



ANNUAL REPORT 2018/19



www.namibiatourism.com.na

Namibia Tourism Board

CONTENTS

- 4 Foreword by the Chairperson
- 5 Statement by the Chief Executive Officer
- 6 Governance
- 7 Board Members
- 7 Core Leadership Team
- 8 Marketing Strategic Priorities and Outcomes
- 19 Quality Assurance and Product Development
- 23 Equal Employment Opportunities
- 25 Financial Statements

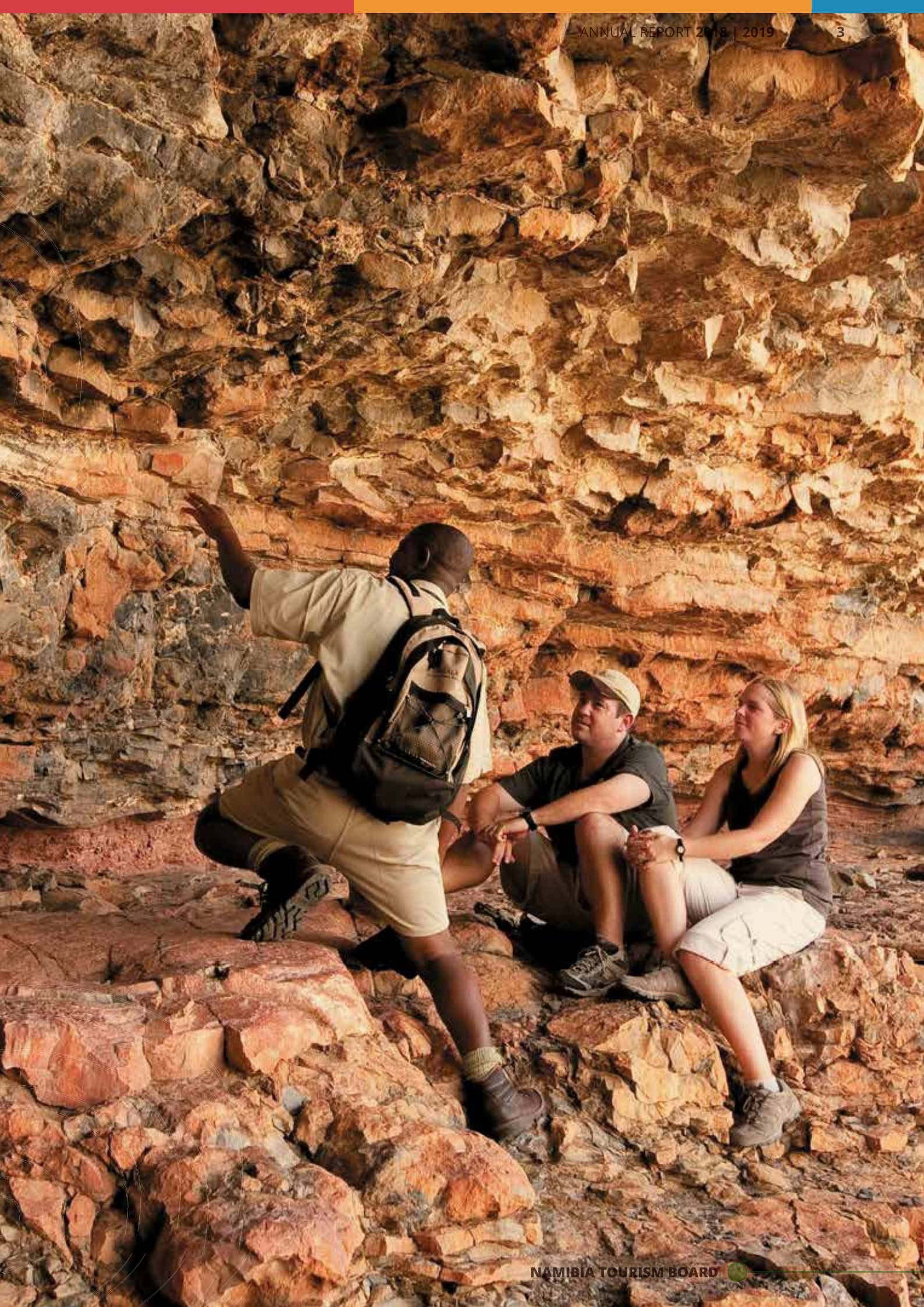


VISION

Namibia renowned as the sought-after
tourism destination in Africa

MISSION

To sustainably market and develop tourism
to and within Namibia by exceeding our
visitors' experience and expectations, adding
value to our stakeholders, yielding enhanced
quality of life for all our people



FOREWORD

BY THE BOARD CHAIRPERSON

MR PAUL BRINKMANN



Climate change and its impacts is one of the key talking points within the world currently and the Namibian Tourism sector and its stakeholders can be said to be world leaders in addressing this. It is endemic within the tourism fraternity to believe in protecting our environment for future generations and possibly, more concretely, for future sustainable growth and exploitation for tourism.

This has been done hand in hand between both private sector as well as Government, through its Environment and Tourism Ministry. On the one hand, Government is at the forefront in supporting through Environmental Investment funds projects that are geared to reduce climate change impacts through green technology and innovative activities. All these efforts are in support of developing a resilient and sustainable tourism industry in this arid nation. On the other, through words and deeds, the local tourism industry has conservation and low impact on the environment at the forefront of its endeavours through initiatives such as the Eco-Awards, aimed at re-

warding tourism businesses and operators who continually are implementing interventions to reduce the carbon footprint. Although not recognised as a separate industry in its own right in the economic pillars, Tourism remains one of the main economic development drivers in the current economic climate, possibly the strongest contributor to employment. By its very nature, tourism done right is the long term exploitation of the same resource which is more sustainable than any other enterprise and good for long term development of the country and its people.

We are currently working on high priority key deliverables to shift our ability to impact tourism to the next level. One of the key levers is the development of the Strategic plan that shall usher in the new era of aligning the Namibia Tourism Board to international best practices but with local dimension. This will enhance our dynamism to propel destination marketing and quality management by transforming or refocusing the NTB into primarily a national destination marketing agency. The key focus is to attract more guests to Namibia, thereby growing the industry, creating jobs and wealth for all.

Although working with limited funds, looking back to 2018/2019 financial year, we can celebrate many small successes. Our key source markets have been nurtured and continue to deliver and we have had successes with joint marketing campaigns that are the envy of other tourist Boards. We have grown our levy base exponentially to ensure that we cover our cash flow costs. Through teamwork and the continuous dedication and hard work of the Board, the CEO and staff, we have contained non-essential expenditure and were able to manage our cash flow whilst having executed our mandate.

The Government grant has dwindled to a mere N\$6million whilst foreign currencies in which we trade increased exponentially. We are keenly aware that alone we cannot really execute and re-balance our successes with limited funds, an issue the Government must be reminded of.

We therefore keep embarking on partnerships with airlines, inbound operators, local and international industry and Namibian Foreign Missions to deliver our targets. Without doubt NTB shall continue to propel leisure and business tourism and reinforce how important tourism is to the mainstay of the economy of Namibia. In closing, on behalf of the fellow Board members, I unreservedly express our support but at the same time our appreciation for the Chief Executive Officer, management and staff to continue to strive for excellence in their work.

STATEMENT BY THE EXECUTIVE OFFICER

MR DIGU //NAOBEB



We are optimistic about the prospects for this tourism industry going forward despite challenges such as slowing economic growth, Brexit, populism in Europe Hepatitis E and Ebola, as UNWTO predicts worldwide international tourist arrivals that shall increase by 6% to total 1.4 billion in 2018, once the Ministry of Environment and Tourism releases 2018 tourist arrival figures to Namibia.

There is still more growth opportunity for Namibia, if unbridged birth certificate requirements is moderately managed and visa facilitation either on arrival or online application is enabled. On the home front, NTB has been propelling tourism agenda. One of such is the intent that tourism is the seabed for the emerging small and medium enterprises. In this regard, it hosted an event for the emerging entrepreneurs on the fringes of the Ongwediva trade fair, and it assisted number of SMEs to attend Indaba trade fair 2018 in Durban, South Africa and ITB, Berlin, Germany. It also supported 4 SMEs to attend Trophy Hunting Fair in Switzerland, albeit having limited funds.

Other noteworthy achievement is the accolades that it was awarded as second runner up for the best destination stand at Indaba trade fair and best tourist destination in China. All these signifies embodiment of innovation and creativity to activate interest for travel to Namibia, especially now that air access and connectivity is greatly improved. Despite dwindling government grants, which are not in concert with the funding models of higher achieving tourism boards globally, with whom NTB must compete in the international arena, we had to constantly adjust to these dynamics to forge partnerships to realise our mandate. Thus, we are greatly indebted to Air Namibia, Ethiopian Airlines, South African Airways, international brands and outbound partners, Namibian operators, in particular NWR, for their support and commitment to the common goal to drive tourist arrivals to Namibia in order to great employment in support of Government's agenda to alleviate poverty. As I conclude, I echo thanks and appreciation to the Board, management and staff, and trust we shall continue to thrive despite the odds and challenges.

Item	FY19 Actual \$000's	FY19 Budget \$000's
Government Grant	\$6,000	\$ 10,000
Tourism Levies	\$44,649	\$45,000
NTB Own Revenue\$	\$5,698	\$7,063
Total Revenue	\$56,347	\$62,063
Total Operating Expense (excl CAPEX & Loans)	\$55,057	\$57,325

GOVERNANCE

THE BOARD

The Namibia Tourism Board is an entity established under the Namibia Tourism Board Act, 2000. The Namibia Tourism Board is governed by a Board appointed by the Minister of Environment and Tourism. All decisions relating to the operation of the Namibia Tourism Board are made by, or under the authority of, the Board in accordance with the Namibia Tourism Board Act 2000.

