators and targets for year 2013/14 under this priority are listed in diagrams below.

**STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS FOR PRIORITY: SUSTAINABLE CAPACITY BUILDING**

- **A1: Sufficient, Competent and Motivated Staff**
  - Percentage of approved positions filled
  - Number of days to recruit permanent staff from request to appointment
  - Turnover rate of permanent staff
  - Percentage compliance to training based on approved human resource development plan
  - Percentage of staff trained during the year
  - Employee satisfaction rate as surveyed independently

- **A2: Good corporate governance**
  - Unqualified external audit [Yes/No]
  - Overall corporate governance score out of 100 according to King III as audited [integrated reporting]
  - Percentage of objectives on business plan on target
  - Effectiveness of Board [percentage score]
  - Percentage compliance with the code of ethics
  - Timeliness of Board submissions [percent]
  - Accuracy of Board minutes [percent]
  - Compliance to integrated reporting according to King III [percent]
  - Percentage of policies and procedures complied with
  - Internal and external satisfaction rate in terms of departments compliance to values, policies and procedures
  - Percentage compliance with statutory compliance
  - Internal customer satisfaction in terms of legal advice provided

- **A3: Sufficient Funding and Effective Cost Control**
  - Percentage of budget not funded through state revenue fund
  - Percentage of budget request funded
  - Execution rate of the total annual NSA budget
  - Percentage deviation from approved budget
  - Percentage of staff with adequate workspace

- **A4: Sufficient Physical Resources, Infrastructure and Support**
  - Percentage availability of sufficient and timely provision of vehicles for operations and field work
  - Number of incidences of misuse
  - Percentage of surveys processed on time
  - Percentage of NSA website uptime
  - Percentage of NSA network uptime
Sufficient, competent and motivated staff

Human capital is the most valuable asset in NSA. For NSA to achieve its organisational strategic objectives, it needs employees with the necessary skills and competencies. Therefore, greater emphasis is placed on capacity building programmes for employees at all levels. The organisation has made considerable progress in developing leadership and management skills.

The role of Human Resource Management and Development is to ensure the provision and retention of skilled employees. Through the performance management framework, employees are developed to attain the organisation’s strategic objectives. Below are just a few projects to highlight the achievements of 2013/14:

Review of Organisational structure

During the periodic review of the business plan, various challenges were identified in relation to the staff complement in some areas of operation. A review of the NSA’s organisational structure was carried out to align it to the strategic and business plan in order to address some of the challenges identified. A new reviewed structure was approved with additional staff complement of 37 positions, which brings the total staff complement to 139.

Table: Staffing

<table>
<thead>
<tr>
<th>STAFF CATEGORY</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL STAFF</td>
<td>0</td>
<td>74</td>
</tr>
<tr>
<td>MANAGEMENT (EXCLUDING EMT)</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>EMT</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL EMPLOYED</td>
<td>11</td>
<td>89</td>
</tr>
</tbody>
</table>
Talent Attraction and Resourcing

During the year under review the Agency sourced and appointed seven (7) employees in different levels across organisation. At time of reporting the NSA staff complement stood at 87 percent of approved positions, which is 89 permanent employees compared to the approved structure of 102 at the end of March 2014. The rest of the positions will be filled in the new financial year guided by the allocation of financial resources.

Chart 1: Composition of NSA staff
Performance Management System

NSA introduced a performance management system focused on achieving consistently high performance and growth over the long term. It does this by ensuring that the employees have a shared understanding of the NSA’s strategy, mission and vision and how this translates into the activities of the departmental units and is linked to individual goals.

This system sets out the expected performance requirements for each employee and gives the reigns to the employees when it comes to the management of their own performance and careers. All employees have signed performance agreements stipulating the key targets to be achieved during the twelve month period. All of the Individual performance appraisals were completed by end of March 2014, giving the employees the opportunity to plan and set out their new goals, targets and potential achievements for the coming financial year of 2014-2015.

Training

The NSA spent N$ 7, 7 million on training and development and a total of 46 permanent employees were sent for training in 2013. However, NSA is also educating future generations when it trains enumerators, hundreds at a time. An example of this training was the training of the enumerators for the Labour Force Survey and the Namibia Census of Agriculture. The enumerators are trained in how to present themselves when doing the interviews. They are also trained as how to use the equipment for capturing the answers on laptops as well as how to deal with people in a courteous manner.

Prior to the allocation of this budget, a training needs assessment was carried out. This helped the Agency to determine and budget for any training needs that might arise for the employees in 2014 and 2015; allowing us to focus our efforts and budget on where it mattered most.

In the Office of the Statistician-General and the IT and Data Processing Centre, five employees were sent on workshops while seven staff members from the Economics Statistics Department were sent on training. The department that had the most people that went for training in 2013 was the Demographic and Social Statistics Department which had seventeen people. They were closely followed by the Operations Department that sent twelve staff members to enhance their skills. Five employees went on the Census Bureau Workshop Tour that was held in the USA in November while three attended the National Accounts Seminar that was held in Mauritius in October. In August eleven staff members attended a three-day workshop on Project Management in Windhoek while another four attended a week-long Corporate Governance Workshop in South Africa in July 2013.

