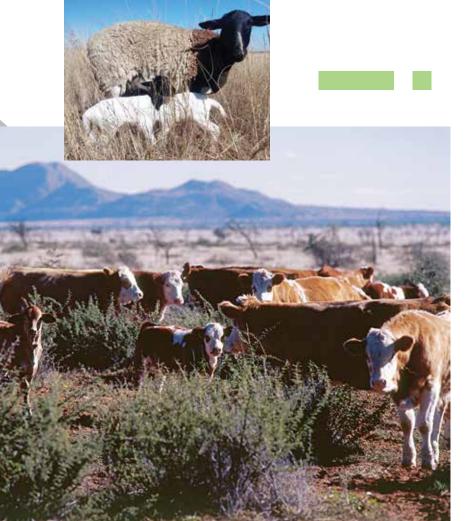


Meat Board of Namibia





Integrated Annual Report 2018/19



Welcome to Meat **Board's Integrated** Annual Report 2018/19

This Integrated Annual Report has been prepared in accordance with the Meat Industry Act, 1981 (Act No. 12 of 1981) and the Public Enterprises Governance Amendment Act (Act No. 8 of 2015).

REPORTING PRINCIPLES

The Meat Board of Namibia has applied the principles contained in the International Financial Reporting Standards (IFRS), the Public Enterprises Governance Amendment Act, the Corporate Governance Code for Namibia (NamCode) and the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC).

SCOPE, BOUNDARY AND **REPORTING CYCLE**

The Meat Board's 2018/19 Integrated Report provides material information relating to its strategy and business model, operating context, material risks, stakeholder interests, performance, prospects and governance, covering the financial year ended 31 March 2019.

The Meat Board endeavours to present a comprehensive view of the business by analysing its performance against the its strategic objectives, highlighting successes and challenges experienced during the reporting year. This report focuses on the key operations and activities that contribute to the Meat Board's performance. Unless otherwise stated, all performance data is for the 12-month period ended 31 March 2019. This report is available in electronic format on the Met Board's website: www.nammic.com.na.

TARGET AUDIENCE AND MATERIALITY

This report has been prepared in accordance with the Meat Industry Act for the Government of Namibia as represented by Ministry of Agriculture, Water and Forestry, as well as the meat industry as key stakeholders.

The report is also relevant for any key stakeholder who has an interest in the performance of the Meat Board against its core mandate of promoting the interests of the meat industry within Namibia and elsewhere.

THE ESSENCE OF THE **INTEGRATED REPORT IS TO FOCUS ON THE** VALUE THE MEAT **BOARD CREATES FOR ITS STAKEHOLDERS** IN THE SHORT, MEDIUM AND LONG TERM.

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Acronyms

ARC	Audit and Risk Committee
CSI	Corporate Social Investmen
DVS	Directorate of Veterinary
GDP	Gross domestic product
FMD	Foot-and-mouth disease
HRC	Human Resources Commit
MAWF	Ministry of Agriculture, Wat
NCA	Northern communal areas





RATIONS performance at a glance ns model

ffective governance

material risks trategy

organisation

lder relations

, maintenance and diversification

of standards, quality assurance and imports/exports

ing and marketing

VITIES

ANNUAL FINANCIAL STATEMENTS



/ Services

ter and Forestry

INTRODUCTION **Meat Board's profile**

THE MEAT BOARD'S MANDATE

The Meat Board's mandate is to promote the interest of the meat industry in Namibia and elsewhere. Its mandate is defined in the Meat Industry Act, 1981 as providing control over the grading, sale, importation, exportation and the imposition of levies with respect to livestock, meat or meat products, as well as related products and to provide for incidental matters.

ALIGNMENT

The Meat Board's strategic and operational activities are closely aligned with the aims and objectives defined by:

- Harambee Prosperity Plan
- Vision 2030
- National Development Plan IV
- Strategic Plan of the Ministry of Agriculture, Water and Forestry.

At the same time, the Meat Board takes into consideration trends in national and international meat industries to manage its activities, in the context of the Meat Board's resources and capabilities.

COMPLIANCE

•

The Meat Board functions in compliance with:

- Meat Industry Act, 1981 (Act No. 12 of 1981), as amended •
- Social Security Act, 1994 (Act No. 34 of 1994)
- Affirmative Action (Employment) Act, 1998 (Act No. 29 of 1998)
- Income Tax Act, 1981 (Act No. 24 of 1981)
- Value-added Tax Act, 2000 (Act No. 10 of 2000)
- Labour Act, 2007 (Act No. 11 of 2007)
- Vocational Education and Training Act, 2008 (Act No. 1 of 2008)
- State Finance Act, 1991 (Act No. 31 of 1991)
- Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947)
- Employment Services Act, 2011 (Act No. 8 of 2011)
- Public Procurement Act, 2015 (Act No. 15 of 2015)
- Animal Health Act, 2011 (Act No. 1 of 2011)
- Animals Protection Act, 1962 (Act 71 of 1962)
- Animals Protection Amendment, 1972 (Act 7 of 1972)
- Animal Diseases and Parasites Act, 1956 (Act No. 13 of 1956),
- Animal Diseases Act, 1984 (Act 35 of 1984)
- Stock Brands Act, 1995 (Act No. 24 of 1995)
- Public Enterprises Governance Amendment Act, 2018 (Act No. 8 of 2015)
- Public Enterprises Governance Act, 2019 (Act No. 1 of 2019), and •
- Anti-Corruption Act, 2003 (Act No. 8 of 2003).



About the Meat Board

The Meat Board of Namibia was established in terms of Section 2 of the Meat Industry Act of 1981 (Act No. 12 of 1981). The Meat Board facilitates the export of livestock, meat and processed meat products to importing countries worldwide for over 80 years. All major stakeholders of the Namibian meat industry are represented on the Board.

The Meat Board is the only institution in Namibia that has the legal mandate to promote the interests of the meat industry in Namibia and elsewhere. The Meat Board works in close collaboration with the Ministry of Agriculture, Water and Forestry (MAWF) and other key stakeholders, such as the Agricultural Unions, the Abattoir Association of Namibia, the Meat Traders and Processors' Association, the Livestock Auctioneers, Brokers and Traders' Association.



What the Meat Board does

- Advising producers regarding market-related production, processing and marketing of livestock
- Providing strategic information to the meat industry and stakeholders Implementing regulatory control of standards, quality assurance, import and export control services
- Identifying opportunities for value addition in the meat industry Assisting in the creation and promotion of a consistent Namibian brand serving the export markets

The Meat Board is a public enterprise, duly constituted in terms of the State-owned Enterprises Governance Act, 2006 (Act No. 2 of 2006), as amended and currently gazetted as the Public Enterprises Governance Act, 2019 (Act No. 1 of 2019). The Meat Board is classified as a Non-commercial Board by the Ministry of Public Enterprises and resort under the Minister of Agriculture, Water and Forestry (MAWF).

The administrative offices of the Meat Board are leased from the Agricultural Board's Trust which is located in the Agricultural Board's building at 30 David Hosea Meroro Road, Windhoek. The Meat Board also rents offices at the export abattoirs in Windhoek and at Keetmanshoop, Aranos and Mariental and the border posts at Ariamsvlei, Buitepos, Walvis Bay, Oshikango, Noordoewer and other posts.

intervention.

The Meat Board regulates the meat industry by managing the import and export control of livestock and meat in order to develop the meat industry. During the reporting year, it implemented projects on behalf of the industry and the Namibian Government. In addition, the Meat Board provided the following services to the meat industry on a national level: Facilitating meat market access, maintenance and diversification Assisting in the maintenance and improvement of animal health and welfare status

- Recommending to Government regarding policy and regulatory issues related to the meat industry, and
- Managing development projects on behalf of Government and other institutions such as donors and industry associations, for the benefit of the meat industry on an agency basis.

Ownership

THE MEAT BOARD'S LOCATION

Chairperson's Message

l'm pleased to present the Meat Board's Integrated Annual Report, 2018/19, to all our stakeholders.

With many of the Namibian meat market and livestock industry's key supply areas in the grip of drought during most of the reporting period, it has been a challenging year for many of the Meat Board's stakeholders.

The number of challenges facing the livestock and meat industry in Namibia is increasing. The Meat Board has managed and applied its financial resources prudently to ensure the longterm sustainability of the organisation and the industry.

Even though forecasts indicated that the country would suffer from a season of scant rainfall, no one expected that Namibia would experience one of the worst droughts in its history. Although these forecasts has been communicated to livestock producers, many livestock producers failed to appreciate the seriousness of the situation which, needless to say, forced urgent marketing in the course of the reporting year.

Patricia Gurubes Chairperson, Board of Directors

In this context, the Meat Board made provision in its annual budget to continue financial support for the DVS for essential services and collaboration between the Meat Board and the DVS towards a common goal, supporting the agricultural sector. This support, in turn, ensures a livelihood for many Namibians through job creation, poverty alleviation and food security, at the same time making valuable contributions to the Namibian Gross Domestic Product (GDP).