In accordance with the Namibia Tourism Board Act 2000, the Board must have five members. The Minister's formal line of accountability with the Namibia Tourism Board is through the Board's Chair. Board appointments are generally for three years, with reappointment possible. The composition of the Board reflects a balance of tourism industry and commercial expertise.

The Board meets at least four times a year, including a one-day meeting to review the organisation's on-going strategic direction. This strategy meeting for now focused on the development of the five year strategic plan, but going forward it shall initiate the business planning process which should inform the preparation of the annual Statement of Intent.

DELEGATION

The Board delegates day-to-day management of NTB to the Chief Executive Officer who is directly accountable to the Board through the Chairman. The Namibia Tourism Board's Delegated Authorities Policy is set by the Board and reviewed time-to-time.

Appropriate formal processes are in place for reporting back to the Board.

INDUCTION AND DEVELOPMENT

The Namibia Tourism Board introduces each new Board member to the organisation through an induction process, which includes presentations by the executive management team on the activities of their respective departments at Board meetings or time spent with senior executives who are responsible for providing the strategic input to the Audit Committee, Marketing Advisory Committee, Standards and Industry Human resources Advisory Committee. Members are also encouraged, where appropriate, to attend tourism and industry-related events such as international trade fairs, networking events and other industry events.

BOARD MEMBERS



Paul Brinkmann
(Chairperson)



Madelein /Goagoses
(Vice Chairperson
and Chairperson of
Standards & HRD
Advisory Committee)



Terence Makari
(Board Member
and Chairperson of
HR & Remuneration
Committee)



Marie Friede
(Board Member
and Chairperson of
Marketing Advisory
Committee)



Kishi Silas Shakumu
(Board Member
and Chairperson
of Audit Committee)

CORE LEADERSHIP TEAM



Digu //Naobeb
(CEO)



**Bornventure
Mbidzo**
(Head of Industry
Services)



Beneductice Nakuta
(Head of Corporate
Services)



**Maureen
Posthuma**
(Head of
Marketing)



Freddie Scholtz
(Head of Finance & IT)

MARKETING STRATEGIC PRIORITIES AND OUTCOMES

NUMBER TRADE ACTIVITIES DONE	BRIEF DESCRIPTION OF THE PROJECTS	DELIVERABLES YIELDED
EUROPE		
High-level trade liaison		
85	B2B meetings	Joint-ventures as a result of liaison with DM's, Airlines, PR contacts, Destination Circle.
Destination workshops / Namibia presentations		
8	Training of retail agents who represent as sales channel over 75% of sales to long-haul destinations from German-speaking Europe.	Reached 220 TA's
1	ASA goes Africa Educational; destination seminars and product workshops in Johannesburg, followed by educational trips in Namibia, South Africa, Kenya and Botswana. Project idea developed by NTB for Association of Africa Specialists (ASA).	Reached 60 well-selected TA's
1	Destinations Circle MICE Workshop ; destination presentation in Munich. NTB is co-founder of this association. The participating tourism boards include South Africa, Columbia, Abu Dhabi, Singapore, Malta, Germany, Switzerland, Portugal, Croatia, Belgium, France, Austria, Netherlands and Korea.	Reached 32 high-level MICE DM's
1	B2C event with German TO ; destination booth shared with Air Namibia included Windhoek Lager promotion supported by NBL.	Reached 1,500 high-end consumers
1	Road Show with German TO ; destination trainings in 4 cities which included on stage presentation of 'Orange Safari', a cross promotion with Samova tea brand.	Reached 227 TA's
3	Road Show in Hungary ; destination workshops with Air Namibia in Budapest, Miskolc and Szombathely.	Reached 120 TO's
2	B2B dinner events ; destination presentations with Air Namibia in Frankfurt and Munich.	Reached 39 key TO's
2	Travel Agent Seminar events with German TO ; destination training with Air Namibia in Frankfurt and Munich.	Reached 40 TA's
1	Trade event organised by Swedish Travel Trade Magazine ; destination booth with SAA at the Travel News Market in Stockholm.	Reached 1,233 travel trade visitors
3	Baltic Road Show ; NTB information booth in Vilnius, Riga and Tallinn.	Reached 274 travel trade
1	Travel Agency cooperation ; 20 Travel Agents were selected to join Namibia seminar followed by a familiarisation trip.	Reached 20 TA's
6	Edutainment with Swiss TO ; destination workshops in Bellwald.	Reached 60 TA's

2	AGM of Travel Agent Cooperation; all relevant players in tourism were present to meet 500 of the member travel agencies.	Prime positioning of NTB at the Travel show and Congress during the AGM as a result of the Panasonic campaign, where NTB created a partnership between the TO and TA cooperation and brand partner. Reached 500 TA's
3	Road Show with On Show Solutions (Africa Showcase: Southern Europe); destination presentations in 3 cities (Madrid, Paris & Milan).	Reached 132 Trade Participants
E-Learning programmes		
1	E-Learning Programme – FVW Academy	One-year training programme; until end of March 2019, 610 Travel Professionals finished the course.
UNITED KINGDOM		
Destination workshops / Namibia presentations / Sales calls		
1	Experience Africa: 3-day B2B event organised by ATTA.	Reached 25 TO's
1	Bright events: destination workshops in Edinburg and Belfast.	Reached 71 TA's
1	TravMedia International Media Marketplace; high profiled media event attended by all UK media houses and key media.	Reached 44 Journalists
E-Learning programmes		
1	E-Learning Programme – Namibia Know it all discontinued and replaced with own concept.	1,250 user registrations
Market Survey		
1	NTB is interested in finding out whether consumers would book a holiday to Namibia direct, or through a tour operator and how important is it to book through a travel agent.	Minimum of 500 participants and 10 questions.
Monothematic Namibia guide		
1	Selling Namibia Guide: Included in monthly edition of Selling Travel magazine.	Reached 14,057 travel trade + 1,000 add-ons.
CHINA		
Destination workshops / Namibia presentations		
2	Orientation about destination Namibia to sales team of Chinese TO.	Reached 28 TA's
1	Destination workshop in Shanghai with Chinese TO and Credit Card institution (CEB).	Reached 53 high-value clients of credit card institution.
1	NTB Roadshow; destination workshops in Shanghai, Beijing & Shenzhen.	9 Namibian companies participated; Reached 68 TO's, 58 TA's 14 Travel clubs, 52 journalists and 12 KOL)
Destination workshops / Namibia presentations		
1	ITB Asia (Singapore)	Reached 24 TOs, 4 destination promotion companies and 3 KOLs

1	Road Show with On Show Solutions (Africa Showcase: Southeast Asia); destination presentations in 3 cities (Jakarta, Kuala Lumpur and Bangkok).	Reached 34 MICE DN's and 159 TO's
Trade educational trips		
1	Trade Educational in joint venture with Namibia High Commission in Malaysia and Ethiopian Airlines accompanied by 1 photographer, 2 travel writers, 1 airline representative, 2 diplomatic staff, 6 TO's .	Improved destination know-how among Malaysian travel trade, travel reportages on the destination Namibia.
Destination workshops / Namibia presentations		
4	Road Show with On Show Solutions (Africa Showcase: Northern America); destination presentations in Boston, Chicago, Seattle and Los Angeles).	150 TO's and TA's

VISITING JOURNALIST PROGRAMME (VJP)

NUMBER MEDIA TRAVELLED	BRIEF DESCRIPTION OF THE PROJECTS	DELIVERABLES YIELDED
EUROPE		
Individual journalists from Germany in joint-venture with Air Namibia, SAA & Outbound German TO's		
8	Selected journalists from leading German daily newspapers, travel and lifestyle magazines and photography specialist journals.	<i>ADAC Urlaub</i> (circulation: 135,000); <i>Abendzeitung Muenchen</i> (circulation: 107,632); <i>Passauer Neue Presse</i> (circulation: 173,820); <i>B.Z. am Sonntag</i> (circulation: 39,218); <i>Clever Reisen</i> (circulation: 50,000); <i>Globetrotte</i> (circulation: 400,000); <i>ProfiFoto</i> (circulation: 19,400); <i>FotoMagazin</i> (circulation: 44,787)
2	Professional German videographers.	Produced videomaterial for 60 Seconds video clips for social media usage
Individual journalists from Italy in joint-venture with Air Namibia, SAA & Outbound Italian TO's		
6	Selected journalists from leading Italian daily newspapers, travel and lifestyle magazines and photography specialist journals.	<i>OASIS magazine</i> (circulation: 30,000); <i>Dimensione Benessere</i> (circulation: 50,000); <i>NUOVO TV</i> (circulation: 200,000); <i>Il Resto del Carino & La Nazione il Giorno</i> (circulation: 500,000)
3	Professional Italian videographers.	Produced footage on Omagongo Cultural Marula Festival
Individual journalists from The Netherlands in joint-venture with Air Namibia, SAA & Outbound Italian TO's		