Twenty statisticians, in total, went on training to enhance their surveying techniques. This training included sample selection, interviewing, boundary identification of primary sampling units, map reading use of junos and GPS. These skills are crucial for the collection of data from households and communities. Other courses that were also attended included Virtualisation, IT security, Database Administration, Systems Analysis Logistics, Procurement, Office Administration, Project Management, Labour Market Information System, Labour Relations, Agricultural Statistics Capacity, Pastel Training and Supplier Management.
Staff Turnover

A total of three employees translating into 3.3 percent compared to a target of 10 percent of total workforce left NSA during the year under review. Though not a significant number, the NSA Agency continues to put in place human capital management best practices in order to attract and retain its people. NSA believes that the backbone of an organisation is its people and staff turnover does not help, so we do everything within our power to avoid this.

Policy Development and Enhancement

Effective policies reflect the NSA’s culture of compliance to good corporate governance and guides employees, at all levels. Human Resources policy development and review continued to be a priority of the division.

The following new policies were approved by the Board:

- Employee Relations Policy
- Employee Code of Conduct
- Subsistence & Travelling Policy

The following policies were reviewed and approved by the Board:

- Recruitment and Selection Policy & Procedures
- Leave Policy & Procedures

Employee Satisfaction

The vision of the NSA is to become a High Performance Institution in statistical delivery. One of the ingredients of a high performing institution is a dedicated, motivated and engaged workforce. To that end NSA conducted a diagnostic test to gauge satisfaction and motivation at the NSA in the form of a culture audit.

This assessed the views and perceptions of employees on being employees of the Agency. One of the main findings of the culture audit was the fact that management seemed to be more satisfied than the rest of the staff. However, an average satisfaction rate of 67 per cent from the rest of the staff indicates that staff is generally satisfied with the NSA. This is certainly a good starting point for an organisation that was only founded recently.

The NSA also introduced initiatives such as performance awards for staff, Core Value awards and regular staff briefings of the outcomes of Executive Management Committee meetings. A complete employee engagement survey has been conducted by an external entity and the outcome will be shared and addressed in the new financial year.

Human Resources Systems Implementation

The Agency installed and implemented an Automated HR Pastel payroll system moving away from the manual system. This fits into our drive for technological innovation, streamlining and working effectively and efficiently.
Good Corporate Governance

Board self-assessment

The Board commissioned a Board Self-Assessment conducted by Ernst & Young, the auditing firm which confirms that the NSA conforms to good corporate governance. The Board as a collective are cohesive and united as a team, open to discussions and debates and divergent views are welcomed. It also indicated that the Board complies with King III principles in directing the NSA as a State Owned Enterprise (SOE). This is a very important endorsement for a young organisation like ours. It proves that doing the work, due diligence and setting up a structure for the organisation that is well thought out and based on best practices from other organizations, serves as the strongest basis for good corporate governance. A strong foundation is essential.

Code of ethics and policies

The NSA Board approved the Code of Ethics during the period under review. All employees received training on the Code of Ethics and complied with the Code by submitting their annual declaration forms. The Board also approved the following policies:

- Statistics Policy
- National Spatial Data Infrastructure Policy
- Statistics Committee Terms of Reference
- Pricing Model Policy for the Data Processing Centre
- The Internal Audit Charter

Sufficient Funding and Effective Cost Control

Prudent financial management

During the period under review the Agency has significantly strengthened its financial management system. To this, a full set of financial policies and procedures, with accompanying operational guidelines were developed, approved and implemented. Financial reports to the Executive Management and the Board are generated and distributed on time, and accounting policies are adhered to. This enabled the Agency to for a second time in a row receive a clean bill of health for its financial statements from the external auditors.

To close the funding gap anticipated at the beginning of the financial year, the Agency has actively solicited funds from partners to be able to carry our key statistical operations. In this regard the Agency received funding from the following partners: the Ministry of Agriculture, the FAO, the African Development Bank and the United Nations Population Fund. The Agency also received an additional financial injection of N$18 million from the line Ministry towards the end of the financial year. Most of the funds solicited as well as the additional funding received was directed towards the Census of Agriculture.

Budget preparation and submission

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

Measures have been put in place to effectively curb and control the expenses of the Agency. These include cutting costs on telephone bills, printing and transport. Monthly and quarterly reports are presented to the Executive Management Team and the Board on costs control measures.

Sufficient Physical Resources, Infrastructure and Support

Data processing centre

The Data Processing Centre is the most modern of its kind in the country and boast state-of-the-art scanning and Optical Character Recognition (OCR) technologies. It is able to host multiple projects simultaneously and enabled the NSA to process its surveys in record time. Both private and public organisations make use of the facility for their data processing needs.

Open statistical data portal

Two data portals have been established with the most up to date statistical data. Both portals are accessible through our official website’s data portal section.