Essential services with which the Meat Board will assist DVS include NamLITS, the repair and maintenance of the Veterinary Cordon Fence, and the maintenance of the Central Veterinary Laboratory. The Meat Board will also extend its support for commissioning the northern communal areas' (NCA) export abattoirs, the development of domestic markets and marketing Namibia's naturally-produced meat, free of chemicals, both locally and internationally.

Therefore, it is imperative that the Meat Board manages its financial resources efficiently in order to ensure its operations are run cost-effectively to benefit the meat industry's value chain in Namibia.

The Board of Directors continued its oversight responsibility to guide the Meat Board's management team in the execution of their duties. We want to welcome Dr John Shoopala who

The number of challenges facing the meat industry in Namibia is increasing. Meat prices have been under constant pressure due to depressed world economies, changing market forces, high local farm production costs and a local economy not up to the task of supporting growth in the meat industry. The financial constraints forced on Government are increasing and place severe strain on the financial resources of the Meat Board to exercise its mandate of assisting the marketing of livestock and meat products.

Over the years, the Meat Board has managed and applied its financial resources prudently to ensure the long-term sustainability of the organisation and the industry. The maintenance of critical functions of the Directorate of Veterinary Services (DVS) has been crucial to maintain and gain market access for the benefit of all Namibians.

> has been appointed to the Board of Directors in April 2018. Dr Shoopala is the Deputy Chief Veterinary Officer of the DVS.

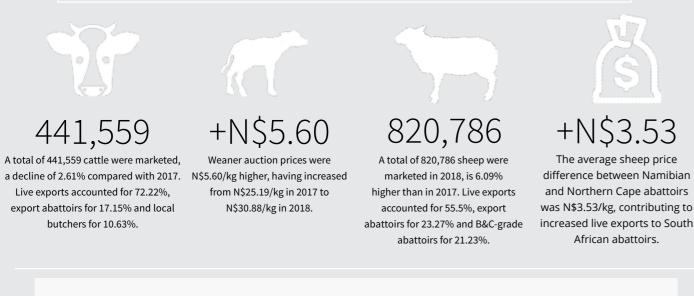
> In conclusion, and on behalf of the Board, I would like to express appreciation to the Minister of Agriculture, Water and Forestry, Honourable Minister Alpheus !Naruseb, and the Minister of Public Enterprises, Honourable Leon Jooste, for their unfailing support and guidance during the reporting year.

I also take this opportunity to thank the Board of Directors, the General Manager, Paul Strydom, his management team and staff for their dedication and hard work.

THE MEAT BOARD'S OPERATIONS

2018/19 performance at a glance

Namibia experienced another year of drought conditions, the fourth consecutive year, which lead to urgent and forced marketing of livestock. Meat prices have been under constant pressure due to depressed world economies, high local farm production costs and a local economy not up to the task of supporting growth in the meat industry.



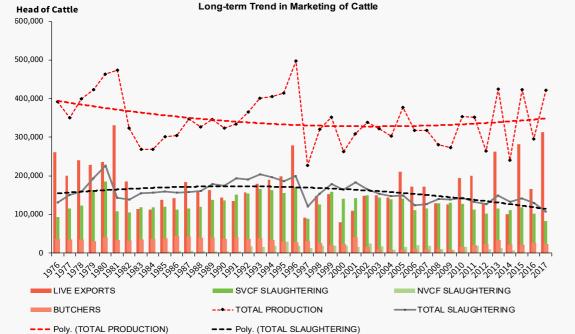


Figure 1: The long-term trend of cattle marketed shows a continuous decline in the number of cattle slaughtered locally.

Acknowledging that positive relationships are the foundation of a sustainable meat and livestock industry, the Meat Board continuously strives to maintain and strengthen its stakeholder relations. As a respected authority on meat matters in Namibia, the Meat Board received several delegations during the reporting year, as well as participated in regional and international forums, advising on industry-related matters.

Involvement in marketing-related programmes and activities



Despite not being core projects, the Meat Board is also involved with various marketing-related programmes and activities, such as:

- Livestock Producer Forum's NCA Farmers Mentorship Programme
- NCA Master Plan

ASSISTANCE

The Meat Board supported the Directorate of Veterinary Services (DVS) in several ways during the reporting year in order to promote the interest of the industry and to enhance collaboration between the two organisations. Support included, among others, assistance with maintenance of the veterinary cordon fence and DVS's Central Veterinary Laboratory to perform tests prerequisite to the export of livestock and meat.

During the year under review, the Meat Board commenced with Assessing the consultation to evaluate the competitiveness of the slaughter industry when compared to the export of livestock. During recent years, competitiveness the industry has experienced a decrease in the number of locallyslaughtered livestock, while the export of livestock to South Africa has of Namibia's meat gained momentum. This trend is primary a result of lower productivity among local abattoirs due to reduced slaughter numbers and low industry slaughter prices. As a predominantly livestock and meat exporting country, Namibia must maintain a healthy slaughter industry operating at optimum efficiency. All components of the value chain, including potential export countries, will be incorporated into a competitiveness report. The estimated date of completion of the report is April 2019.

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- Farmers Information Days to give guidance for the supply of cattle to the new NCA abattoirs
 - Cattle-value Improvement Programme
- **Omutambo Maowe Weaner Finishing** Programme, and
- Zambezi Irrigated Pasture Finishing Project.



The Meat Board's operations model How the Meat Board creates value

KEY

STAKEHOLDER

Government

ministries

Producers

players

Employees

Industry role

CSI recipients

Educational

and social

partners

Suppliers

Media

RELATIONSHIPS

CAPITAL INPUTS

NATURAL CAPITAL

The long-term sustainability of Namibia's livestock and meat industry is critical to the Meat Board's existence. It actively support responsible farming practices, ethical resource management and strict regulatory compliance.

FINANCIAL CAPITAL

Efficient management of the Meat Board's financial resources to ensure they are used to support our operational and regulatory activities, including support to the Directorate of Veterinary Services.

INTELLECTUAL CAPITAL

Effective building and utilisation of the Meat Board's brand value reputation and strategic partnerships are essential for a thriving industry. It strives to uphold the highest ethical standards and regulatory compliance in all our business practices.

HUMAN CAPITAL

The Meat Board's performance-orientated culture positively impacts the lives of its employees with fair rewards, appropriate motivation and development, which are critical to enabling them to reach their full potential and to achieve Meat Board's purpose. It maintains a safe and productive working environment, free from discrimination or harassment that stimulates passion and engages the commitment of employees.

SOCIAL AND RELATIONSHIP CAPITAL

The Meat Board recognises the role the livestock and meat industries play in building a strong and thriving society and value its relationships with stakeholders, including the communities that are dependent on the agriculture sector for their livelihoods.

The Meat Board's strategy guides the way in which it conduct its operations and activities to deliver outcomes:

STRATEGIC IMPERATIVES

- 1. Regulatory control of standards, quality assurance and import/export
- Market access, maintenance and 2. diversification
- 3. A thriving meat industry, overseeing production, processing and marketing activities

Relationship management Strong focus on maintaining trusted 000 relationships with all stakeholders with active engagement and participation to enable organic growth

Meat market access. maintenance and diversification Namibia is a net exporter of livestock and beef products, maintaining

The Meat Board pays special attention to the **KEY** FACTORS that impact on its ability to deliver shared value:

BEYOND ITS CONTROL WITHIN ITS CONTROL

- Maintain existing markets
- Develop new markets
- Enforce regulatory compliance
- Sound reputation. nationally and internationally
- Stakeholder relationships



STRATEGIC ENGAGEMENT **ENABLES**

- 1. Sustainable organisation and good governance
- 2. Solid stakeholder relations

Regulatory control of standards, quality assurance and import/exports Maintenance of animal status is critical for a thriving industry, therefore regulatory control must

effectively.

and marketing activities The industry is highly inter-dependent for the overall growth and prosperity, therefore the Meat Board supports all industry stakeholders in various aspects of production, processing and marketing.

Ensuring a sustainable organisation well-managed, financially independent, sustainable organisation is essential to

- 4. Market access maintenance and development
- 5. Finding viable solution for NCA cattle
- Maintaining animal health status in SVCF 6.

08 Meat Board of Namibia Industry players working

- towards common goal
- Sustainable financial position Global economy
- Financial viability of industry

of the livestock and meat industries

existing and creating new markets is essential for the industry





be enforced

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VALUE PROPOSITIONS

By focusing on outcomes, the Meat **Board can create** shared value for all stakeholders.

CUSTOMERS

Reliable provision of responsibly farmed and processed products to individuals, retailers, wholesalers, restaurants and food producers in diversified local, regional and international markets across consumer segments.

EMPLOYEES

Learn and earn, innovate and grow, as responsible regulators of and support to Namibia's livestock and meat industry.