4	Professional Dutch Videographers.	Produced 25 hours of video material for Bucketlist Namibia ; minimum 50 clips of 2-3 minutes each for social media usage & digital online video platform; Estimated reach: 10 million.
YouTuber Group #RoadTripNamibia in joint-venture with South African Airways		
8	8 well-known selected German YouTuber accompanied Namibian singer EES on a Namibian Roadtrip. Key story angle: Adventure in Namibia.	<i>Felix von der Laden</i> (3,243,567 subscribers); <i>PietSmiet</i> (2,258,420 subscribers); <i>DoktorFroid</i> (717,612 subscribers); <i>Malternativ</i> (222,512 subscribers); <i>Kati Karenina</i> (126,952 subscribers); <i>Shanti Tan</i> (717,022 subscribers); <i>Klein aber Hannah</i> (276,838 subscribers); <i>EES</i> (15,757 subscribers)
KAZA Group press trip in joint-venture with Boundless Southern Africa		
8	Selected journalists from leading German daily newspapers, travel and lifestyle magazines and photography specialist journals. Key story angle: Present KAZA as a destination for tourists and to demonstrate the efforts in the field of conservation.	<i>Abenteuer & Reisen</i> (circulation: 54,182); <i>Die Welt</i> (circulation: 520,463); DPA (Germany's largest news agency); SRT (serves up to 40 regional daily newspapers)
Northeast Group press trip in joint-venture with German TO		
5	Selected journalists from leading German daily newspapers, travel and lifestyle magazines and photography specialist journals. Key story angle: The wild Khaudum National Park and the water-rich Zambezi region.	<i>Rheinische Post</i> (circulation: 275,630); <i>Sueddeutsche Zeitung</i> (circulation: 343,540); <i>Saechsische Zeitung</i> (circulation: 207,996); <i>Koelner Stadt-Anzeiger</i> (circulation: 251,994); <i>Nuernberger Nachrichten</i> (circulation: 240,435)
Panasonic Netherlands in joint venture with Dutch TO and SAA		
8	Two Dutch Instagram stars, 2 Dutch photographers, a blogger, 2 journalists accompanied by a Panasonic Ambassador as part of a brand cooperation with Panasonic. Key story angle: Namibia – a photographer's paradise.	#sizeobrothers / @willemsizoo / @bob_sizoo (collaborate with brands like Adidas, Puma, Red Bull, Nikon, Canon and Panasonic) resulted in coverage in National Geographic Traveller, www.droomplekken.nl , www.zoom.nl and www.travelbook.nl
Group press trip in joint-venture with German PR agency and Ethiopian Airlines		
3	Selected journalists from leading German daily newspapers and travel and lifestyle magazines. Key story angle: Community Conservation & innovative CBNRM programmes, Torra Conservancy.	<i>Grund Genug Magazin</i> (circulation: 30,000); <i>Redaktionsnetzwerk Deutschland</i> (15 local and regional newspapers / circulation: 2.3



		million copies); <i>Die Welt</i> (circulation: 521,636 copies)
UNITED KINGDOM		
Individual journalists from the UK in joint-venture with SAA and Outbound British TO's		
3	Journalist	The Daily Telegraph (circulation: 335,742)
	Journalist	The Sunday Times (circulation: 707,597)
	Journalist	Financial Times (circulation: 168,548)
SOUTH AFRICA		
3	TV crew	Can Zone IV 2018 championships took place in Namibia. The organisers have established a successful partnership with Swimming South Africa in ensuring that the championship received exposure on SABC and Supersport.

MULTI-CHANNEL CROSS PROMOTIONS / 360 DEGREE-CAMPAIGNS

NUMBER CAMPAIGNS DONE	BRIEF DESCRIPTION OF THE PROJECTS	DELIVERABLES YIELDED
EUROPE		
Brand Partnerships		
1	OlympusXplorers in Namibia: Online, Social Media, Media, Point of sales (POS) and Print Campaign with camera manufacturer Olympus; Main Partners: Olympus (Brand Partner), German TO and Air Namibia.	Reach: estimated 6 million contacts. Prominent positioning of the Destination Brand.
1	The taste of Namibia: Online, Social Media, Media, Point of sales (POS) and Print Campaign with spice blender Ankerkraut; Main Partners: Ankerkraut (Brand Partner), German TO, German TA chain and Air Namibia.	Reach: estimated 1 million contacts. Prominent positioning of the Destination Brand
1	Orange Safari with Samova: Online, Social Media, Media, Point of sales (POS) and Print Campaign with the Tea Brand SAMOVA; Main Partners: German TO and Air Namibia.	Reach: estimated 2 million contacts. Prominent positioning of the Destination Brand

1	Lumix Photo Adventure Namibia: Online, Social Media, Media, Point of sales (POS) and Print Campaign with camera manufacturer Lumix cameras; Main Partners: Lumix (Brand Partner), German TO, German TA chain and Air Namibia.	Reach: estimated 5 million contacts. Prominent positioning of the Destination Brand.
1	Panasonic Netherlands Lumix Photo Adventure Namibia: Online, Social Media, Media, Point of sales (POS) and Print Campaign with camera manufacturer Lumix cameras; Main Partners: Lumix (Brand Partner), Dutch TO and SAA.	Reach: estimated 1,5 million contacts. Prominent positioning of the Destination Brand.
1	The Namibia Crossing: a 200-km / 5-day race through the /Ai- /Ais-Richtersveld Transfrontier Park. NTB partnered with Brooks Running (manufacturer of running shoes and clothing), Wildrun (event organiser), Runner's World, (special interest magazine), a German TO and Air Namibia to put focus on Namibia as a destination of choice for running.	Activity takes place from 16 – 22 June 2019 but campaign has been promoted from 14 February 2019. Expected reach: <i>Runner's World magazine</i> (circulation: 37,009) Brooks Running facebook page: 1,339,339 fans Call-2-Action: Running tours developed by TO.
1	Land Rover Experience Tour, KAZA 2019: Namibia, Botswana, Angola, Zambia & Zimbabwe. NTB is exclusive destination partner. Starting point is Popa Falls.	Pre-scouting team produced social media and video footage (3,325,978 views on YouTube). Prime positioning of NTB logo on all advertising channels and all the vehicles.

UNITED KINGDOM

Brand Partnerships

1	Nikon in Namibia: NTB is working on a content and media partnership with Lonely Planet and Wanderlust, and a Brand Partnership with Nikon. Nikon is a Japanese multinational corporation headquartered in Tokyo, Japan, specialising in optics and imaging products. The campaign includes full access to Nikon's UK consumer database, social media channels, a co-branded microsite and presence throughout their UK website. Main Partners: Nikon (Brand Partner), UK TO and South African Airways.	Reach: estimated 3.5 million consumer. 12,978 competition results. 1,987,420 impacts / impressions. Additional media value in excess of £ 12,950. Prominent positioning of the Destination Brand.
---	---	---

1	Osprey: NTB secured a brand partnership with Osprey, an outdoor adventure backpack and rucksack brand. A range of print, digital, email and social media promotions will support the multi-channel brand partnership with objectives of driving arrivals to Namibia via selected TO and Airline partner.	Reach: 1.6 million consumer
Joint-Marketing Campaigns		
1	NTB UK partnered with a UK Tour Operator on a joint marketing campaign to increase bookings to Namibia. The campaign involved online activity only, including: - Email Campaign - Jules Verne 74k database - Social Media Timeline Posts – 1 x post on Facebook, Google+ and Twitter - Homepage Tour Tile - vjv.com	2018 Namibia tours sold out; e-newsletter reached 74,000 consumers. Prominent positioning of the Destination Brand
1	Wanderlust Readers Awards Namibia won the award over countries such as New Zealand and Japan.	Award collected by NTB UK team. Prominent positioning of the Destination Brand.
CHINA		
Joint-marketing campaigns		
1	My Favourite Consumer Voting Campaign: Main Partner: Travelzen, one of the biggest tourism enterprises in China	Expected reach: 12 million contacts. Prominent positioning of the Destination Brand.
1	It is my world Travel Awards: consumer voting competition hosted by Qyer.com	Destination Namibia won two awards: Best Destinations: Namib Desert & Amazing Travel Experience: Under the Namibian stars. Prominent positioning of the Destination Brand
1	South African Airways China: Joint promotion between NTB and SAA promoting special deals from China to Windhoek via social media channel (WeChat public accounts)	Reach: 2,000 page views and 30, 000 consumer.
1	1st online photographing contest launched by NTB China: 100 pictures from Chinese tourists who visited Namibia before. 10 were selected and posted for a consumer voting.	Reach: 50,000 consumer.
SOUTH AFRICA		
Joint-Marketing Agreements		
1	Joint –Marketing Agreement signed with Northern Cape Tourism Authority as partner of the Cape to Namibia Route Development.	Joint promotion of touristic highlights via all promotional channels.



		Prominent positioning of the Destination Brand.
NAMIBIA		
Joint-Marketing Agreements		
1	Joint –Marketing Agreement signed with Namibia Media Holdings as partner of the Town of the Year-campaign (#NTY)	Pro-active liaison with 38 town councils. Content sourcing and product know-how; Image-building.
1	Strategic Partnership with Team Namibia	Prominent positioning of the Corporate Brand.

TRADE FAIRS & CONSUMER SHOWS ATTENDED

NUMBER FAIRS DONE	BRIEF DESCRIPTION OF THE PROJECTS	DELIVERABLES YIELDED
EUROPE		
32	ITB Berlin 2019; 32 co-exhibitors representing 99 accommodation establishments, 27 operators and 4 car rental companies. Air Namibia , Namibia Wildlife Resorts and Gondwana Collection Namibia supported NTB as Strategic Partners.	More than 2,000 consumer visited the NTB info desk during the consumer days. Around 700 B2B meetings were held with press and outbound tourism operators from all over the world. Discussions with SAA, Eurowings, Condor and Edelweiss Air paved the way for future collaborations. Michael Poliza launched his photobook at the pre-ITB Namibia event. Destination Namibia won 3 awards.
UNITED KINGDOM		
5	Experience Africa 2018 (London) – B2B trade event organised by ATTA.	Number of business leads: 75 TO's & TA's
SOUTH AFRICA		
1	Africa's Travel Indaba 2018 (Durban) Main Exhibitor: NTB + 21 co-exhibitors incl. Air Namibia & NWR	Key visibility, image-building & prime positioning of the Destination Brand Estimated number of high-profiled business leads: 500

NAMIBIA		
4	Namibia Travel Expo 2018 (Windhoek) – NTB only	Key visibility, image-building & prime positioning of the Corporate Brand and awareness of the Destination Brand.
	OATF 2018 (Ongwediwa) - NTB only	
	KTE 2018 (Keetmanshoop) - NTB only	
	Erongo Expo 2018 (Walvis Bay) – NTB only	



QUALITY ASSURANCE AND PRODUCT DEVELOPMENT

PRODUCT DEVELOPMENT

Rolling out new experiences

Route	Number of meetings	Output
Cape-to-Namibia (Windhoek)	1	The Regional Authority needed to take ownership as far as signage on the road was concerned
Omuramba (Windhoek)	1	Ensure development of the route
Namibia Wetlands	1	To continuously encourage corroborations between route members

Notes:

¹Omuramba route: NTB played a supportive role, this was a project initiated by the Ministry of Urban and Rural Development.