Website data dissemination

In addition to the two data portals, the website also avails the most up to date data in various formats such as pdf and excel. It also disseminates data through interactive web mapping software that provides a map-based interface through which to view data, as part of our efforts to move to data visualisation.
NSA Intranet

An Intranet is in place to promote internal communication but is at present underutilised. Both the communications division and the IT department are working to make the intranet more attractive and user friendly. The NSA is proud that the intranet has been fully internally developed and deployed.

The IT Help Desk System

The use of the online help desk has improved from a response rate of 30 minutes to 10. This is largely because IT staff have more mobile accessibility through mobile devices that they are using to receive request from staff.

Improved Data Capturing

One of the areas that the NSA has started investing in is improved data collection. To enable this, the NSA has introduced the Computer Assisted Personal Interviewing (CAPI) application for data capturing. This technology is currently being deployed with the capturing of data for the Census of Agriculture.
This priority contains 2 objectives and 7 performance indicators. The attainment of this strategic priority is mainly driven by the Directorates of Economic Statistics, Demographic and Social Statistics and Operations through the execution of various operational and strategic initiatives. About 40 such initiatives have been identified to be carried out during the planning period. The strategic objectives, performance indicators and targets for year 2013/14 under this priority are listed in diagrams below.

**COORDINATING THE NATIONAL STATISTICAL SYSTEM**

**STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS FOR PRIORITY: COORDINATING THE NATIONAL STATISTICAL SYSTEM**

- **B1: Improved NSS HR Capacity**
  - Number of trainings offered to NSS producers: TTB
  - Number of NSS producer institutions attending training: TTB
  - Number of trainings offered to NSS users: 1
  - Number of NSS user institutions attending courses: 1

- **B2: Coordinated NSS**
  - Number of statistical tools shared with NSS: 3
  - Number of user-producer workshops: 1
  - Number of coordinated NSS projects: 3
Improved NSS HR capacity

GIS/Statistics Awareness in the regions

Part of the work that NSA does is to spread and develop knowledge of statistics in Namibia. Our Regional staff provides GIS services and statistics to support regional planning and raises awareness of available statistical products and services in regions. Statistics are a very useful tool at all levels of organisation and government, whether local, regional or national. Whenever there were national surveys, they were coordinated and supervised by the regional staff. This included the fieldwork for 2013 Labour Force Survey and the Census of Agriculture.

Coordinated NSS

Development of Code of Practice for Statistics Producers

In order to ensure compliance with the Act in the production of official statistics by statistics producers, the Statistician-General must issue by notice in the Gazette a Code of Practice setting out professional and ethical standards applicable to statistics producers. This not only ensures that high quality statistics are produced but establishes and maintains public confidence and trust in official and other statistics that are produced.

The Code of Practice may impose requirements with respect to any of the followings:

- Ethical and professional standards that must be adhered to in the collection, production, analysis and dissemination of statistics;
- Measures to ensure the optimum quality and the comparability of official and other statistics;
- Measures to minimise unnecessary overlapping or duplication in the collection, production, analysis and dissemination of statistics.
- The Statistician-General may advise any statistics producer regarding the application of the Code of Practice referred to in the document.

National spatial Data Infrastructure (NSDI) Policy

National Spatial Data Infrastructure (NSDI) Policy was developed and reviewed through consultation with relevant stakeholders. The Spatial Data Committee also known as NSDI Committee was set up and met to discuss the draft NSDI policy. The NSDI draft policy is expected to be finalised at a technical level and will be submitted for further approval and issuing by the Director General.

Data Collection, Processing and Dissemination Policy

This Policy statement sets out detail policies and practices in relation to data collection, processing and dissemination including spatial data by statistics producers in the National Statistical System (NSS). The Policy was developed in accordance with the Statistics Act, 2011, and the United Nations Principles of Official Statistics. The Policy is developed within the scope of the Statistics Policy for Namibia and the National Spatial Data Infrastructure Policy (NSDI) and provides more detailed guidance on issues surrounding data collection, processing and dissemination.
STATISTICAL PRODUCTION AND EXPANSION

This priority contains 3 objectives and 8 performance indicators. The attainment of this strategic priority is mainly driven by the Directorates Economic Statistics and Demographic and Social Statistics, 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 for year 2013/14 under this priority are listed below.

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS FOR PRIORITY STATISTICAL PRODUCTION AND EXPANSION
Statistical expansion

Population dynamics and demographic profiles

Thirteen regional profiles were produced on time and additional statistical tables for the fourteen regions were produced based on the 4th delimitation work which took place in August 2014. The regional profiles contain detailed demographic and socio-economic data at a constituency level for all regions in Namibia and will contribute significantly towards improved evidence base planning at a local level. The profiles were launched in April 2014 by the Honorable Deputy Minister of Regional and Local Government and was attended by Regional Governors, Councillors and Chief Executive Officers.