STAKEHOLDERS

Strong relationships built on mutual trust and cooperation, working towards a common goal to create a thriving livestock and meat industry benefitting all Namibians.

SOCIETY

A stable and growing livestock and meat sector as a means to ensure a livelihood for those involved in and dependent on the agriculture sector, contributing toward poverty alleviation and employment creation.

CAPITAL **OUTCOMES**

NATURAL CAPITAL

A thriving livestock and meat industry, benefitting all Namibians

FINANCIAL CAPITAL

A sustainable organisation

INTELLECTUAL CAPITAL

Solid reputations, strengthening Namibian livestock and meat products, locally, regionally and internationally

HUMAN CAPITAL

A motivated workforce

SOCIAL AND RELATIONSHIP CAPITAL

Solid stakeholder relations

Who governs the Meat Board

THE BOARD OF DIRECTORS



Mrs P Gurubes Chairperson



Deputy Chairperson



Mrs M Kalangula-Ndakalako Board Member



Mr R Mutjavikua Board Member



Mrs R Katjivena Board Member



Mr F van Niekerk Board Member



Ms Y Howaes Board Member





Mr S Negumbo

Board Member

Mr A Chilinda



Dr J Shoopala **Board Member**



Mr P Strydom General Manager (Ex Officio)

Who leads the Meat Board

THE MANAGEMENT TEAM



Seated: Paul Strydom (General Manager), Goliath Tujendapi (Manager: Trade) Standing: Willie Schutz (Manager: Operations), Dr Anja Boshoff-De Witt (Manager: Meat Standards)

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Protecting value through effective governance

CORPORATE GOVERNANCE FRAMEWORK

LEGAL AND GOVERNANCE CONSIDERATIONS

The Meat Board of Namibia is a statutory body established by the Meat Industry Act (Act No. 12 of 1981) as amended. The Act defines the objectives of the Meat Board: "... to promote the interests of the meat industry of Namibia in Namibia and elsewhere".

The Meat Board has jurisdiction over livestock, meat and related products from:

- cattle (beef)
- sheep (lamb/mutton)
- goats (goat meat)
- pigs (pork).

The promulgation of the Public Enterprises Governance Amendment Act (Act No. 2 of 2006) required that additional governance measures to be instituted. In line with the Act, the Meat Board submitted corporate governance and performance agreements to the Minister of Agriculture, Water and Forestry (MAWF).

The Board reports to the MAWF, who appoints the Board. Management and staff are responsible for implementing the resolutions of the Board and advising the Board on a day-to-day basis. A Meat Board Delegation Policy governs the relationship between the Board and its management.

The Meat Board's financial statements are audited on an annual basis by the Auditor-General. The Meat Board's financial statements are sound and no qualifications have ever been raised.

GOVERNANCE PHILOSOPHY

The Board sets the direction for good corporate governance, including compliance with laws and in congruence with the Meat Board's purpose, strategy and conduct.

Sound governance principles and processes define and direct the responsibilities of the Board, and also actively drive a sustained governance culture throughout the organisation based on associated norms and standards. The Board embraces the governance principles as inscribed in NamCode and King IV report on corporate governance. These are underpinned by effective leadership, oversight and management accountability based on a sound ethical foundation.

The Board views good governance as a vital component to operating a successful and sustainable entity, as well as providing assurance to stakeholders that the Meat Board is well managed.

The Board's formal governance structures guide the Meat Board's ethical performance through codes, policies and processes, and ensure that structural accountability and principled behaviour are promoted throughout the Meat Board. It acknowledges that good governance is ultimately about good decision-making, which is dependent on transparency and the availability of accurate information, particularly as it pertains to the Meat Board's financial well-being and the quality of its relationships with all stakeholders.

Close collaboration between the Board and management is required to ensure effective implementation of the strategic plan and sound management with respect to the implementation of projects.

BOARD COMPOSITION, STRUCTURE AND COMMITTEES

The Meat Board has a Board of Directors consisting of members appointed in terms of the Meat Industry Act. The Board is comprised of:

- nine persons representing producers of livestock
- one person representing manufacturers of meat products
- one person representing traders in meat products, and
- one person representing marketing agents of a controlled product.

The Board is appointed for a term not exceeding three years, which includes the Chairperson. The current Board has served the third year of its mandate.

As is required by the Act, every Board member must annually sign a declaration of interest, and declare at every meeting of the Board, any likely conflict regarding a matter before the Board. Declarations were subjected to review during the year. Every meeting recorded declarations by members affording them to declare conflicts of interest and when so made, were handled as per the stipulations of the Act.

The Board discharges its fiduciary responsibilities directly and through committees according to provisions of the Act. As provided in the Act, the Board has established two Board Committees, each having approved terms of reference to efficiently manage the Meat Board's business, namely the Audit and Risk Committee and the Human Resources Committee.

		Во	bard
	nd Risk		
Comr	mittee		
Livestock Marketing Committee	FA	N Meat Comr	

Statutory committees

The mandate of the Audit and Risk Committee is to safeguard assets, evaluate internal control frameworks, maintain information and communication technology (ICT) governance and ensure that financial and non-financial risks are managed. It also monitors the accuracy of the financial statements and oversees the financial reporting process in order to ensure the management of financial risk.

The Human Resources Committee oversees the implementation of both the human-resources policy and the remuneration strategy to ensure performance, as well as to attract, retain and motivate human resources of a standard and calibre upon which the Meat Board depends.

In addition to these two Board committees, three industry-related committees assist the Board, namely the National Livestock Marketing Committee, the FAN Meat Scheme Committee and the Animal Health Committee.

The Livestock Marketing Committee focuses on all aspects of livestock marketing, locally and internationally. The FAN Meat Scheme Committee oversees aspects of the scheme and traceability, while the Animal Health Committee focuses on any issues that may endanger Namibia's animal health status.

Board Committees are chaired by Board members and may invite attendance of other resource persons with the necessary knowledge and skills in specified instances. The General Manager is a member of each committee. The Board structure is depicted in the graph below. All stakeholders are represented on industry committees.



ATTENDANCE OF BOARD AND BOARD **COMMITTEE MEETINGS**

Board meetings are conducted according to a charter and work plan determined at the beginning of each year. The Minister appoints a Chairperson and a Deputy Chairperson.

The Board held four ordinary meetings in the manner stipulated by the Act. The number of meetings held and attended by each member is indicated in the table below.

The minutes of each meeting have been completed and scrutinised by the independent auditors for purposes of financial and management reporting (see Annual Financial Statements).

Table 1 depicts the current Board composition and number of the meetings that each member attended

OPERATIONS OF THE BOARD

The Board serves as the focal point and custodian of corporate governance for the Meat Board. The Board sets strategic objectives, policies, agrees on performance criteria and delegates the planning and implementation (within relevant risk parameters) of policies to management. Achievements of and conformance with agreed parameters is monitored through performance reports and budget updates.

The protocol for exercising its leadership role is outlined in the Board's and Committees' approved mandates. The mandates clearly define the procedures for the Board and Committees to obtain professional advice and the procedures for management to submit documentation by which the Board makes informed decisions.

The Board has reviewed the reports relating to the year under review in line with its mandate, and to date, is satisfied that it has properly discharged its responsibilities.

CONFLICT OF INTEREST

The Board maintains a register which records any financial and non-financial interests of Directors which may potentially conflict with their duties as a director of the Meat Board, including other board positions. Directors are required to update this register on an ongoing basis as their circumstances change.

A Board member may not take part in discussions or vote on a matter in which that director has a material interest (directly or otherwise), unless the Board resolves that the interest does not disgualify the member.

There have been no related-party transactions between the Meat Board and any director during the year under review.

TABLE 1: BOARD COMP	OSITION AND MEETIN	G ATTENDANCE					
NAME AND SURNAME	CAPACITY	NUMBER OF BOARD MEETINGS ATTENDED	NUMBER OF AUDIT & RISK COMMITTEE MEETINGS ATTENDED	NUMBER OF HUMAN RESOURCES MEETINGS ATTENDED	NUMBER OF LIVESTOCK MARKETING MEETINGS ATTENDED	NUMBER OF ANIMAL HEALTH MEETINGS ATTENDED	NUMBER OF FAN-MEAT MEETINGS ATTENDED
Mrs P Gurubes	Chairperson	4	4	4	-	-	-
Dr A Norval	Deputy Chairperson	4	-	-	-	4	4
Mr F Van Niekerk	Board Member	4	-	-	4	-	4
Mrs R Katjivena	Board Member	4	-	4	-	-	-
Dr J Shoopala	Board Member	4	-	-	-	4	-
Mrs M Kalangula- Ndakalako	Board Member	4	4	-	-	-	-
Ms Y Howaes	Board Member	4	-	-	-	-	4
Mr S Negumbo	Board Member	-	1	-	3	-	-
Mr A Chilinda	Board Member	4	-	-	-	4	-
Mr R Mutjavikua	Board Member	4	-	-	4	-	-
Mr J Balzar	Board Member	4	-	4	4	-	-
Ms J Meyer	Board Member	4	4	-	-	-	-
Mr P Strydom	General Manager – Ex Officio	4	4	4	4	4	4

Section 7 of the Public Enterprises Governance Act prohibits directors from holding directorships on more than two public enterprises. No director has exceeded this limit during the period under review.