²Namibia Wetlands route: This is the only active route of the routers developed under MCA-Namibia.

Regulatory Mandate

A. Registrations Profile

Classes/Categories of Tourism Business	Number of registered businesses by end March 2018	Newly registered businesses till end March 2019	Total
Accommodations establishments	2233	187	2420
Regulated businesses	2260	188	2448
Total	4493	375	4868

1. Accommodation per regional profile

	Zam	Kav	Khom	Oma	Kun	Kar	Har	Ero	Otjo	Omus	Ohang	Osha	Oshi
BBF			2			1		12	1				1
BPH			6					1	2		1		
CMP			1		3	1		7	3		1		1
GFA				2	1		1	3	1				
GHO		1	1		3			11	1		1	2	3
HOT			3										
LOD			6	1	1		3		4		1		1
PEN					1								
RES	1	1	1					2	2				
SEL			10	1	1	6	1	50	2				
TNC			2		1			1	1				
TNL			1		1		2		1				

(a) A total of 187 new accommodation business were registered

	Projected	Actual
BBF	16	18
BPH	20	10
CMP	10	19
GFA	6	8
GHO	25	23
HOT	6	3
LOD	13	17
PEN	3	1
RES	2	7
SEL	32	71
TNC	2	5
TNL	3	5

2. Regulated per regional profile

	Zam	Kav	Khom	Oma	Kun	Kar	Har	Ero	Otjo	Omus	Ohang	Osha	Oshi
ACT					1	3		7	1				
AIR								1					
BOO		1	15					8					
FOR													
SHU			12				1		1				
TFA			34					5	1				
TPH			6	1	2		1	1	6				
TSO			20	1	2	1		33	1			1	1
VEH			17					8					
CAR													

(b) A total of 188 new regulated businesses were registered

	Projected	Actual
ACT	8	12
AIR	1	1
BOO	10	24
FOR	8	11
SHU	25	14
TFA	8	40
TPH	18	17
TSO	14	62
VEH	5	25

B. Inspections Profile

Routine Inspections	Star Grading	Total
1421	3	1424



SUMMARY

1. There is a significant growth in the number of registered Tour & Safari Operators
2. Two advisory grading inspections were undertaken during the review period

NOTE: The increase in business registration is attributed to increased law enforcement operations and such has increased the levy contribution

C. Industry Capacity Building Interventions

Capacity Activity(ies) conducted	Objective	Description of the industry capacity building intervention	Number of Participants attended	Number of participants
Career Awareness Campaigns	1. To create career awareness among school learners and provide them with career options in the Tourism and Hospitality Industry 2. To sensitize school learners about the importance of the Tourism and Hospitality Industry to Namibia's economic development 3. To expose school learners to the Tourism and Hospitality Industry	1. Khomas Region (NUST Annual Career Fair) 2. Otjozondjupa (Okakarara Trade fair) 3. Erongo (SWAITEX Trade Fair) 4. KARAS Trade Fair	1005	1005

NOTE: The increase in business registration is attributed to increased law enforcement operations and such has increased the levy contribution



EQUAL EMPLOYMENT OPPORTUNITIES

As per the Employment Equity Act, NTB is required to provide information about compliance with obligations to be a good employer, including its Equal Employment Opportunities (EEO) Programme.

Set out below is a work place profile for NTB as 31st March 2018.

Fig 1: Staff Profile

	Racially Disadvantage		Racially Advantage		Person with Disability		Non Namibians	
JOB CATERGORY	Male	Female	Male	Female	Male	Female	Male	Female
Executive Management	3	1	1	1				
Middle Management	2	2					1	1
Other staff	17	25				1		
Casual/ Temporary or internship	0							
TOTAL	22	28	1	1	1	2	2	2

All staff members employed at the Head Office are Namibian citizens and all, with the exception of one (1) are classified as belonging to the previously disadvantaged group.

NTB operates in 2 international markets offices and employs people of different nationalities, race and ethnicity. The organisation recognises the value of a diverse workforce and the importance of working together to deliver on outcomes. Women continue to be well represented at all levels of the organisation. They represent 54 percent of the permanent staff members employed at the Head Office are female with one staff member with a disability among its permanent employees at the Head Office.

Staff Academic Qualifications

NTB boasts a well-educated Team with some members of Executive Management in possession of a Master's Degree in Tourism and a Master's Degree in Business Leadership (MBL) whilst some Executive Committee (EXCO) members are in the process of completing MBA Programmes and other post graduate qualifications.

QUALIFICATION TYPE	EXECUTIVE MANAGEMENT	MANAGEMENT	OTHER STAFF
Postgraduate (<i>Postgraduate Diploma, Masters degree, etc</i>)	3	2	0
Graduate (<i>Bachelors degree</i>)	0	5	11
Diploma			13
Certificate			5
Grade 12			12
Grade 10 and below			2

The overwhelming majority of other staff members are in possession of a tertiary education qualification either in the form of a Certificate, Diploma or Bachelor Degree and only 21 percent of permanent staff members are not in possession of a tertiary education qualification.

Presently eight (8) staff members are active students in various fields such as Business Management and Administration (Post and Undergraduate levels), Tourism and Marketing Management, Supply Chain and Logistics, either on a distance or part-time mode which is further testimony that NTB employees practically subscribe to the continuous education concept Life Long Learning.

Employment type

POSITION BAND	FIXED TERM CONTRACT EMPLOYEES	PERMANENT CONTRACT EMPLOYEES
Executive Management	4	0
Middle Management	1	5
Other staff	0	44
TOTAL	5	49

NTB staff establishment comprises of the following:

- 4 Executive managerial positions,
- 6 middle management positions and
- Approximately 44 non-management positions

Staff Turnover

During the period under review three staff members have resigned (one middle management member, one supervisor and one ordinary staff member) which translates into a staff turnover of 6 percent which is within acceptable levels vis-a-vis best practices related to labour related evaluations of staff turnover management

JOB CATERGORY	Male	Female	TOTAL
Executive Management	1	0	1
Middle Management	1 (retired)	2	3
Other staff	0	3 (1 retired)	3
TOTAL	2	5	7





FINANCIAL STATEMENTS



REPUBLIC OF NAMIBIA**TO THE HONOURABLE SPEAKER OF THE NATIONAL ASSEMBLY**

I have the honour to submit herewith my report on the accounts of the Namibia Tourism Board for the financial year ended 31 March 2019, in terms of Article 127(2) of the Namibian Constitution. The report is transmitted to the Honourable Minister of Finance in terms of Section 27(1) of the State Finance Act, 1991, (Act 31 of 1991) to be laid upon the Table of the National Assembly in terms of Section 27(4) of the Act.

WINDHOEK, March 2020

A handwritten signature in black ink, appearing to read 'Junias Etuna Kandjeke'.

JUNIAS ETUNA KANDJEKE
AUDITOR-GENERAL

**REPORT OF THE AUDITOR-GENERAL ON THE ACCOUNTS OF THE
NAMIBIAN TOURISM BOARD OF NAMIBIA
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019**

1. UNQUALIFIED AUDIT OPINION

I have audited the financial statements of the Namibia Tourism Board for the financial year ended 31 March 2019. These financial statements comprise the Balance Sheet, Income Statement, Statement of Cash Flows and Statement of Changes in Reserves for the year then ended, and a summary of significant accounting policies.

In my opinion, the financial statements present fairly, the financial position of the Namibia Tourism Board as at 31 March 2019 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

2. BASIS FOR UNQUALIFIED AUDIT OPINION

I conducted my audit in accordance with International Standards for Supreme Audit Institutions. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Board in accordance with the Code of Ethics for Supreme Audit Institutions together with the ethical requirements that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the Code of Ethics.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

3. KEY AUDIT MATTERS

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters. I have nothing to report in this regard.

4. OTHER INFORMATION

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

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

5. RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with acceptable standards and legislation, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible of overseeing the Board's financial reporting process.

6. AUDITOR'S RESPONSIBILITY FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

As part of an audit in accordance with the International Standards for Supreme Audit Institutions, I exercise professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence, obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial

statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Board to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my report unless law or regulation precludes public disclosure about the matter or, when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

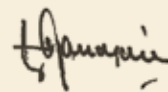
7. REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

The accounts were submitted by the Accounting Officer to the Office of the Auditor-General in compliance with the Act.

8. ACKNOWLEDGEMENT

The co-operation and assistance by the management and staff of the Namibia Tourism Board during the audit is appreciated.

WINDHOEK, March 2020



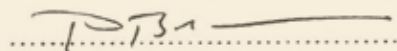
JUNIAS ETUNA KANDJEKE
AUDITOR-GENERAL

**NAMIBIA TOURISM BOARD
GENERAL INFORMATION
FOR THE YEAR ENDED 31 MARCH 2019**

Country of incorporation and domicile	Namibia
Board members	Paul Brinkmann (Chairperson) Madelein /Goagoses Marie Friede Terence Makari Silas Kishi Shakumu
Business address	C/O Haddy & Sam Nujoma Drive Windhoek
Postal address	Private Bag 13244 Windhoek
Ultimate owner	The Government of the Republic of Namibia
Bankers	First National Bank Namibia Standard Bank Namibia

APPROVAL

The financial statements were approved by the Board in November 2019 and signed by the Chairperson:



**Mr Paul Brinkmann
Chairperson**

Windhoek, November 2019

ANNEXURE A

**NAMIBIA TOURISM BOARD
BOARD OF DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2019**

The Board members have pleasure in submitting their report on the annual financial statements of Namibia Tourism Board for the year ended 31 March 2019.

1. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Namibia Tourism Board Act, No 21 of 2000. The accounting policies have been applied consistently compared to the prior year.

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

2. Board members

The Board members in office at the date of this report are as follows:

Board members	Office	Designation	Nationality
Mr Paul Brinkmann	Chairperson	Non-executive	Namibian
Ms Madelein /Goagoses	Vice chairperson	Non-executive	Namibian
Ms Marie Friede	Member	Non-executive	Namibian
Mr Terence Makari	Member	Non-executive	Namibian
Mr Silas Kishi Shakumu	Member	Non-executive	Namibian

There have been no changes to the Board members during the year under review.

3. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the Board or in the policy regarding their use. At 31 March 2019 the Board's investment in property, plant and equipment amounted to N\$ 55 024 211 (2018: N\$ 54 824 154 and 2017: N\$ 65 275 770), of which N\$ 1 894 489 (2018: N\$ 211 954 and 2017: N\$ 2 040 051) was added in the current year through additions.

4. Events after the reporting period

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

ANNEXURE B

**NAMIBIA TOURISM BOARD
BALANCE SHEET AS AT 31 MARCH 2019**

ASSETS		2019	2018	2017
	Note	N\$	N\$	N\$
Non-current assets				
Property, plant and equipment	2	55 024 211	54 824 154	65 275 770
Intangible assets	3	660 384	1 679 558	3 319 460
		<u>55 684 595</u>	<u>56 503 712</u>	<u>68 595 230</u>
Current assets				
Trade and other receivables	4	892 618	1 331 555	1 253 331
Cash and cash equivalents	5	23 278 629	28 163 300	24 688 086
		<u>24 171 247</u>	<u>29 494 855</u>	<u>25 941 417</u>
Total Assets		<u>79 855 842</u>	<u>85 998 567</u>	<u>94 536 647</u>
EQUITY AND LIABILITIES				
Funds and reserves				
Accumulated funds		50 789 651	50 057 264	69 106 034
Long-term liabilities				
Long-term portion of the loan	6	14 582 468	16 857 639	18 321 284
Current liabilities				
Trade and other payables	8	11 631 318	16 400 333	4 209 006
Borrowings	6	1 946 102	1 458 179	1 650 326
Provisions	7	906 303	1 225 152	1 249 996
Total liabilities		<u>14 483 723</u>	<u>19 083 664</u>	<u>7 109 328</u>
		<u>29 066 191</u>	<u>35 941 303</u>	<u>25 430 612</u>
Total Equity and Liabilities		<u>79 855 842</u>	<u>85 998 567</u>	<u>94 536 646</u>



ANNEXURE C

NAMIBIA TOURISM BOARD
INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

		2019	2018
	Note	N\$	N\$
Revenue	9	48 442 240	47 946 926
Other income	10	1 904 269	1 998 802
Other operating gains	11	-	974 029
Other operating expenses		(55 057 223)	(79 370 571)
Operating (deficit)/surplus	12	(4 710 714)	(28 450 814)
Investments income	13	945 665	1 222 729
Finance costs	14	(1 502 563)	(1 820 686)
Government grants		6 000 000	10 000 000
Net surplus /(deficit for the year)		732 388	(19 048 771)
Other comprehensive income		-	-
Total comprehensive surplus/(deficit) for the year		732 388	(19 048 771)

ANNEXURE D

NAMIBIA TOURISM BOARD
STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH
2019

	Accumulated Surplus N\$	Total equity N\$
Balance at 01 April 2017	69 106 035	69 106 035
Surplus/(Deficit) for the year	(19 048 771)	(19 048 771)
Other comprehensive income	-	-
Total comprehensive deficit for the year	(19 048 771)	(19 048 771)
Balance at 01 April 2018	50 057 264	50 057 264
Surplus for the year	732 388	732 388
Other comprehensive income	-	-
Total comprehensive deficit for the year	732 388	732 388
Balance at 31 March 2019	50 789 652	50 789 652

ANNEXURE E

NAMIBIA TOURISM BOARD

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2019

	Note	2019 N\$	2018 N\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts from customers		48 873 106	46 968 837
Cash paid to suppliers and employees		(55 373 959)	(51 486 749)
Cash utilised by operations	15	(6 500 853)	(4 517 912)
Interest received		945 665	1 222 729
Government grants		6 000 000	10 000 000
Finance costs		(1 502 563)	(1 820 686)
Net cash flows from operating activities		(1 057 751)	4 884 131
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(1 894 489)	(211 954)
Sale of property, plant and equipment		-	974 029
Purchase of intangibles		(145 183)	(515 200)
		(2 039 672)	246 875
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings		(1 787 248)	(1 655 792)
		(1 787 248)	(1 655 792)
TOTAL CASH MOVEMENT FOR THE YEAR		(4 884 671)	3 475 214
CASH AT THE BEGINNING OF THE YEAR		28 163 300	24 688 086
TOTAL CASH AT THE END OF YEAR		23 278 629	28 163 300

ANNEXURE F

NAMIBIA TOURISM BOARD**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019****1. Significant accounting policies**

The principal accounting policies applied in the preparation of these annual financial statements are set out below.

1.1 Basis of preparation

The annual financial statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these annual financial statements and the Namibia Tourism Board Act, No 21 of 2000.

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

These accounting policies are consistent with the previous period, except for the changes set out in note 20.

1.2 Significant judgements and sources of estimation uncertainty

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

Critical judgements in applying accounting policies

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the financial statements.

Key sources of estimation uncertainty**Impairment of financial assets**

The impairment provisions for financial assets are based on assumptions about risk of default and expected deficit rates. The Board uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Board's past history, existing



ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH
2019

1.2 Significant judgements and sources of estimation uncertainty (continued)

Impairment of financial assets (continued)

market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, refer to the individual notes addressing financial assets.

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

Useful lives of property, plant and equipment

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

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

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates of provisions are included in note 7.

1.3 Property, plant and equipment

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

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

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset,

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

1.3 Property, plant and equipment (continued)

including the capitalisation of borrowing costs on qualifying assets and adjustments in respect of hedge accounting, where appropriate.

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

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment loss, except for land which is stated at cost less any accumulated impairment loss.

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

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

Item	Depreciation method	Average useful life
Buildings	Straight line	50 years
Furniture and fixtures	Straight line	5 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 years
IT equipment	Straight line	3 years
Land	Straight line	Indefinite

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

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

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31
MARCH 2019

1.3 Property, plant and equipment (continued)

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

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

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

1.4 Intangible assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the Board; and
- the cost of the asset can be measured reliably. Intangible assets are initially recognised at cost.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

Intangible assets are carried at cost less any accumulated amortisation and any impairment loss.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result, the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED
31 MARCH 2019

1.4 Intangible assets (continued)

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Useful life
Computer software	3 years

1.5 Financial instruments

Financial instruments held by the Board are classified in accordance with the provisions of IFRS 9 Financial Instruments. The Board classifies the financial assets and liabilities as measured at amortised cost.

Note 23 (Financial instruments and risk management) presents the financial instruments held by the Board based on their specific classifications.

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

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

Trade and other receivables**Classification**

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 4).

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

Recognition and measurement

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



ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

1.5 Financial instruments (continued)

They are subsequently measured at amortised cost.

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

Application of the effective interest method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in surplus or deficit in investment income (note 13).

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

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

Impairment

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

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

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

1.5 Financial instruments (continued)**Measurement and recognition of expected credit loss**

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

The customer base is widespread and does not show significantly different deficit patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality.

An impairment gain or deficit is recognised in surplus or deficit with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in surplus or deficit as a movement in credit loss allowance (note 12).

Write off policy

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

Credit risk

Details of credit risk are included in the trade and other receivables note (note 4) and the financial instruments and risk management note (note 23).

Derecognition

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

Any gains or loss arising on the derecognition of trade and other receivables is included in surplus or deficit in the derecognition gains/ (loss) on financial assets at amortised cost.



ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

1.5 Financial instruments (continued)**Borrowings****Classification**

Borrowings (note 6) are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

Borrowings are recognised when the Board becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value plus transaction costs, if any.

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

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

Interest expense, calculated on the effective interest method, is included in surplus or deficit in finance costs (note 14.)

Borrowings expose the Board to liquidity risk and interest rate risk. Refer to note 23 for details of risk exposure and management thereof.

Derecognition

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

Trade and other payables Classification

Trade and other payables (note 8), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

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

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

1.5 Financial instruments (continued)

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

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate

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

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in surplus or deficit in finance costs (note 14).

Trade and other payables expose the Board to liquidity risk and possibly to interest rate risk. Refer to note 23 for details of risk exposure and management thereof.

Derecognition

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

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, bank overdrafts and other short-term highly liquid investments net of outstanding bank overdrafts that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at amortised cost. Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.



Derecognition

Financial assets

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

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

1.5 Financial instruments (continued)

Financial liabilities

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

1.6 Tax

Tax expenses

The Namibia Tourism Board is a Public Board in terms of the Income Tax Act and is consequently exempt from income taxation.

1.7 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Operating leases - lessor

Operating lease income is recognised as an income on a straight-line basis over the lease term.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease income.

Income for leases is disclosed under revenue in surplus or deficit.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset. This liability is not discounted.

Any contingent rents are expensed in the period they are incurred.



ANNEXURE F

**NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)**

1.8 Impairment of assets

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

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

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

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

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

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

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

1.9 Employee benefits**Short-term employee benefits**

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

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

1.9 Employee benefits (continue)

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

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

1.10 Provisions and contingencies

Provisions are recognised when:

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

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

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

Provisions are not recognised for future operating loss.

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

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 19.