Labour Force Statistics

As Namibia continues to mature and develop, the need for relevant, accurate and timely data, information and statistics becomes even greater. This 2013 Labour Force Survey was conducted only one year after the previous survey, in 2012, and the Namibia Statistics Agency will now conduct the Labour Force Survey annually. The Labour Force Survey used to only be performed every few years, making it difficult to compare sets of data. Now with an annual survey of the labour force we can actually make real comparisons from one year to the next. Trends can be perceived, followed and analysed. Perhaps most importantly, policy changes and amendments can be implemented if it turns out that certain policies or programmes and projects are not having the desired effect. This makes Namibia’s economy more flexible, agile and able to respond and adapt to economic, social and employment conditions.

The Labour Force Survey of 2013 was successfully conducted and a comprehensive report was also produced and released on time.

Sampling frames for household statistics

The National Sampling Frame for Agriculture Census based on the 2011 population and housing census enumeration areas was developed. The frame was used to conduct the Census of Agriculture that required a large representative sample.

The geo-database including the Dwelling Unit Frame was updated during the development of sampling frame and fieldwork listing operations for both labour force, Demographic Health Survey (DHS) and Namibia Census of Agriculture (2014/15).

The process of aligning the existing National Sample frame to the new administrative boundaries as per the 4th Delimitation Commission has started and expected to be completed before end of May 2014.

National Accounts and Quarterly GDP estimates

During the reporting period the National Accounts 2012, as well as the Preliminary National Accounts 2013 Reports were released. The rebased national accounts estimates revealed that the economy grew by 4.4 percent in 2013 compared to 6.7 percent in 2012.

Quarterly GDP estimates are meant to assist in the analysis of the short-term movements of the economy. During this period the Agency produced and disseminated the second quarter GDP 2013, third quarter GDP 2013 and fourth quarter GDP 2014 Reports. The fourth quarter GDP for 2013 recorded a growth of 5.1 per cent compared to 7.8 per cent growth recorded in the corresponding quarter of 2012.
Trade statistics

The reporting period witnessed the production of eleven (11) monthly trade statistics bulletins for the period April 2013 to February 2014. The 2013 Annual Trade Statistics Bulletin was produced but not yet disseminated as there are amendments to be done on it. The data base management was successfully carried out to ensure that all codes and descriptions on the system are correct. The NSA maintains a good relationship with Customs and Excise within the Ministry of Finance which ensures the smooth flow of trade data to the NSA. The 2013 Annual Trade Statistics revealed that the trade deficit had widened between 2012 and 2013 from NAD14.9 billion to NAD17.9 billion. Exports were dominated by precious stones (diamond) that accounted for 24.7 percent of exported products, while vehicles topped the list of imports with 11.2 percent of total imported goods.

Price statistics

Twelve Consumer Price Index (CPI) Bulletins for the months of April 2012 to March 2013 were released and disseminated to our stakeholders within 15 days after the end of the reporting month. The Harmonised Consumer Price Indices (HCPIs) for the corresponding months were also produced and forwarded to SADC for publication. The inflation rate fluctuated over the past twelve months between 6.2 per cent in June 2013 and 4.4 per cent November 2013.

Census of Agriculture

The Namibia Census of Agriculture for the Communal sector was launched on the 17th February after a successful pilot survey and the use of both the Global Positioning System (GPS) and the Computer-Assisted Personal Interviewing (CAPI) was adopted for data collection purposes.

Collection of data in the field is in full swing, the use of CAPI will enhance the data processing and the report for the communal agriculture sector is planned to be released in September 2014.

The Census in the commercial sector is planned to commence in August, development of survey instruments has commenced and are in the final stages, this phase unlike the communal sector where the face to face interviews were conducted, will be conducted through a mail questionnaire.
Improved quality of statistics

Development of Data Quality Assessment Framework (DQAF)

To comply with Statistics Act, African Charter on Statistics and United Nations Principles and of official statistics, our department was tasked with the development of a national data quality assessment (DQAF) that aims to set out quality dimensions 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, improvement and maintenance quality of statistics that are produced by different producers. The framework and approved by the Board Committee on Statistics during the period under review.

The Framework is aimed at assisting 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.

Rebasing of Consumer Price Index and National Accounts

The rebasing process of the Consumer Price Index that started during the last financial year was concluded and the Namibia Consumer Price Index (NCPI) released in October 2013. It was based on new weights derived from the 2009 /2010 Namibia Household Income and Expenditure Survey.

During the reporting period the rebasing process of the national accounts was concluded and the Preliminary National Accounts 2013 Report released in March 2014 was based on rebased series. The base year was changed from 2004 to 2010.
USE OF STATISTICS AND VALUE CREATION

This 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. More than 30 such initiatives have been identified to be carried out during the planning period. The strategic objectives, performance indicators and targets for year 2013/14 under this priority are listed below.