MATTERS RESERVED FOR THE BOARD

The Board reserves the approval of certain matters for itself. These matters include, but are not restricted to, the following:

- Approval of financial statements;
- Annual capital and operational expenditure plan;
- Major capital projects;
- Major changes to the organisational structure; and
- Approval of the Annual Business Plan and Five-year Strategic Plan.

Timely, relevant and accurate information is communicated to appropriate stakeholders within the governance structures.

BOARD TRAINING AND DEVELOPMENT

When appointed, new members are provided access to an induction programme which includes a series of meetings with the Chairman, General Manager and key executives, in order to gain an understanding of the Meat Board's strategy, objectives and business, the industry in which it operates, the corporate governance practices, financial

In addition, an induction pack of information is provided, to assist new

BOARD INDEPENDENCE

All members are expected to exercise sound personal judgment when making Board decisions. The independence of each member is reviewed on an annual basis to ensure circumstances that may affect the independent status of a director have not been compromised.

All current Board members are considered independent of outside manipulative influence.

STRATEGIC PLANNING

The Board and its committees execute the Meat Board's mandate according to the strategic direction of the Meat Board, taking into consideration the opportunities and risks facing that body and its inclination to taking risk.

The Board assesses the implementation of its strategy on an quarterly basis through strategic workshops and ensures that recommended corrective actions are implemented to address identified challenges.

Compensation for the Board, reflected in the Income Statement of the Annual Financial Statements, includes prescribed sitting and retainer fees, payment for chairing Board Committees, reimbursement of travel and related business expenses, among others, as approved by the line minister, in accordance with the Ministry of Public Enterprise's directives.

was as follows:

Chairperson Board Member

Chairperson Board Member

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- and business performance, among others.

members to understand the Meat Board's business and the requirements of their role.

The following training and development opportunities were provided during the year under review:

- Industry Exposure 16 May 2018
- Leadership Programme 22 August 2018
- Amendments to Meat Industry Act and Review of Strategic Plan - 14 November 2018
- Alignment of Meat Board Strategic Plan – 15 March 2019

CORPORATE SECRETARIAT

The Meat Board does not employ an internal company secretary. An independent external secretary is contracted to take minutes at all Board and committee meetings.

BOARD COMPENSATION

The Chairperson and the members' remuneration for the year under review

TABLE 2: BOARD OF DIRECTORS' FEES SITTING FEES/PER MEETING BOARD SUB-COMMITTEES N\$8,382.00 N\$4,208.50 N\$6,345.00 N\$3,251..50 RETAINER/ PREPARATION/ PER MEETING BOARD SUB-COMMITTEES N\$8,382.00 N\$4,208.500 N\$3,251.50 N\$6,345.00

General Manager's Report 2018/19

Worldwide the demand for meat is rising. In order for Namibia to take advantage of this demand, larger volumes of meat should be produced (which means, increased off-take), especially north of the veterinary cordon fence (VCF).

For the Northern Communal Areas (NCA), it is important to achieve internationally-recognised disease status, free of foot-and-mouth disease (FMD) either with or without vaccination.

AT A GLANCE: KEY TRENDS



CATTLE MARKET

Cattle marketing declined in 2018 as a result of a steady decline in cattle numbers, evidenced by an increased sale of capital stock, an inducement of the continuing drought, resulting in drought conditions forcing a record-high export of live cattle to South Africa. Nevertheless, cattle auction prices remained high, supporting farmers in their operations.

MARKET

improved marketing in 2018 compared with 2017 levels, despite a drop in small stock slaughtering by export abattoirs. The increase in small-stock marketing was mainly driven by live exports and slaughtering by butchers.

Living in a drought-prone country like Namibia, rainfall conditions will always impact on the agriculture sector, more specifically, on the national herd size, slaughter numbers, export volumes, profitability, pricing and consumption. The reporting year was no exception with lower-thanexpected rainfall. However, it is heartening that our producers remain resilient and optimistic, admirable traits the Meat Board shares.

Paul Strydom General Manager

Over the years, the Meat Board has played an exceptional role in growing and developing the industry, despite its limited human and financial resources. In this first integrated annual report, we expand the reporting format followed previously, to share more information on our activities and initiatives during the financial period from 1 April 2018 to 31 March 2019. We welcome feedback from our stakeholders.

In the Zambezi and Kavango East regions where foot-and-mouth disease is endemic, an alternative solution, such as the commodity-based approach, must be followed.

The Meat Board continued implementing mentoring activities under the Livestock Producer Forum NCA Farmers' Mentorship programme, which aims to improve the quality of livestock produced north of the VCF, as well as encourage producers to market their animals.





The small-stock sector recorded



Although local pork production has increased slightly (1.2 per cent), local demand required importing of 2,663 tonnes, which made up 42 per cent of total market demand. Import restrictions that were introduced by South Africa, due to the outbreak of listeriosis in that country, hampered more imports of pork.

Overview of Industry Performance

CATTLE SECTOR

In 2018, the 441,559 cattle that were marketed represented a slight decline of 2.61 per cent compared with 453,387 cattle marketed in 2017. Live exports accounted for nearly threequarters (72.22 per cent) of the total market share: 318,880 cattle on the hoof exported.

The export abattoirs slaughtered 75,755 heads of cattle, representing 17.15 per cent of the total number of cattle marketed, whilst local butchers slaughtered 46,924 cattle, representing 10.63 per cent of the total market share.

More weaners were exported in 2018 than in any of the preceding four years. This was a result of the higher demand in South Africa, reflected in an increase in auction prices. Notably, an average increase of N\$5.60/kg in the weaner auction price between the year 2017 and 2018 was observed, increasing from N\$25.19/kg in 2017 to N\$30.88/kg in 2018.

Concern has been expressed by different stakeholders regarding the demise of the Namibian slaughter industry and on the number of weaners being exported while local slaughtering numbers decreased. Limited throughput at export abattoirs continues to hamper their profitability and consequently, competitiveness of the available export abattoirs. But the fact remains, both markets have a place in the Namibian meat industry.

It should be noted that containing weaners in the country in order to improve slaughter capacity utilisation is not a solution. Rather, it is a question of overcoming the international economic recession (which will improve international market prices) and by paying competitive prices to local producers.

Given its limited human and financial resources, the Meat Board had played an outstanding role in developing the domestic market. Development of the domestic market can be divided into two categories, namely a domestic market for livestock and a domestic market for meat.

In terms of a domestic market for livestock, the Meat Board has been involved in numerous ways, such as the construction of auction facilities north and south of the VCF. donation of cattle scales, the construction of a feedlot, and the drafting and outlay of abattoir facilities.

In terms of domestic market exploration for Namibia's meat, the Meat Board spearheaded different missions to the Democratic Republic of Congo, Angola, Zimbabwe, South Africa and Tanzania, and held regular meetings with local retailers to retail NCA beef products. In addition, activities of the Meat Board such as the implementation of the Carcass Classification System, Seal of Quality and FAN Meat Scheme all supports the development of a domestic market.

SHEEP SECTOR

The ongoing drought has caused an increase in sheep marketing, mainly live exports under the drought-marketing too-lean-too-small sheep arrangements, whereas export abattoir activity has also increased.

Sheep producers have been confronted with substantial price differences between Namibia and South Africa (which is Namibia's sole sheep-export market) since the implementation of the Sheep Marketing Scheme. The Meat Board is currently in consultation with stakeholders to find a solution, which will be implemented in the next financial year.

PORK SECTOR

The total tonnage of pork imported during 2018 was 2,663 tonnes, a slight increase of 0.22 per cent compared with the 2017 level of 2,669 tonnes. The slow growth rate of imported pork can be attributed to import restrictions that were introduced by South Africa due to the outbreak of the listeriosis disease in that country. Local pork production increased from 3,663 tonnes in 2017 to 3,708 tonnes in 2018, a 1.22 per cent increase. Pork production is capital intensive which could be the reason for slow growth in the sector.

Pork imports made up 42 per cent of total market share, while locally produced pork catered for 58 per cent of market demand. This indicates a marked improvement in local market

Stakeholder Engagement

The Meat Board continuously strives to maintain and build superior relations with all stakeholders, with the primary aim to grow the industry.

The Meat Board, as a respected authority on meat matters in the industry, regularly receives invitations from international institutions to attend conferences and seminars to deliver presentations, as well as to take part in formal and informal discussions with trading partners. The reporting year was no exception, as is detailed further in this report. The Meat Board was particularly proud to be invited by the World Organisation for Animal Health (OIE) to participate in a workshop for the development of guidelines for Public-Private Partnerships (PPP) for the strengthening of Veterinary Services. On this occasion the Meat Board was specifically mentioned as an example of a successful PPP in Africa.