1.11 Government grants

Government grants are recognised when there is reasonable assurance that:

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

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



ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

1.11 Government grants (continued)

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

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

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

Repayment of a grant related to income is applied first against any un-amortised deferred credit set up in respect of the grant. To the extent that the repayment exceeds any such deferred credit, or where no deferred credit exists, the repayment is recognised immediately as an expense.

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

1.12 Revenue recognition

The Board recognises revenue from the following major sources:

- Government grants
- Application fees
- Levies
- Registration fees
- Replacement fees Grading fees
- Participation fees
- Additions renovations and alterations fees

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

Statutory revenue comprises of Application fees, Levies, Registration fees, Replacement fees, Participation fees, Grading fees, Additions renovations and alterations fees in terms of Namibia Tourism Board Act, No 21 of 2000.

ANNEXURE F

NAMIBIA TOURISM BOARD**NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)****1.12 Revenue recognition (continued)**

Government grants accounting policy has been included in Note 1.11. Investments income (interest) is recognised, in surplus or deficit, using the effective interest rate method.

1.13 Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset until such time as the asset is ready for its intended use. The amount of borrowing costs eligible for capitalisation is determined as follows:

- Actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.
- Weighted average of the borrowing costs applicable to the Board on funds generally borrowed for the purpose of obtaining a qualifying asset. The borrowing costs capitalised do not exceed the total borrowing costs incurred.

The capitalisation of borrowing costs commences when:

- expenditures for the asset have occurred;
- borrowing costs have been incurred, and
- Activities that are necessary to prepare the asset for its intended use or sale are in progress.

Capitalisation is suspended during extended periods in which active development is interrupted.

Capitalisation ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

All other borrowing costs are recognised as an expense in the period in which they are incurred.

1.14 Translation of foreign currencies**Foreign currency transactions**

A foreign currency transaction is recorded, on initial recognition in Namibia Dollar, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

- Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

1.14 Translation of foreign currencies (continued)

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous annual financial statements are recognised in surplus or deficit in the period in which they arise.

When a gain or loss on a non-monetary item is recognised to other comprehensive income and accumulated in equity, any exchange component of that gain or deficit is recognised to other comprehensive income and accumulated in equity. When a gain or deficit on a non-monetary item is recognised in surplus or deficit, any exchange component of that gain or deficit is recognised in surplus or deficit.

Cash flows arising from transactions in a foreign currency are recorded in Namibia Dollar by applying to the foreign currency amount the exchange rate between the Namibia Dollar and the foreign currency at the date of the cash flow.

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

2 Property, plant and equipment

	2019			2018			2017		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
	N\$	N\$	N\$	N\$	N\$	N\$	N\$	N\$	N\$
Land	1 865 313	-	1 865 313	1 865 313	-	1 865 313	1 865 313	-	1 865 313
Buildings	51 080 864	-	51 080 864	52 345 000	-	52 345 000	62 311 150	-	62 311 150
Furniture and fittings	1 821 796	(1 634 698)	187 098	1 770 676	(1 574 376)	196 300	1 835 347	(1 672 381)	162 966
Motor vehicles	3 590 892	(3 590 892)	-	3 590 892	(3 438 381)	152 511	4 841 460	(4 272 093)	569 367
Office equipment	466 818	(416 590)	50 228	422 054	(411 599)	10 455	413 231	(407 494)	5 737
IT equipment	6 484 884	(4 644 176)	1 840 708	4 686 280	(4 431 705)	254 575	4 640 896	(4 279 659)	361 237
	65 310 567	(10 286 356)	55 024 211	64 680 215	(9 856 061)	54 824 154	75 907 397	(10 631 627)	65 275 770

Reconciliation of property and equipment - 2019

	Opening balance	Additions	Depreciation	Total
	N\$	N\$	N\$	N\$
Land	1 865 313	-	-	1 865 313
Buildings	52 345 000	-	(1 264 136)	51 080 864
Furniture and fittings	196 300	51 120	(60 322)	187 098
Motor vehicles	152 511	-	(152 511)	-
Office equipment	10 455	44 765	(4 992)	50 228
IT equipment	254 575	1 798 604	(212 471)	1 840 708
	54 824 154	1 894 489	(1 694 432)	55 024 211

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

2 Property, plant and equipment (continued)

	Opening balance	Additions	Disposals/ Other	Depreciation	Impairment	Total
	N\$	N\$	N\$	N\$	N\$	N\$
Reconciliation of property and equipment - 2018						
Land	1 865 313	-	-	-	-	1 865 313
Buildings	62 311 150	29 786	(2 181 932)	(1 246 819)	(6 567 185)	52 345 000
Furniture and fittings	162 966	108 627	-	(75 293)	-	196 300
Motor vehicles	569 367	8 824	-	(416 856)	-	161 335
Office equipment	5 737	64 717	-	(4 106)	-	66 348
IT equipment	361 237	-	1 947	(173 326)	-	189 858
	65 275 770	211 954	(2 179 985)	(1 916 400)	(6 567 185)	54 824 154
Reconciliation of property and equipment - 2017						
Land	1 865 313	-	-	-	-	1 865 313
Buildings	60 729 784	1 581 366	-	-	-	62 311 150
Furniture and fittings	100 121	130 179	-	(67 334)	-	162 966
Motor vehicles	1 223 474	-	-	(615 691)	-	569 367
Office equipment	20 970	3 350	(38 416)	(18 583)	-	5 737
IT equipment	151 165	325 156	-	(115 084)	-	361 237
	64 090 827	2 040 051	(38 416)	(816 692)	-	65 275 770

NAMIBIA TOURISM BOARD**NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)**

2. Property, plant and equipment (continued)**Details of Properties**

Erf no 8716, Windhoek

The land and buildings makes up Erf 8716, Windhoek, Namibia, measuring 2239 square metres and is registered under the title deed number T933/2013.

The fair value of the property is N\$ 53,2 Million (2018: N\$ 53,2 Million) and it was determined by an independent valuator, First National Bank Namibia on 2 May 2019. The valuation was carried on the basis of income approach method.

The property is securing a loan detailed in note 6.



ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

3. Intangible assets

	2019			2018			2017		
	Cost or revaluation	Accumulated amortisation	Carrying value	Cost or revaluation	Accumulated amortisation	Carrying value	Cost or revaluation	Accumulated amortisation	Carrying value
	N\$	N\$	N\$	N\$	N\$	N\$	N\$	N\$	N\$
Computer software	11 288 284	(10 627 900)	660 384	11 143 101	(9 463 543)	1 679 558	10 627 901	(7 308 441)	3 319 460
	11 288 284	(10 627 900)	660 384	11 143 101	(9 463 543)	1 679 558	10 627 901	(7 308 441)	3 319 460

Reconciliation of intangible assets - 2019

Opening balance	Additions	Amortisation	Total
N\$	N\$	N\$	N\$

Computer software

1 679 558	145 183	(1 164 357)	660 384
-----------	---------	-------------	---------

Reconciliation of intangible assets – 2018

Computer software

3 319 460	515 200	(2 155 102)	1 679 558
-----------	---------	-------------	-----------

Reconciliation of intangible assets - 2017

Computer software

5 44 980	-	(2 155 520)	3 19 460
----------	---	-------------	----------

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

	2019	2018	2017
	N\$	N\$	N\$
4. Trade and other receivables			
Financial instruments			
Trade receivables	7 848 854	8 034 198	8 126 377
Accrued income	1 912 340	120 245	58 504
Loss allowance	(9 137 316)	(7 224 976)	(7 343 693)
Trade receivables at amortised cost	623 878	929 467	841 188
Deposits	133 666	133 666	135 944
Non-financial instruments			
VAT	-	166 877	166 877
Employee costs in advance	135 074	101 545	109 322
Total trade and other receivables	892 618	1 331 555	1 253 331

Trade receivables inherently expose the Board to credit risk, being the risk that the Board will incur financial loss if customers fail to make payments as they fall due.

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

A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation. Trade receivables which have been written off are not subject to enforcement activities.

The Board measures the loss allowance for trade receivables by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on trade receivables is determined as the lifetime expected credit loss on trade receivables. These lifetimes expected credit loss are estimated using a provision matrix. The provision matrix has been developed by making use of past default experience of debtors but also incorporates forward looking information and general economic conditions of the industry as at the reporting date.

The estimation techniques have been applied for the first time in the current financial period, as a result of the adoption of IFRS 9. Trade receivables were previously impaired only when there was objective evidence that the asset was impaired. The impairment was calculated as the difference between the carrying amount and the present value of the expected future cash flows.

The Board's historical credit loss experience does not show significantly different deficit patterns for different customer segments. The provision for credit loss is therefore based on

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

past due status without disaggregating into further risk profiles. The loss allowance provision is determined as follows:

Fair value of trade and other receivables

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

	2019	2018	2017
	N\$	N\$	N\$
5. Cash and cash equivalents			
Cash and cash equivalents consists of:			
Cash on hand	3 589	444	191
Bank balances	11 587 630	9 475 225	12 564 754
Short term deposits	11 687 410	18 687 631	12 123 141
	23 278 629	28 163 300	24 688 086

6. Borrowings

At amortised cost

Secured

Bank loan

	16 528 570	18 315 818	19 971 610
--	------------	------------	------------

The loan is repayable over seven years, at average monthly instalments of N\$ 277 601 and attracts interest at prime rate less 1.35%, which currently equates to 8.65% per annum. A First Mortgage Bond of N\$ 22 million is registered over Erf 8716, Windhoek, Namibia, secures it.

Non-current liabilities	14 582 468	16 857 639	18 321 284
Current liabilities	1 946 102	1 458 179	1 650 326
	16 528 570	18 315 818	19 971 610

Refer to note 16 (Changes in liabilities arising from financing activities for details of the movement in the borrowings) during the reporting period and note 23 (Financial instruments and financial risk management for the fair value of borrowings).