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS FOR PRIORITY USE OF STATISTICS AND VALUE CREATION
Enhanced accessibility and use of statistics

Micro and Meta data for dissemination


The Agency also created Public Use Micro Sample (PUMS) data using the 2011 census data. The PUMS file is a sample of population and housing records from the Namibia 2011 Population & Housing Census. The PUMS file includes population and housing records with information such as relationship, sex, education attainment, labour force status, tenure status, and agriculture. Privacy of our respondents and their data is paramount to everything that the NSA does. To facilitate this security and privacy the information was edited to ensure confidentiality of respondents. The Meta data explaining the variables was created for the PUMS data for the user to be able to understand the variables in the database.

Value added to statistics

Technical Support to internal and external stakeholders

Technical support in the area of sampling, map reading, field operations and production was provided to Census of Agriculture 2014 and Demographic Health Survey of 2013 (DHS 2013) by the Ministry of Health and Social Services, Survey Warehouse, and the Office of the Prime Minister and other Agencies/institutions that conducted or plan to carry out surveys and researches.

Numerous agencies needed assistance with survey methodology and training for field operations. As NSA is seen as a Centre of Excellence in Namibia, it is only logical that these organisations sought us out to assist in their activities and knowledge acquisition. The Agency also provided support in monitoring DHS during field operations, in listing exercise, data collection operations, identification of boundary of primary sampling units (PSUs) in and capturing GPS coordinates of selected clusters (PSUs).

Technical support in the area of cartography, spatial planning and the use of GIS technologies were also provided to the towns, municipalities and the Fourth Delimitation Commission.

The Namibia 2011 Census Atlas

A high quality Census Atlas was produced and launched on time. The dissemination of the atlas was done at regional level and through NSA website. This report was well received at national, regional and international level and we still received request for more printed copies of the atlas. NSA is one of the few statistical offices that manage to produce their census atlases on time.

Production of two thematic reports based on 2011 census

Two thematic reports based on the 2011 Census: fertility and mortality report were produced. The two analytical reports provide essential indicators which support planning and policy formulation in critical areas such as health and education sector as well as employment. The two reports are with the printer.
ANNUAL FINANCIAL STATEMENTS
BOARD MEMBERS’ RESPONSIBILITY FOR
FINANCIAL REPORTING

The Board members are 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 their responsibility to ensure that the financial statements fairly present the state of affairs of the Agency as at the end of the financial year and the results of its operations and cash flows for the year then ended, in conformity with International Financial Reporting Standards.

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

The Board members acknowledge that they are ultimately responsible for the system of internal financial control established by the Agency and places considerable importance on maintaining a strong control environment. To enable the 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. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the 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 known forms of risk across the Agency. While operating 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, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Board members have reviewed the Agency’s cash flow forecast for the year to 31 March 2014 and, in the light of this review and the current financial position, they are 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 and their report is presented on page 51.

BOARD MEMBERS’ APPROVAL OF THE ANNUAL
FINANCIAL STATEMENTS

The annual financial statements set out on pages 54 to 62 were approved by the board members and are signed on their behalf by:

[Signatures and dates]

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FINANCIAL STATEMENTS

The annual financial statements set out on pages 54 to 62 were approved by the board members and are signed on their behalf by:

[Signatures and dates]
INDEPENDENT AUDITOR’S REPORT

For the year ended 31 March 2014

Report of the Independent Auditors

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 2014, 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 2014, 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.
1. The board members present their report for the year ended 31 March 2013.

BACKGROUND AND OPERATIONS

2. 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

3. 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

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Appointed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Paul W Hartmann</td>
<td>Chairperson</td>
<td>September 01, 2011</td>
</tr>
<tr>
<td>Ms. Anna B Matebele</td>
<td>Vice Chairperson</td>
<td>September 01, 2011</td>
</tr>
<tr>
<td>Ms. Florentia Amuenje</td>
<td>Director</td>
<td>September 01, 2011</td>
</tr>
<tr>
<td>Mr. Sikongo G Haihambo</td>
<td>Director</td>
<td>September 01, 2011</td>
</tr>
<tr>
<td>Mr. Martin Mwinga</td>
<td>Director</td>
<td>September 01, 2011</td>
</tr>
<tr>
<td>Ms. Florette N Nakusera</td>
<td>Director</td>
<td>September 01, 2011</td>
</tr>
<tr>
<td>Dr. John F Steytler</td>
<td>Statistician General</td>
<td>September 01, 2011</td>
</tr>
</tbody>
</table>

Secretary:

6. The secretary to the agency during the year is Ms. Russa Shipiki-Kapolo

AUDITORS

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

PROPERTY, PLANT AND EQUIPMENT

8. 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

9. No events or circumstances have arisen between 31 March 2014 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$ 22,806,642 and expect adequate funding from the Government of Namibia for the 2014/2015 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>ASSETS</th>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>11</td>
<td>20,015,194</td>
<td>28,892,416</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>12</td>
<td>6,125,122</td>
<td>7,821,279</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td></td>
<td>26,140,316</td>
<td>36,713,694</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>13</td>
<td>2,022,449</td>
<td>197,548</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>10</td>
<td>24,491,072</td>
<td>32,302,204</td>
</tr>
<tr>
<td>Total current assets</td>
<td></td>
<td>26,513,521</td>
<td>32,500,286</td>
</tr>
<tr>
<td>Total assets</td>
<td></td>
<td>52,653,837</td>
<td>89,213,982</td>
</tr>
</tbody>
</table>

| EQUITY AND LIABILITIES                                               |       |            |            |
| Capital and reserves                                                 |       |            |            |
| Accumulated surplus                                                  |       | 24,253,199 | 1,446,557  |
| Total equity                                                          |       | 24,253,199 | 1,446,557  |

| Non Current liabilities                                              |       |            |            |
| Deferred income                                                      | 15    | 12,976,849 | 45,660,066 |
| Total non current liabilities                                        |       | 12,976,849 | 45,660,066 |

| Current liabilities                                                  |       |            |            |
| Deferred income                                                      | 15    | 8,447,231  | 10,454,979 |
| Trade and other payables                                             | 14    | 6,976,558  | 11,652,380 |
| Total current liabilities                                            |       | 15,423,789 | 22,107,359 |
| Total liabilities                                                    |       | 28,400,838 | 67,767,425 |
| Total equity and liabilities                                         |       | 52,653,837 | 89,213,982 |

### Statement of changes in equity

<table>
<thead>
<tr>
<th>Accumulated Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>NS</td>
</tr>
<tr>
<td>Total NS</td>
</tr>
</tbody>
</table>

**Balance at 01 April 2013**

<table>
<thead>
<tr>
<th>Surplus for the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,446,557</td>
</tr>
</tbody>
</table>

**Balance at 31 March 2013**

<table>
<thead>
<tr>
<th>Surplus for the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,446,557</td>
</tr>
</tbody>
</table>

**Balance at 01 April 2013**

<table>
<thead>
<tr>
<th>Surplus for the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,446,557</td>
</tr>
</tbody>
</table>

**Balance at 31 March 2014**

<table>
<thead>
<tr>
<th>Surplus for the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>22,806,642</td>
</tr>
</tbody>
</table>
## Statement of cash flow-direct

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</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>90 784 006</td>
<td>54 363 339</td>
</tr>
<tr>
<td>Cash payments to suppliers and employees</td>
<td>(100 284 341)</td>
<td>(24 464 701)</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>(9 500 335)</td>
<td>29 898 638</td>
</tr>
<tr>
<td>Other income</td>
<td>-</td>
<td>5 035 457</td>
</tr>
<tr>
<td>Interest received</td>
<td>1 400 192</td>
<td>888 573</td>
</tr>
<tr>
<td><strong>Net cash from operating activities</strong></td>
<td><strong>(8 100 143)</strong></td>
<td><strong>35 822 668</strong></td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases of equipment</td>
<td>(3 382 641)</td>
<td>(2 937 339)</td>
</tr>
<tr>
<td>Purchases of intangible</td>
<td>-</td>
<td>(582 587)</td>
</tr>
<tr>
<td>Proceeds from sale of motor vehicles</td>
<td>3 671 114</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td><strong>288 473</strong></td>
<td><strong>(3 519 926)</strong></td>
</tr>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td>(7 811 670)</td>
<td>32 302 742</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td>32 302 742</td>
<td>-</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of year</td>
<td>24 491 072</td>
<td>32 302 742</td>
</tr>
</tbody>
</table>
Accounting Policies

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.

1.1 Application of new and revised International Financial Reporting Standards

New and revised pronouncements as at 31 March 2014

The following table contains effective dates of IFRS's and recently revised IAS's, which have not been early adopted by the agency and that might affect future financial periods:

<table>
<thead>
<tr>
<th>IAS/IFRS</th>
<th>Pronouncement</th>
<th>Effective date</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFRS 9</td>
<td>Incorporating revised requirements for the classification and measurement of financial liabilities, and carrying over the existing derecognition requirements from IAS 39 Financial Instruments: Recognition and Measurement.</td>
<td>01 July 2014</td>
</tr>
</tbody>
</table>