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share by an additional gain of 4 per cent compared with 2017 when 46 per cent of the total market share was sourced from imports.

OVERALL

As expected, in 2018 the drought exerted a short-term increase in marketing activity of cattle and sheep. The rate of marketing, however, seems to be disproportionate to production, which is likely to result in a shortage of slaughter animals in the mediumto long-term period, a cause of concern for the livestock and meat industry.

The PPP is part of the OIE's Public-Progress Initiative, a threeyear initiative aimed at nurturing relationships between the public and private sectors of veterinary services and to provide tools to assist OIE member countries to engage in effective sustainable PPPs.

During the reporting year, the Meat Board welcomed several delegations from Asian and African countries, as well as from its immediate neighbours. In June 2018, the Botswana Farmers Union called on the Meat Board, while another delegation from Botswana's State Enterprise Evaluation and Privatisation Agency visited the Meat Board in the first guarter of 2019 to investigate the organisation of the country's meat industry. Botswana is considering the deregulation of its meat industry and uses Namibia as a benchmark.

The Meat Board will continue expanding stakeholder engagement plan, improving communication and information dissemination, acknowledging that positive relationships are the foundation of a sustainable meat and livestock industry in Namibia.

Maintaining and growing market access

Namibia is privileged to have access to a variety of international beef and cattle markets and needs to export due to a small local market. These markets, especially the slaughter markets, have been developed with tremendous effort by Directorate Veterinary Services, Meatco and other stakeholders. Besides South Africa, since 1991, Namibia has access to the European Union market. Since then, additional beef markets have been developed for the meat industry, namely Norway, the Peoples Republic of China and the United States of America.

Maintaining the slaughter industry is therefore of crucial importance, especially in terms of foreign exchange earnings, employment creation and risk mitigation.



To assess the latest trends in the global and South African markets, the Meat Board attended the Outlook Conference of the Bureau for Food and Agriculture Policy (BFAP) in South Africa in August 2018.

It is expected that South Africa will remain a net meat-exporting country. In the short term, beef production decreased by 8 per cent on a year-to-year basis with an expected growth of 3 per cent in 2018 and 8 per cent in 2019. Beef prices in South Africa are moving closer to global prices, coupled with an estimated 4.5 per cent increase in supply over the next three years. Sheep meat production is not expected to increase significantly (an estimated 1.4 per cent). South Africa remains a net importer of mutton with about 5 per cent of its local consumption being imported. Lamb prices are expected to rise an average 4.7 per cent.



The Meat Board has begun consultation to evaluate the competitiveness of Namibia's slaughter industry in comparison to its export of livestock.

During recent years, the industry has experienced a decrease in local slaughter numbers, while the export of livestock to South Africa has gained momentum. This decline in local activity has been caused by low abattoir productivity in the face of reduced slaughter numbers and low slaughter prices.

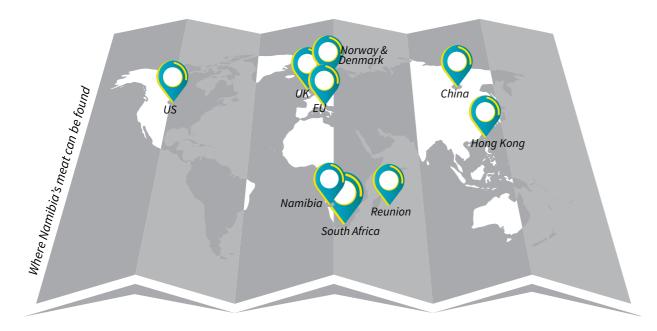
The beef and lamb sectors dominate the industry and collectively account for 86 per cent of all livestock consumed each year. About 84 per cent of beef, 77 per cent of sheep and 97 per cent of goats are exported every year, the bulk of which is earmarked for South African consumption.

It is essential that Namibia, as a predominantly livestock and meat exporting country, maintains a healthy slaughter industry operating at optimal

Involvement in marketing-related programmes and activities

The Meat Board, being a regulatory body as per the Meat Industry Act, 1981, does not own or lease an abattoir, feedlot or auction facility, nor physically trades in livestock, meat or meat products.

Should the Meat Board become involved with trading a commodity or product, it would be in violation of Namibia's trade-agreement obligations and secondly, would lead to competition with the private sector, which falls outside the purview of the Meat Board.



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efficiency. The Namibian livestockexport market has been developed over many years and must be preserved at all costs. All components of the value chain, including potential countries to receive our exports, such as those in the Middle East, will be incorporated in the Competitiveness Report.

The estimated date of completion of the report is April 2019.

Despite the fact that certain projects do not belong to the organisation's core projects, the Meat Board is involved with various programmes and activities, such as:

- Livestock Producer Forum NCA Farmers Mentorship Programme;
- NCA Master Plan;
- Farmers' Information Days offering guidance for the supply of cattle to the new NCA abattoirs;
- Cattle Value-improvement Programme;
- Omutambo Maowe Weaner Finishing Programme; and
- Zambezi Irrigated Pasture Finishing Project.

Assisting DVS in providing essential services

In line with the global initiative to strengthen partnerships among stakeholders, the Meat Board has supported the Directorate of Veterinary Services (DVS) in Namibia in several ways in its efforts to promote the interests of the industry and at the same time to enhance collaboration between the Meat Board and the DVS. The following activities were testament of the successful partnership between the Meat Board and DVS undertaken:

ISSUING OF STOCK BRANDS

The Meat Board was appointed by the Registrar of Brands to issue official stock brands. This activity includes the development of a system which generates unique brands to differentiate the various regions of Namibia. The stock brands are issued by the Farm Assured Namibian Meat (FAN Meat) office at the Meat Board head office in Windhoek. No person may keep livestock in Namibia without an official stock brand.

DISTRIBUTION OF EAR TAGS

The DVS appointed the Meat Board to distribute official cattle and small-stock ear tags for areas south of the veterinary cordon fence. This distribution includes the development and maintenance of



an electronic ear-tag ordering system, as well as management of the tender and procurement process for the supply of official ear tags according to specifications developed in a collaborative effort between the Meat Board and the DVS. The FAN Meat Division of the Meat Board engages with ear tag agents to confirm and align processes regarding official ear-tag orders.

NAMLITS HELP DESK

The Meat Board runs a Namibian Livestock Identification and Traceability System (NamLITS) help desk at the FAN Meat office in support to DVS and for the convenience of producers. The Meat Board also supports the maintenance of NamLITS by financing monthly costs of service providers.

ANIMAL HEALTH-STATUS DOSSIERS

The Meat Board developed dossiers on animal health status in Namibia for submission by the DVS to the OIE for official recognition, as well as to aid negotiations with existing and potential trading partners.

PART MAINTENANCE OF VCF

The Meat Board assisted DVS in the maintenance of the veterinary cordon fence through the appointment of temporary fencing teams, servicing a grader, and transporting fencing material.

SUPPORT TO CENTRAL VETERINARY LABORATORY

By supporting the DVS's Central Veterinary Laboratory to perform tests prerequisite to the export of livestock and meat through procurement of reagents, consumables and kits needed to perform the tests, the Meat Board assisted the industry to finance the required tests for exports to be conducted.

WORKSHOPS AND CONSULTANTS

Various technical workshops were funded and arranged by the Meat Board to support DVS with commodity-based trade (CBT) implementation and amendments to the foot-and-mouth disease (FMD) contingency plans for the NCA to ensure markets for NCA export abattoirs and cattle producers.

ANIMAL WELFARE

The Meat Board assisted DVS by paying for a consultant to draft the Namibian Animal Welfare Policy for the development of a Namibian Animal Welfare Bill.

ANIMAL HEALTH TECHNICIAN TRAINING

The Meat Board sponsored refresher training in principles of FAN Meat, notifiable disease recognition and reporting, farm and community inspection, NamLITS, relevant legislation and animal welfare.



In conclusion

In an effort to reverse the declining contribution of the livestock and meat industry to GDP, the Meat Board established an industry-wide forum to focus on industry planning and coordination among stakeholders.

This process led to the development of the Livestock and Meat Industry's Common Vision, spearheaded by the Meat Board, and aimed at motivating organisations and associations to improve participation in growing the sector.

The Meat Board strongly believes that only when all stakeholders work together to implement the Common Vision, will Namibia's livestock and meat industry survive - and indeed, thrive.

We urge all stakeholders to commit to making the Common Vision a reality for the benefit of all Namibians.

The Meat Board will continue to focus on strategic areas with the greatest impact on the growth of the industry and the demand for meat products, both at home and internationally. Enhancing the position of Namibian livestock and meat products in global markets is essential for the longterm sustainability and prosperity of our industry.