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31

MARCH 2019 (cont'd)

7. Provisions

	Opening balance	Utilised during the year	Total
	N\$	N\$	N\$
Reconciliation of provision 2019			
Leave days	358 766	(160 567)	198 199
Bonus	866 386	(158 282)	708 104
	1 225 152	(318 849)	906 303
Reconciliation of provision 2018			
Leave days	367 451	(8 685)	358 766
Bonus	882 545	(16 159)	866 386
	1 249 996	(24 844)	1 225 152

	Opening balance	Utilised during the year	Utilised Total
	N\$	N\$	N\$
Reconciliation of provision 2017			
Leave days	385 822	(18 371)	367 451
Bonus	982 608	(100 063)	882 545
	1 368 430	(118 434)	1 249 996

Leave pay is only paid out when the employees resign. Leave pay provision is based on the total leave days accumulated at year-end multiplied by the daily basic salary amount. Leave is calculated at 2.5 days per month over 1 calendar year. The Board however only pays out a maximum of 40 days per employee on termination of employment.

Bonus provision is based on one month basic salaries of employees excluding allowances. A bonus is paid out annually in November.

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

	2019	2018	2017
	N\$	N\$	N\$
8. Trade and other payables			
Financial instruments			
Trade payables	3 411 651	2 141 998	3 962 452
Accrued expenses	8 098 717	14 13 385	125 604
Deposits received	120 950	120 950	120 950
	11 631 318	16 400 333	4 209 006
		2019	2018
		N\$	N\$
9. Revenue			
Registration fees		116 450	124 002
Levies received		44 648 667	44 501 715
Replacement fee		227 970	177 960
Application fee		779 687	786 960
Participation fee		2 448 216	2 152 026
Grading application fee		45 700	17 250
Alteration and additions		175 550	187 013
		48 442 240	47 946 926
10. Other operating income			
Rental income		1 904 269	1 998 802
11. Other operating gains/ (loss)			
Disposal of property, plant and equipment		-	974 029

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

	2019	2018
	N\$	N\$
12. Operating surplus/(deficit)		
Operating surplus/(deficit) for the year is stated after charging (crediting) the following, amongst others		
Auditor's remuneration - external		
Audit fees	98 000	122 727
Employee cost		
As at 31 March 2019 the Board had 37 permanent employees (2018: 45; 2017: 49). The total cost of employment of all employees, including executive Board members, was as follows:		
Salaries, wages, bonuses and other benefits	16 403 078	18 582 212
Acting allowance	434 202	195 578
Cell phone allowance	116 737	125 925
Car and transport allowance	1 209 291	1 333 111
Other short term costs	3 073 959	3 351 076
Retirement benefit plans: defined benefit expense	1 256 618	1 331 223
Total employee costs	22 493 885	24 919 125
Leases		
Operating lease charges		
Premises and other	1 554 711	1 863 101
Refer to note 18 (Commitments) for additional details of operating leases.		
Depreciation and amortisation		
Depreciation of property, plant and equipment	1 694 431	1 916 400
Amortisation of intangible assets	1 164 357	2 155 102
Total depreciation and amortisation	2 858 788	4 071 502

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

	2019	2018
	N\$	N\$
13. Investment income		
Bank	945 665	1 222 729
14. Finance costs		
Current borrowings	1 502 563	1 820 686
15. Cash used in operations		
Surplus (deficit) for the year	732 388	(19 048 771)
Adjustments for:		
Depreciation and amortisation	2 858 789	4 071 920
Gains on disposals, of assets and liabilities	-	(974 029)
Interest income	(945 665)	(1 222 729)
Finance costs	1 502 563	1 820 686
Government grants	(6 000 000)	(10 000 000)
Net impairments and movements in credit loss allowances	-	6 567 185
Movements in provisions	(318 849)	24 844)
Prior period depreciation other receivables	-	2 179 985
Changes in working capital:		
Trade and other receivables	438 937	(78 224)
Trade and other payables	(4 769 015)	12 191 327
	(6 500 852)	(4 517 494)

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

16. Changes in liabilities arising from financing activities

	Opening balance	Cash flows	Closing balance
	N\$	N\$	N\$
Reconciliation of liabilities arising from financing activities - 2019			
Borrowings	18 315 818	(1 787 248)	16 528 570
	18 315 818	(1 787 248)	16 528 570
Reconciliation of liabilities arising from financing activities - 2018			
Borrowings	19 971 610	(1 655 792)	18 315 818
	19 971 610	(1 655 792)	18 315 818
Reconciliation of liabilities arising from financing activities - 2017			
Borrowings	21 431 192	(1 459 582)	19 971 610
	21 431 192	(1 459 582)	19 971 610

17. Non-cash transactions

Non-cash transactions have not been reflected in the Statement of Cash Flows.

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

18. Commitments

	2019	2018
	N\$	N\$
Operating leases – as lessee (expense)		
Minimum lease payments		
- Within one year	1 023 094	976 195
- In second to fifth year inclusive	1 838 802	991 576
	2 861 896	1 967 771

Operating lease payments represent rentals payable by the Board for certain of its office properties. Leases are negotiated for an average term of seven years and rentals are fixed for an average of three years. No contingent rent is payable.

Operating leases – as lessor (income)

Minimum lease payments		
- Within one year	1 861 566	1 861 566
- In second to fifth year inclusive	930 783	-
	2 792 349	1 861 566

Certain portion of the Board's head office building is being leased out to generate rental income. Lease agreements are non- cancellable and have terms from 3 years. There are no contingent rents receivable.

ANNEXURE F

NAMIBIA TOURISM BOARD**NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)****19. Contingencies****Third party versus Namibia Tourism Board**

A third party is claiming principal debt of N\$ 1 066 168 from Namibia Tourism Board (NTB) for breach of a procurement contract plus interest of N\$ 929 233. Both amounts have been accrued in these financial statements. NTB is disputing the amounts on the basis of breach of contract (failure to deliver a functional system) by the third party and has instituted a counter-claim. In its counter-claim, NTB is claiming damages of N\$ 2 615 974 or N\$ 1 864 840 plus interest at 20% per annum from the date of arbitration award to the date of full payment. The damages are as a result of failure by the third party to deliver a functional system. The matter has been referred for arbitration and the likely outcome cannot be determined. In the labour matter case between NTB and the senior staff member, NTB paid out the 50 % of the total arbitration award amount of N\$ 1 912 340 as per the Court Order judgement, the Namibia Tourism Board further filed review proceedings against the arbitration award by the Labour Commissioner as the two parties have registered the dispute. The case is scheduled for review in the Labour Court in May 2019.

NTB versus a third party

NTB is claiming N\$ 13 424 281 from a third party in respect of amounts deducted from its bank accounts to settle withholding tax, penalties and interest relating to consultancy fees paid to a foreign service provider. Of the total amount, N\$ 3 727 500 was deducted in the 2018 financial year while the balance was deducted in the current financial year. The full amount of N\$ 13 424 281 has been accounted for in these financial statements. The third party is alleging lack of compliance with Income Tax Act 1981 (as amended), section 35(2). NTB is of the view that the payment made to the foreign service provider does not fall into the scope of the Income Tax Act 1981 (as amended), section 35(2) and is therefore not liable to pay the amount.

The matter has been referred to the Tax Tribunal for arbitration and the hearing date is yet to be set.

The likely outcome cannot be determined.

20. First-time adoption of International Financial Reporting Standards

The Board has applied IFRS 1, First-time adoption of International Financial Reporting Standards, to provide a starting point for the reporting under International Reporting and Accounting Standards. In principle these standards have been applied retrospectively and the 2018 comparatives contained in these annual financial statements differ from those published in the annual financial statements published for the year ended 31 March 2019.

The date of transition was 1 April 2016 and the effect of the transition was limited to additional disclosures.

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)**21. Related parties**

Relationships

Ultimate owner

Members of key management

The Government of the Republic of Namibia

Chef Executive Officer – D Naobebb

Head of Industry – B Mbidzo

Head of Marketing- M Posthuma

Head of Finance – F Scholtz

	2019	2018
Related party transactions	N\$	N\$
Government grant		
The Government of the Republic of Namibia	6 000 000	10 000 000
Compensation to Board members and other key management		
Board members fees	773 688	1 123 373
Key management	4 411 552	3 983 227
	5 185 240	5 106 600

22. Comparative figures

Certain comparative figures have been reclassified.

ANNEXURE F

NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)

23. Financial instruments and risk management**Categories of financial instruments**

Categories of financial assets	Notes	Amortised cost	Total	Fair value
		N\$	N\$	N\$
2019				
Trade and other receivables	4	757 544	757 544	757 544
Cash and cash equivalents	5	23 278 629	23 278 629	23 278 629
		24 036 173	24 036 173	24 036 173
2018				
Trade and other receivables	4	1 063 133	1 063 133	1 063 133
Cash and cash equivalents	5	28 163 300	28 163 300	28 163 300
		29 226 433	29 226 433	29 226 433
2017				
Trade and other receivables		977 132	977 132	977 132
Cash and cash equivalents	5	24 688 086	24 688 086	24 688 086
		25 665 218	25 665 218	25 665 218
Categories of financial liabilities				
2019				
Trade and other payables	8	11 631 318	11 631 318	-
Borrowings	6	16 528 570	16 528 570	-
		28 159 888	28 159 888	-
2018				
Trade and other payables	8	16 400 333	16 400 333	-
Borrowings	6	18 315 818	18 315 818	-
		34 716 151	34 716 151	-
2017				
Trade and other payables	8	4 209 007	4 209 007	-
Borrowings	6	19 971 610	19 971 610	-
		24 180 617	24 180 617	-

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

23. Financial instruments and risk management (continued)**Overview**

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

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

The Board has overall responsibility for the establishment and oversight of the Board's risk management framework. The Board is responsible for developing and monitoring the Board's risk management policies.

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

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

Credit risk

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

The Board is exposed to credit risk on trade and other receivables, and cash and cash equivalents.

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

Credit loss allowances for expected credit loss are recognised for trade and other receivables.