1 BASIS OF ACCOUNTING (continued)

1.1 Application of new and revised International Financial Reporting Standards (continued)

Amendments in International Accounting Standards ("IAS") and IFRS

<table>
<thead>
<tr>
<th>IAS/IFRS</th>
<th>Pronouncement</th>
<th>Effective date</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS 16</td>
<td>Amendments to the revaluation method - proportionate restatement of accumulated depreciation</td>
<td>01 July 2014</td>
</tr>
<tr>
<td>IAS 19</td>
<td>Amendments to Defined Benefit Plans: Employee Contributions whereby the requirements in IAS 19 for contributions from employees or third parties that are linked to service have been amended.</td>
<td>01 July 2014</td>
</tr>
<tr>
<td>IAS 24</td>
<td>Amendments to the definitions and disclosure requirements for key management personnel.</td>
<td>01 January 2014</td>
</tr>
<tr>
<td>IAS 27</td>
<td>Requirement to account for interests in &quot;Investment Entities&quot; at fair value value under IFRS 9 or IAS 32 in the separate financial statements of the parent.</td>
<td>01 January 2014</td>
</tr>
<tr>
<td>IAS 36</td>
<td>Amendments to the revaluation method - proportionate restatement of accumulated depreciation</td>
<td>01 July 2014</td>
</tr>
<tr>
<td>IAS 40</td>
<td>Amendments to clarify the interrelationship between IFRS 3 and IAS 40 when classifying property as investment property or owner-occupied property.</td>
<td>01 July 2014</td>
</tr>
<tr>
<td>IFRS 1</td>
<td>Amendments to the Basis of Conclusion clarifying the meaning of &quot;effective RIs&quot;.</td>
<td>01 July 2014</td>
</tr>
<tr>
<td>IFRS 2</td>
<td>Amendments added the definitions of performance conditions and service conditions and amended the definitions of vesting conditions and market conditions.</td>
<td>01 July 2014</td>
</tr>
</tbody>
</table>

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: 20 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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.6 Financial instruments (continued)

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 are 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 dates. 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 payables 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 Pension Funds Act of 1956. The retirement fund is in the nature of a defined benefit plan.

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.

2.10 Provisions
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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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 as 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 attached 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 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 judgements

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.
## Notes

### 3 Revenue

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs</td>
<td>Rs</td>
</tr>
<tr>
<td>78,759,099</td>
<td>41,618,586</td>
</tr>
<tr>
<td>75,363,812</td>
<td>36,000,000</td>
</tr>
<tr>
<td>3,393,067</td>
<td>11,618,586</td>
</tr>
</tbody>
</table>

**Government revenue**
- Operational Subsidy
- Operating expenses paid on behalf of NSA

**Deferred income released to income**
- Grants related to assets
  - Depreciation on donated assets
  - Disposal of donated assets
- Grants related to income
  - Census
  - Namibia Household Income & Expenditure Survey
  - PCA small asset
  - Central Bureau of Statistics
  - Geographic Information System

### 4 Cost of projects

<table>
<thead>
<tr>
<th>Item</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour force survey</td>
<td>14,637,065</td>
<td>12,671,066</td>
</tr>
<tr>
<td>Remuneration</td>
<td>4,900,544</td>
<td>3,657,570</td>
</tr>
<tr>
<td>Repair and maintenance</td>
<td>11,099</td>
<td>294,462</td>
</tr>
<tr>
<td>Advertisement &amp; Recruitment</td>
<td>32,725</td>
<td>-</td>
</tr>
<tr>
<td>Other Allowances</td>
<td>1,493,968</td>
<td>-</td>
</tr>
<tr>
<td>Vehicle rentals</td>
<td>4,554,333</td>
<td>3,697,660</td>
</tr>
<tr>
<td>Fuel and transport Costs</td>
<td>1,630,518</td>
<td>1,585,946</td>
</tr>
<tr>
<td>Training</td>
<td>2,006,596</td>
<td>2,657,176</td>
</tr>
<tr>
<td>Materiais and supplies</td>
<td>532,096</td>
<td>749,995</td>
</tr>
<tr>
<td>Other services and expenses</td>
<td>124,891</td>
<td>152,789</td>
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<tr>
<td>Publications</td>
<td>138,173</td>
<td>4,000</td>
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<tr>
<td>Census</td>
<td>-</td>
<td>8,861,860</td>
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<tr>
<td>Remuneration</td>
<td>-</td>
<td>8,093,847</td>
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<tr>
<td>Repair and maintenance</td>
<td>-</td>
<td>354,613</td>
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<tr>
<td>Fuel and transport costs</td>
<td>-</td>
<td>84,901</td>
</tr>
<tr>
<td>Training</td>
<td>-</td>
<td>33,534</td>
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<tr>
<td>Publications</td>
<td>-</td>
<td>315,087</td>
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<tr>
<td>Geographic Information System</td>
<td>-</td>
<td>2,336,827</td>
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<tr>
<td>Remuneration</td>
<td>-</td>
<td>4,624,114</td>
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<tr>
<td>Repair and maintenance</td>
<td>-</td>
<td>662,583</td>
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<tr>
<td>Fuel and transport costs</td>
<td>-</td>
<td>87,139</td>
</tr>
<tr>
<td>Training</td>
<td>-</td>
<td>150,505</td>
</tr>
<tr>
<td>Price Agency</td>
<td>482,586</td>
<td>171,883</td>
</tr>
<tr>
<td>Remuneration</td>
<td>482,586</td>
<td>125,238</td>
</tr>
<tr>
<td>Publications</td>
<td>-</td>
<td>45,545</td>
</tr>
</tbody>
</table>

### 6 Distribution expenses

#### The distribution expenses includes:
- Website upgrade
- Logo, branding and advertisement
- Promotional activities, marketing & stakeholder engagements
- Corporate Social Responsibility
- General publications