In conclusion, I thank the Minister of Agriculture, Water and Forestry and the Minister of Public Enterprises for their unfailing support during the past year.

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The Namibian livestock and meat industry is frequently confronted with unexpected challenges which place additional demands on the Meat Board to deliver on its mission of promoting a conducive environment for sustainable livestock production, market growth and diversification of livestock, meat and meat products. An exemplary example was assisting DVS and producers with compliance to the South African livestock import conditions.

I also take

this opportunity

to thank the Board for its guidance, my management team for their commitment and efforts, and staff for their hard work and loyalty.

Lastly, a word of appreciate to all producers and stakeholders who remain committed to this industry, despite the many challenges.

Paul Strydom

General Manager

OPERATING CONTEXT

Operating environment

The Namibian Meat and Livestock Industry

The meat and livestock industry forms the mainstay of the Namibian agricultural industry, contributing approximately 80 per cent to the agricultural gross domestic percentage (GDP), while agriculture in as a whole contributes approximately 3.9 per cent to the country's GDP, having decreased steadily from 5.7 per cent in 1996.

The industry is one of the largest providers of employment, creating both economic and social stability within the rural agricultural sector.

Size of National Cattle Herd

According to the Directorate of Veterinary Services (DVS) of the Ministry of Agriculture, Water and Forestry, the 2017 census of Namibia's cattle-herd inventory depicts a herd size of approximately 2.7 million.

A total of 1.3 million cattle are located south of the veterinary cordon fence (VCF) while nearly 1.2 million are north.

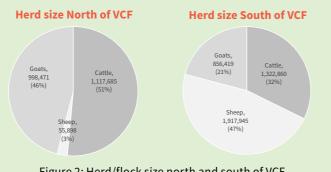


Figure 2: Herd/flock size north and south of VCF

Size of National Smallstock Herd

Namibia has approximately 1.9 million sheep located on commercial farmland, of which 97 per cent of the flock is found south of the VCF.

In the goat population, 54 per cent of the total number of the 1.8 million goats are mostly found in the communal areas north of the VCF.

Pork Industry

the introduction of the Pork Market Share Promotion Scheme

Export

- currently closed.

Namibia are:

- African market.

CATTLE	SMALL STOCK (SHEEP & GOATS)
Number of cattle slaughtered at export abattoirs:	Number of sheep slaughtered at export abattoirs:
• 2017: 83,790	• 2017: 238,104
• 2018: 74,171	• 2018: 191,029
Number of cattle slaughtered at local abattoirs:	Number of sheep slaughtered at local abattoirs:
• 2017: 52,537	• 2017: 141,967
• 2018: 46,924	• 2018: 174,247
Live exports to South Africa:	Live exports of sheep to South Africa:
• 2017: 313,501	• 2017: 393,525
• 2018: 314,226	• 2018: 455,073
	Live exports of goats to South Africa:
	• 2017: 139,861
	• 2018: 146,497

Namibia is a net exporter of livestock and meat products. Of the 441,559 heads of cattle (including weaners) marketed in 2018, 72 per cent were exported live, while local abattoirs and processing factories slaughtered 122,679.

Namibia has the following EU-approved abattoirs:

One EU-approved cattle abattoir, namely Meatco in Windhoek; and Two EU-approved sheep-export abattoirs, namely Farmers' Meat Market (FMM) in Mariental, and Brukkaros (Pty) Ltd in Keetmanshoop which is

In addition to the EU-approved abattoirs, South African-approved abattoirs in

Two cattle abattoirs in Oshakati and Katima Mulilo have the requisite infrastructure and comply with standards for export to South Africa, but are currently not operational due to upgrades and changes in operators. Beefcor Meat Suppliers (Pty) Ltd (Okahandja) is also approved to export to the South

The one sheep abattoir in Aranos (Natural Namibian Meat Producers (Pty) Ltd is approved for export to South Africa and is currently operational.

Namibia Livestock and Meat Industry: 2018 Key Highlights

The beef and lamb sectors dominate the industry and collectively account for 86 per cent of all livestock consumed each year.



In total, 84 per cent of beef, 77 per cent of sheep and 97 per cent of goats are exported every year, the bulk of which is earmarked for South African consumption. Currently, no pork is exported to partner markets.



These figures make Namibia a net exporter of beef, sheep and goats. More specifically, Namibia produced a net trade surplus of 6,700 tonnes of beef and 2,900 tonnes of mutton in 2018. In addition, Namibia exported 314226 live cattle, 455,073 live sheep and 146,497 live goats on a net basis to partner countries in 2018.

Apart from South Africa, Norway and the UK remain important export destinations. The exports for 2018 far exceeded that of 2016 and 2017 for each month of the year. The local industry is valued at approximately N\$4.6 billion which amounts to 4.3 per cent of all goods and services produced by Namibia annually. Stated differently, N\$1 in every N\$23 produced by Namibia in goods and services every year, is harnessed by the local livestock and meat industry.

	>1.4 millio	on heads	
> 427,000 cattle	> 825,000 sheep	> 153,000 goats	> 43,000 pigs
90% Exported (of which	75% Exported (of which	97% Exported (of which	0% Exported
80% livestock) (>99% of	74% livestock) (>99% of	100% livestock) (>99%	
exports to SA)	exports to SA)	of exports to SA)	
10%	25%	3%	100%
Consumed locally	Consumed locally	Consumed locally	Consumed locally

Figure 3: Breakdown of 2018 Production

Sources: Namibian Statistics Agency; Meat Board of Namibia.

The total value of exports has consistently increased over the past few years, most notably by 77.3 per cent between 2017 and 2018, and totalled N\$4.6 billion in 2018.



Figure 4: Total value of monthly exports overtime (normalised) - 2016 to 2018, N\$ billion

According to the latest census data, Namibia maintains more than 7 million live animals.

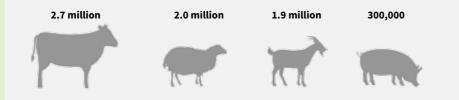


Figure 5: Breakdown of livestock, 2017

Sources: UN COMTRADE and ITC Statistics Database; Directorate Veterinary Services; Meat Board of Namibia. The 2018 livestock census was not available at the time of publication



Price increases paid by local abattoirs to producers of beef and sheep outstripped inflation (CPI) for the period January 2016 to December 2018. This was largely due to an increase in local demand for beef and sheep and increasing South African prices which has an indirect impact on local prices.



Figure 6: Local abattoir prices vs. CPI - Annualised rates: 2016 to 2018

The average annual increases observed in the price of beef and sheep have been to several orders of magnitude of the rate observed in the national CPI.



Figure 7: Local abattoir prices vs. CPI - Annualised rates: January 2016 vs. December 2018 Source: Namibian Statistics Agency; Meat Board of Namibia

• Note: the annualised rates are point-in-time calculations; prices fluctuate from one month to the next

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Did you know...

 Namibia is currently the only African country recognised as having negligible risk for bovine spongiform encephalopathy (BSE). Furthermore, Namibia is classified as having a foot-and-mouth disease (FMD), peste des petits ruminants (PPR), and contagious bovine pleuropneumonia (CBPP) free zone by the World Organization for Animal Health (OIE).

• Namibia and Botswana are the only African countries permitted to export beef to the European Union.

• In 2017, Namibia was the world's 26th largest exporter of bovine meat, up from 38th position in 2016. Given the significant increase in exports in recent years, Namibia is expected to maintain, and perhaps even improve on, this position for the foreseeable future.

• Namibia has implemented a livestock identification and traceability system (NamLITS) to track and trace animals for disease management and to validate and ensure meat safety guarantees in accordance with the FAN Meat quality assurance scheme.

• Namibian meat is produced naturally; antibiotics are used only for therapeutic purposes.

• The average size of commercial Namibian cattle farms ranges between 5,000 and 6,000 hectares; sheep farms in southern Namibia tend to be between 10,000 and 12,000 hectares each.

• The average weight of cattle carcasses ranges between 190 kg and 300 kg depending on age and breed.

Namibia Livestock and Meat Industry: 2018 Key Highlights (continued)

In 2018, Namibian abattoirs paid local producers of beef lower prices than their South African counterparts during the first nine months of the year, after which Namibian abattoirs significantly outperformed those in South Africa.

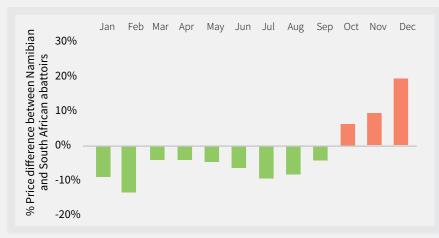


Figure 8: Differences in average monthly abattoir prices for A2 beef – Namibia vs. South Africa, 2018

Namibian abattoirs paid local sheep producers lower prices than South African abattoirs throughout 2018.