In order to calculate credit loss allowances, management determines whether the loss allowances should be calculated on a 12 month or on a lifetime expected credit loss basis. This determination depends on whether there has been a significant increase in the credit risk since initial recognition. If there has been a significant increase in credit risk, then the loss allowance is calculated based on lifetime expected credit loss. If not, then the loss

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31

MARCH 2019 (cont'd)

23. Financial instruments and risk management (continued)

allowance is based on 12 month expected credit loss. This determination is made at the end of each financial period. Thus the basis of the loss allowance for a specific financial asset could change year on year.

Management apply the principle that if a financial asset's credit risk is low at year end, then, by implication, the credit risk has not increased significantly since initial recognition. In all such cases, the loss allowance is based on 12 month expected credit loss. Credit risk is assessed as low if there is a low risk of default (where default is defined as occurring when amounts are 90 days past due). When determining the risk of default, management consider information such as payment history to date, industry in which the customer is employed, period for which the customer has been employed, external credit references etc. In any event, if amounts are 30 days past due, then the credit risk is assumed to have increased significantly since initial recognition. Credit risk is not assessed to be low simply because of the value of collateral associated with a financial instrument. If the instrument would not have a low credit risk in the absence of collateral, then the credit risk is not considered low when taking the collateral into account. Trade receivable and contract assets which do not contain a significant financing component are the exceptions and are discussed below.

Where necessary, the assessment for a significant increase in credit risk is made on a collective basis. Management typically adopt this approach when information relevant to the determination of credit risk is not available on an individual instrument level. Often, the only information available on individual instruments which could indicate an increase in credit risk, is "past due" information. It is typical that more forward-looking information is generally more readily available on a collective basis. Therefore, making the determination on a collective basis, helps to ensure that credit loss allowances are determined on the basis of lifetime expected credit loss before they reach the point of being past due. Forward looking, macro-economic information is applied on a collective basis when it is readily available without undue cost or effort. When loss allowances are determined on a collective basis, management determines the loss allowances by grouping financial instruments on the basis of shared credit risk characteristics.

For trade receivables and contract assets which do not contain a significant financing component, the loss allowance is determined as the lifetime expected credit loss of the instruments. For all other trade receivables, contract assets and lease receivables, IFRS 9 permits the determination of the credit loss allowance by either determining whether there was a significant increase in credit risk since initial recognition or by always making use of lifetime expected credit loss. Management have chosen as an accounting policy, to make use of lifetime expected credit loss. Management does therefore not make the annual assessment of whether the credit risk has increased significantly since initial recognition for trade receivables, contract assets or lease receivables.

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

23. Financial instruments and risk management (continued)

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

Categories of financial instruments

Categories of financial assets	Notes	Gross carrying amount	Credit loss allowance	Amortised cost/Fair value
		N\$	N\$	N\$
2019				
Trade and other receivables		9 894 860	9 137 316	757 544
Cash and cash equivalents		23 278 629	-	23 278 629
		33 173 489	(9 137 316)	24 036 173
2018				
Trade and other receivables		8 288 109	(7 224 976)	1 063 133
Cash and cash equivalents		28 163 300	-	28 163 300
		36 451 409	(7 224 976)	29 226 433
2017				
Trade and other receivables		8 320 825	(7 343 693)	977 132
Cash and cash equivalents		24 688 086	-	24 688 086
		33 008 911	(7 343 693)	25 665 218

Liquidity risk

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

The Board manages its liquidity risk by effectively managing its working capital, capital expenditure and cash flows. The financing requirements are met through a mixture of cash generated from operations and long and short term borrowings. Committed borrowing facilities are available for meeting liquidity requirements and deposits are held at central banking institutions.

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

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

23. Financial instruments and risk management (continued)

Liquidity risk (continued)

The maturity profile of contractual cash flows of non-derivative financial liabilities, and financial assets held to mitigate the risk, are presented in the following table. The cash flows are undiscounted contractual amounts.

Non-current liabilities

	Notes	Less than 1 year	2 to 5 years	Over 5 years	Total	Carrying amount
		N\$	N\$	N\$	N\$	N\$
2019						
Non - current liabilities						
Borrowings	6	-	13 211 763	3 302 941	16 514 704	14 582 468
Current liabilities						
Trade and other payables	8	11 631 318	-	-	11 631 318	11 631 318
Borrowings	6	1 946 102	-	-	1 946 102	1 946 102
		13 577 420	13 211 763	3 302 941	30 092 124	28 159 888
2018						
Non - current liabilities						
Borrowings	6	-	13 324 848	6 662 424	19 987 272	16 857 639
Current liabilities						
Trade and other payables	8	16 400 333	-	-	16 400 333	16 400 333
Borrowings	6	1 458 179	-	-	1 458 179	1 458 179
		17 858 512	13 324 848	6 662 424	19 987 272	34 716 151

ANNEXURE F

NAMIBIA TOURISM BOARD

NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH 2019 (cont'd)

23. Financial instruments and risk management (continued)

Liquidity risk (continued)

2017

Non - current liabilities

Borrowings	6	-	13 324 848	9 993 636	23 318 484	18 321 284
Current liabilities						
Trade and other payables	8	4 209 006	-	-	4 209 006	4 209 006
Borrowings	6	1 650 326	-	-	1 650 326	1 650 326
		5 859 332	13 324 848	9 993 636	29 177 816	24 180 616

Foreign currency risk

The Board is exposed to foreign currency risk as a result of certain transactions which are denominated in foreign currencies. Exchange rate exposures are managed within approved policy parameters utilising foreign forward exchange contracts where necessary. The foreign currencies in which the Board deals primarily are US Dollar, Euro and Yen.

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

Interest rate risk

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

The debt of the Board is comprised of different instruments, which bear interest at either fixed or floating interest rates. The ratio of fixed and floating rate instruments in the loan portfolio is monitored and managed, by incurring either variable rate bank loans or fixed rate bonds as necessary. Interest rate swaps are also used where appropriate, in order to convert borrowings into either variable or fixed, in order to manage the composition of the ratio. Interest rates on all borrowings compare favourably with those rates available in the market.

ANNEXURE F

**NAMIBIA TOURISM BOARD
NOTES TO THE FINANCIAL STATEMENTS OF THE YEAR ENDED 31 MARCH
2019 (cont'd)**

23. Financial instruments and risk management (continued)**Interest rate risk (continued)**

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

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

Interest rate sensitivity analysis

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

ANNEXURE C

NAMIBIA TOURISM BOARD
INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2019
Detailed Statement of Surplus or Deficit and Other Comprehensive Income

		2019	2018
	Note	N\$	N\$
Revenue			
Registration fees		116 450	124 002
Levies received		44 64 667	44 501 715
Replacement fee		227 970	177 960
Application fee		779 687	786 960
Participation fee		2 448 216	2 152 026
Grading application fee		45 700	17 250
Alterations & additions		175 550	187 013
		48 442 240	47 946 926
Other operating income			
Rental income		1 904 269	1 998 802
Other operating gains (loss)			
Surplus on sales of assets		-	974 029
Expenses (Refer to page 38)		(55 057 223)	(79 370 571)
Operating (deficit)/surplus	9	(4 710 714)	(28 450 814)
Investments income	13	945 665	1 222 729
Finance costs		(1 502 563)	(1 820 686)
Government grants		6 000 000	10 000 000
Net surplus/(deficit) for the year		732 388	(19 048 771)

ANNEXURE C

NAMIBIA TOURISM BOARD
INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2019
Detailed Statement of Surplus or Deficit and Other Comprehensive Income

		2 019	2 018
		N\$	N\$
Other operating expenses	Note		
Advertising		(308 207)	(481 284)
Amortisation		(1 164 357)	(2 155 102)
Auditors remuneration		(98 000)	(122 727)
Bad debts		(1 912 340)	118 717
Bank charges		(170 583)	(139 758)
Cleaning		(170 197)	(187 166)
Consulting and professional fees		(474 783)	(545 681)
Consulting and professional fees - legal fees		(1 763 605)	(650 204)
Consumables		(17 349)	(26 888)
Depreciation		(1 694 431)	(1 916 400)
Employee costs		(22 493 885)	(24 919 125)
Public relations		(3 174 470)	(2 781 702)
E-Marketing		(260 401)	(326 734)
Trade fair & road show		(5 881 407)	(3 855 275)
Market Intelligence		(217 284)	(88 964)
Represent agencies		(2 901 488)	(3 321 058)
Marketing other		(1 422 038)	(1 686 355)
Quality assurance		(4 311)	(701)
Joint marketing agreements		(115 000)	(847 732)
Foreign exchange translation losses		(34 473)	(317 210)
Impairment		-	(6 567 185)
Insurance		(342 699)	(395 889)
IT expenses		(186 273)	(1 850 332)
Lease rentals on operating lease		(1 554 711)	(1 863 101)
Motor vehicle expenses		(11 418)	(8 716)
Municipal expenses		(639 583)	(608 263)
Other expenses		(437 459)	(17 536 689)
Printing and stationery		(387 170)	(472 171)
Promotions		(2 049 630)	(1 321 861)
Repairs and maintenance		(533 030)	(358 116)
Security		(237 301)	(212 250)
Subscriptions		(63 196)	(35 510)
Telephone and fax		(991 990)	(943 049)
Transport and freight		(751 079)	(663 248)
Travel - local		(2 593 075)	(2 282 842)
		(55 057 223)	(79 370 571)

This image shows a full page of blank, cream-colored paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page, providing a template for writing or drawing. There is no text or other markings on the page.

This image shows a single sheet of cream-colored paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

This image shows a full page of blank, cream-colored paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page, providing a template for writing or drawing. There is no text or other markings on the page.



NTB Windhoek - Namibia
Private Bag 132244, Windhoek

Tel: +264 61 290 6032

Fax: +264 61 254 848

Email: info@namibiatourism.com.na

www.namibiatourism.com.na