### 7 Administrative expenses

#### Legal fees
- 12,420
- 34,893

#### Telephone expenses
- 1,361,480
- 1,993,401

#### Cleaning services & materials
- 274,666
- 163,365

#### Bank charges
- 169,444
- 225,250

#### Fleet management system and monitoring
- 104,168
- 234,466

#### Membership fees & subscriptions
- 79,450
- 22,273

#### License fees (computers & vehicles)
- 1,196,290

#### IT outsourcing
- 93,900
- 363,975

#### Stationery & computer consumables
- 545,481
- 684,582

#### Storage costs
- 343,869
- 131,010

#### Office expenses
- 761,633
- 281,024

| Total amount | 12,877,384 | 11,348,800 |

### 8 Other operating expenses

#### Electricity and water
- 1,164,971
- 674,278

#### Office equipment expenses
- 209,820
- 453,050

#### Consultancy fees
- 2,042,477
- 1,554,452

#### Conferences & culture change events
- 489,593
- 284,020

#### Insurance
- 872,937
- 375,971

#### Hotel and accommodation
- 85,513
- 80,741

#### Rental expenses
- 4,575,068
- 3,699,714

#### Depreciation and amortisation expense
- 10,076,491
- 5,065,127

#### Internal audit service fees
- 20,043

#### External audit service fees
- 150,000
- 97,700

#### Staff costs
- 36,815,359
- 15,445,479

#### Other expenses
- 1,295,749
- 64,950

#### Loss on disposal of property, plant and equipment
- 1,295,749
- 64,950

#### Staff training costs & internships
- 209,820
- 453,050

#### Strategic plan and mangement retreat
- 234,230
- 167,203

#### Recruitment
- 548,769
- 118,815

#### Board secretarial services
- 454,205

#### Board fees
- 647,073
- 725,330

#### Security expenses
- 371,300
- 124,678

#### Repairs and maintenance
- 1,931,951
- 2,939,803

#### Entertainment and refreshments
- 707,212
- 75,861

#### Travel expenses
- 311,081
- 213,599

| Total amount | 63,331,149 | 33,210,089 |
9 Surplus for the year

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

- External audit service fees: $150,000 (2014) / $125,793 (2013)
- Depreciation and amortisation expense: $150,756,981 (2014) / $5,065,126 (2013)

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.


11 Plant and equipment

13 Trade and other receivables


14 Trade payables

- Ministry of Labour: -
- Suppliers and sundry accruals: $1,581,471 (2014) / $1,782,468 (2013)
- Provisions - Lease: $4,375,880 (2014) / $-

15 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:


- Additions: $1,051,335 (2014) / $-
- Less: Deferred income lost to be recognised in the current year: $14,150,901 (2014) / $4,735,250 (2013)
- Computer Equipment: $3,253,953 (2014) / $1,044,711 (2013)

12 Intangible assets


The cost of the Agency's intangible assets includes an amount of NS $7,698,192 in respect of grants related to software donated by GIZ.
16 Cash generated from operations

Profit before taxation 22 806 862 1 448 557
Adjusted for:
Depreciation 10 076 491 5 065 127
Assets expensed x100 - 776 913
Deferred income released to income (35 742 300) (5 512 163)
Other income (5 035 457)
Loss on disposal of property, plant and equipment 1 258 749 1 400 192
Interest received (888 673)
Operating deficit before working capital changes (2 999 610) (4 147 996)
Working capital changes:
(Increase)/Decrease in accounts receivable (1 824 903) (197 546)
(Increase)/Decrease in deferred income - 22 591 401
(Increase)/Decrease in accounts payables (4 675 822) 12 652 379
Cash generated from operations (9 500 335) 29 886 638

17 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
Ministry of Labour - 5 000 000
National Planning Commission (NPC) 957 332 8 636 757
Government of Namibia - 17 854 664

17 Related party (continued)

2014 2013
NS NS

Amounts included in income
NPC operational grant 75 363 812 42 942 299
Ministry of Agriculture 13 355 698 -
Ministry of Works, Transport & Communication (rental) 3 365 097 -

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.

Minimum lease payments under operating leases recognised as an expense during the year 1 211 455 385 148

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

Within one year 2 364 165 790 625
two – five years 2 857 212 3 205 896
more than 5 years 5 021 377 4 317 521

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.

19 Risk Management (continued)

19.2 Liquidity risk (continued)

Liquidity risk management
The Agency has minimised its liquidity risk by ensuring that it has adequate facilities and reserve borrowing capacity.

Financial liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Within one year</th>
<th>2-5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>2 234 730</td>
<td></td>
</tr>
<tr>
<td>Deferred income</td>
<td>-</td>
<td>1 000 000</td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>10 782 468</td>
<td></td>
</tr>
<tr>
<td>Deferred income</td>
<td>581 058</td>
<td>22 090 303</td>
</tr>
</tbody>
</table>

62
19.3 Market risk

Interest rate risk management

Market risk is the risk that the fair value of 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 of 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.