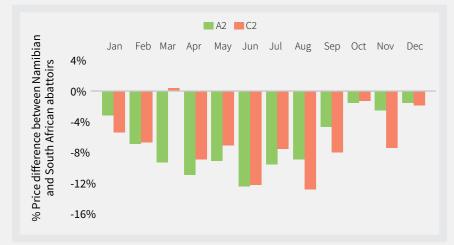


Figure 9: Differences in average monthly abattoir prices for A2 and C2 sheep – Namibia vs. South Africa, 2018 (N\$ is pegged to the rand on a one-to-one basis. As a result, no exchange rate differences have been accounted for.)

Sources: Namibia Agricultural Union; Red Meat Abattoir Association; Meat Board of Namibia.







The price increases paid to producers of weaners, tollies and stores at auctions outstripped inflation (CPI) over the period, January 2017 to December 2018. Price increases paid to producers of heifers and cows classified as lean were largely in line with inflation (CPI), whilst price increases for oxen and cows classified as fat and oxen were on average lower than CPI for the stated period.

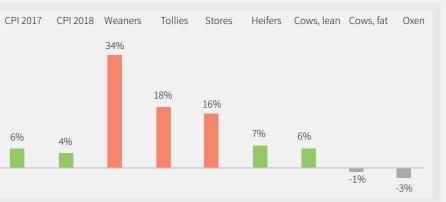


Figure 10: Local auction December 2018

The price increases paid to goat producers were significantly higher than inflation (CPI) for the period, January 2017 to December 2018. Auction price increases for sheep have remained relatively flat.

6%

CPI 2017



Figure 11: Local auction p December 2018. (Note: the month to the next.) Sources: Namibian Statistic

A Global Perspective

In a global context, Namibia's red-meat industry is very small. The 2.7 million cattle in the country represent only 0.27 per cent of the global herd that is estimated to be 1.001 billion in 2018. This means that for every head of cattle in Namibia, there are 422 in other countries worldwide. The production of meat worldwide is estimated at 335 million tonnes, compared with Namibia's average production of approximately 35,000 tonnes. This means that for every ton of meat produced by Namibia, there are 1.6 million tonnes produced by other countries.



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Figure 10: Local auction prices for cattle vs. CPI – Annualised rates: January 2016 vs.

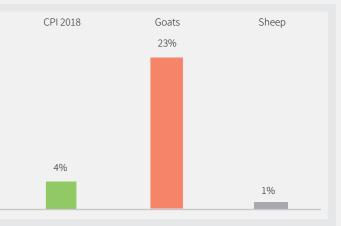


Figure 11: Local auction prices for goat and sheep vs. CPI – Annualised rates: January 2016 vs. December 2018. (Note: the annualised rates are point-in-time calculations; prices fluctuate from one

Sources: Namibian Statistics Agency; Meat Board of Namibia.

Managing the **Meat Board's** material risks

ISSUES IMPACTING **OPERATIONS**

The successful execution of the Meat Board's mandate and objectives is dependent on the diligent identification and management of risk. A particularly important challenge is to determine how much uncertainty is acceptable. Effective risk management reduces uncertainty, giving rise to increased confidence to reduce threats, pursue opportunities and enable management to be more decisive in pursuing its vision, mission and objectives, while taking into account the risk appetite of the organisation.

The Meat Board follows a structured and systematic process for identifying and managing all material risks. This process enables management to effectively respond to uncertainty and associated risk and opportunity, thereby enhancing the capacity to build value.

The Board provides oversight for the Meat Board's risk framework and policies. Though it delegates these matters to the Audit and Risk Committee, it remains ultimately responsible for the development and implementation of risk-management strategy and plan. Annually, the Board formally assesses the effectiveness of its risk management processes.

The Meat Board's Risk Management Policy and Framework seeks to assure stakeholders that all material risks have been properly identified, assessed, mitigated, tolerated and monitored. The Board reviewed proposed criteria with respect to the potential impact of evaluating a risk in terms of risk tolerance and appetite. The Management identified and assessed risks by taking note of global, local, sectoral and industry-specific risk factors and trends.

The principal risks identified as having a material impact on the Meat Board were graded according to their probability and severity, more specifically as outlined in the 'heat map' below:

impact/annum

Probability

5 - Should be expected		10 - N\$25,600,000+
4 - Quite possible		9 - N\$12,800,000
3 - Unusual, but possible		8 - N\$6,400,000
2 - Possible		7 - N\$3,200,000
1 - Conceivable, but unlikely	ity	6 - N\$1,600,000
0.1 - Practically impossible	Severity	5 - N\$800,000
Probability	S	4 - N\$400,000
High Risk		3 - N\$200,000
Medium Risk		2 - N\$100,000
Low Risk		1 - N\$50,000-

Identified risks, their impact on value and mitigation actions are outlined on the next few pages, as well as the probability and severity of each risk before and after mitigation actions. These risks are incorporated in risk management processes of the Meat Board and are handled by Management on a quarterly basis.

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10	20	30	40	50
9	18	27	36	45
8	16	24	32	40
7	14	21	28	35
6	12	18	24	30
5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5

Severity - Monetary

IDENTIFIED RISK	IMPACT ON VALUE	RISK MITIGATION ACTIONS
STRATEGIC FOCUS ARE	A: ENSURE A SUSTAINABLE ORGANISATION	
1.	Debtor increase (non-payment of levies)	Ensure cost-efficiency in terms of operations
Inability to create a sustainable financial position	Ineffective collection of levies	Ensure maximum formal transactions are levied by 2020
	Financial viability of classification	Amend Notice to perform classification on cost recovery
	Late or no approval of budget	 Manage finances according to regulatory requirements. Timely submission of budget
	Squandering levies collected	 Improve operational efficiency by maintaining a performance-management system
		Maintain and improve Financial Management system
	 Financial claims following legal cases (Monasa & Witvlei Meat) 	Submit amendments to the Meat Industry Act
BEFORE	TOTAL PROBABILITY: 4	TOTAL SEVERITY: 9
MITIGATION ACTIONS	POT	ENTIAL RISK VALUE: 36
AFTER	TOTAL PROBABILITY: 1	TOTAL SEVERITY: 4
MITIGATION ACTIONS	POT	ENTIAL RISK VALUE: 4
STRATEGIC FOCUS ARE	A: ENSURE A SUSTAINABLE ORGANISATION	
2.	Dependency on third parties for	Fully comply with the SOEG Act
Inability to achieve		
a sound reputation	 implementation of activities/projects Information Technology insecurity and/or IT system failure Inability to attract competent staff 	staff complement in place
	 Information Technology insecurity and/or IT system failure Inability to attract competent staff Functions/levies taken over by other 	 Sustain a skilled, motivated and sufficiently remunerated staff complement in place Ensure decision making on the part of the Board Manage process and withdraw resources timeously
a sound reputation nationally and	 Information Technology insecurity and/or IT system failure Inability to attract competent staff 	staff complement in placeEnsure decision making on the part of the Board
a sound reputation nationally and internationally BEFORE	 Information Technology insecurity and/or IT system failure Inability to attract competent staff Functions/levies taken over by other entities Inappropriate Interventions in the 	 staff complement in place Ensure decision making on the part of the Board Manage process and withdraw resources timeously Administer committees in an effective and transparent
a sound reputation nationally and internationally	 Information Technology insecurity and/or IT system failure Inability to attract competent staff Functions/levies taken over by other entities Inappropriate Interventions in the industry TOTAL PROBABILITY: 3 	 staff complement in place Ensure decision making on the part of the Board Manage process and withdraw resources timeously Administer committees in an effective and transparent manner
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a sound reputation nationally and internationally BEFORE MITIGATION ACTIONS	 Information Technology insecurity and/or IT system failure Inability to attract competent staff Functions/levies taken over by other entities Inappropriate Interventions in the industry TOTAL PROBABILITY: 3 POT TOTAL PROBABILITY: 1 	 staff complement in place Ensure decision making on the part of the Board Manage process and withdraw resources timeously Administer committees in an effective and transparent manner TOTAL SEVERITY: 4
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IDENTIFIED RISK	IMPACT ON VALUE	
STRATEGIC FOCUS ARE	A: STRENGTHEN STAKEHOLDER RELATIONS	
4.	Limited relationships with stakeholders	•
Meat Board not respected as the authority on meat matters in industry		•
BEFORE	TOTAL PROBABILITY: 1	
MITIGATION ACTIONS	POT	E١
AFTER	TOTAL PROBABILITY: 1	
MITIGATION ACTIONS	POT	EN
STRATEGIC FOCUS ARE	A: MEAT-MARKET ACCESS MAINTENANCE AN	D
5.	 Limited access to premium markets 	

5.	 Limited access to premium markets
Inability to maintain existing markets	 Animal disease outbreaks (NCA/Zambezi) and possible spread to FMD Free Zone
	 Political decision making in accessing market (RSA livestock imports & Zambezi chilled beef)
	 Unilateral Government decisions interfering with market and markets access
BEFORE	TOTAL PROBABILITY: 5
MITIGATION ACTIONS	POTE
AFTER	TOTAL PROBABILITY: 2
MITIGATION ACTIONS	POTE

STRATEGIC FOCUS AREA: MEAT MARKET ACCESS MAINTENANCE AND DIVERSIFICATION

6. Inability to develop new markets	 Inability to negotiate SPS agreements with importing countries 	
BEFORE	TOTAL PROBABILITY: 4	
MITIGATION ACTIONS	Р	OTE
AFTER	TOTAL PROBABILITY: 1	
MITIGATION ACTIONS	Р	OTE

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RISK MITIGATION ACTIONS • Increase awareness of the activities of the Meat Board and the potential benefits to the meat industry - effective Communication Strategy • Increase networks of influential contacts nationally and internationally, both in governments and industries

TOTAL SEVERITY: 5

TOTAL SEVERITY: 3

AND DIVERSIFICATION

- Monitor developments in meat-market access
- Maintain and defend meat-market access conditions
- Disseminate export marketing information
- Develop alternative markets for meat (USA/China/Hong Kong/Russia), weaners and goats
- Develop trade-facilitation system

TOTAL SEVERITY: 10

NTIAL RISK VALUE: 50

TOTAL SEVERITY: 10

NTIAL RISK VALUE: 20

- Monitor developments in meat-market access
- Disseminate export marketing information, i.e. show advantages of accessing new markets and drafting dossiers
- Assist creation and promotion of a strong brand in export markets
- Develop new systems to facilitate strategic market information both nationally and internationally
- Identify opportunities for value addition in the meat industry
- Develop trade-facilitation system

TOTAL SEVERITY: 10

TOTAL SEVERITY: 10

NTIAL RISK VALUE: 10

IDENTIFIED RISK	IMPACT ON VALUE	RISK MITIGATION ACTIONS		
STRATEGIC FOCUS ARE	A: REGULATORY CONTROL OF STANDARDS,	QUALITY ASSURANCE AND IMPORT/EXPORT CONTROL		
7.	 Inability to change legislation and paliaise 	Align regulatory systems with Namibia's requirements		
Inability to enforce compliance with regulations	 policies MAWF not affecting amendments to Meat Industry Act Inability to deal with 'illegal' trading in cattle to Angola and other neighbours 	 Continue implementation of current standards and quality assurance improvements Increase awareness of trading requirements across Namibian borders 		
BEFORE	TOTAL PROBABILITY: 4	TOTAL SEVERITY: 9		
MITIGATION ACTIONS	POT	ENTIAL RISK VALUE: 36		
AFTER	TOTAL PROBABILITY: 1	TOTAL SEVERITY: 9		
MITIGATION ACTIONS	РОТ	ENTIAL RISK VALUE: 9		
STRATEGIC FOCUS ARE	A: REGULATORY CONTROL OF STANDARDS,	QUALITY ASSURANCE AND IMPORT/EXPORT CONTROL		
8.	 Abattoirs not reporting slaughtering results 	 Enforce requirements of Meat Industry Act, its amendments, regulations and conditions & utilise 		
Insufficient manage- ment information on the Namibian meat industry		NamLITS to acquire data		
BEFORE MITIGATION	TOTAL PROBABILITY: 1	TOTAL SEVERITY: 6		
ACTIONS	РОТ	ENTIAL RISK VALUE: 6		
AFTER MITIGATION	TOTAL PROBABILITY: 1	TOTAL SEVERITY: 3		
ACTIONS	РОТ	ENTIAL RISK VALUE: 3		
	A DODUCTION DOCCCCINC AND MADIC	7000		
	A: PRODUCTION, PROCESSING AND MARKE	Support animal health and welfare initiatives on a cost-		
	 Decline in primary production Increasing Input cost 	 recovery basis Advocate the increase of formal livestock off-take in NCA Contribute to the stabilisation of sheep and cattle production 		
		 Indirectly promote improvement of meat quality through the promotion of standards and branding to consumers 		
BEFORE MITIGATION	TOTAL PROBABILITY: 2	TOTAL SEVERITY: 10		
ACTIONS	POT	ENTIAL RISK VALUE: 20		
AFTER MITIGATION	TOTAL PROBABILITY: 2	TOTAL SEVERITY: 8		
ACTIONS	POT	ENTIAL RISK VALUE: 16		
STRATEGIC FOCUS ADE	A: PRODUCTION, PROCESSING AND MARKE	TING		
10.	Decline in animal-welfare standards and	Support animal health and welfare initiatives on a cost-		
	meat quality	recovery basis		
Inability to assist in creating more informed and educated producers, processors and consumers		Sensitise the industry to animal health and welfare issues		
		 Provide input for the development of veterinary policies and legal documents through stakeholder consultation 		
		 Indirectly promote improvement of meat quality through the promotion of standards and branding to consumers 		
BEFORE	TOTAL PROBABILITY: 2	TOTAL SEVERITY: 8		
MITIGATION ACTIONS	POT	POTENTIAL RISK VALUE: 16		
AFTER	TOTAL PROBABILITY: 2	TOTAL SEVERITY: 6		
MITIGATION ACTIONS	ΡΟΤ	ENTIAL RISK VALUE: 12		
ACTIONS				

BEFORE TOTAL PROBABILITY: 2 MITIGATION POT ACTIONS POT AFTER TOTAL PROBABILITY: 1 MITIGATION POT ACTIONS POT STRATEGIC FOCUS AREA: PRODUCTION, PROCESSING AND MARKI 12. Inability to assist in improved animal health status in NCA to achieve international recognition • Inability to access lucrative markets for products from NCA BEFORE • Inability to access lucrative markets for products from NCA • Absence of an operating export abattoir in NCA BEFORE TOTAL PROBABILITY: 2 MITIGATION ACTIONS POT AFTER TOTAL PROBABILITY: 2 MITIGATION ACTIONS POT STRATEGIC FOCUS AREA: PRODUCTION, PROCESSING AND MARKI 13. • Loss of income due to FMD outbreak Inability to assist in maintenance of animal health status in SVCF • Loss of income due to FMD outbreak BEFORE MITIGATION ACTIONS TOTAL PROBABILITY: 5 BEFORE MITIGATION ACTIONS TOTAL PROBABILITY: 5	IDENTIFIED RISK	IMPACT ON VALUE
Insufficient collaboration with DVS animal health and welfare initiatives Insufficient collaboration with DVS Lack of proper communication and consultation between industry and DVS BEFORE MITIGATION ACTIONS TOTAL PROBABILITY: 2 AFTER MITIGATION ACTIONS POT AFTER MITIGATION ACTIONS POT STRATEGIC FOCUS AREA: PRODUCTION, PROCESSING AND MARKI POT Inability to assist in improved animal health status in NCA to achieve international recognition Inability to access lucrative markets for products from NCA BEFORE MITIGATION ACTIONS POT AFTER MITIGATION ACTIONS POT AFTER MITIGATION ACTIONS POT BEFORE MITIGATION ACTIONS POT BEFORE MITIGATION ACTIONS TOTAL PROBABILITY: 2 MITIGATION ACTIONS POT AFTER MITIGATION ACTIONS POT STRATEGIC FOCUS AREA: PRODUCTION, PROCESSING AND MARKI POT MITIGATION ACTIONS POT STRATEGIC FOCUS AREA: PRODUCTION, PROCESSING AND MARKI POT MITIGATION ACTIONS POT BEFORE In maintenance of animal health status in SVCF Loss of income due to FMD outbreak BEFORE MITIGATION ACTIONS POT BEFORE MITIGATION ACTIONS	STRATEGIC FOCUS ARE	-
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MITIGATION ACTIONS POT	Inability to assist in maintenance of animal health status	 Loss of income due to FMD outbreak
ACTIONS POT	BEFORE	TOTAL PROBABILITY: 5
		POTI
MITIGATION		TOTAL PROBABILITY: 1 POT

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RISK MITIGATION ACTIONS

TING

- Support animal health and welfare initiatives on a costrecovery basis (Attainment of OIE Disease Freedom CBPP & BSE and TB & Brucella Protocols for FMD Free Zone) Regular communication with DVS
- Sensitise the industry regarding animal health and welfare issues
- Input to development of veterinary policies and legal documents through stakeholder consultation

TOTAL SEVERITY: 10

NTIAL RISK VALUE: 20

TOTAL SEVERITY: 5

TING

- Support animal health and welfare initiatives on a costrecovery basis (Attainment of OIE Disease Freedom) from Animal Health Fund
- Sensitise the industry on animal health and welfare issues
- Input to development of veterinary policies and legal
- documents through stakeholder consultationAdvocate for the increase of formal livestock off-take in NCA

TOTAL SEVERITY: 6

ENTIAL RISK VALUE: 12

TOTAL SEVERITY: 6

TING

- Support government and industry to find alternative abattoirs either by upgrading or constructing abattoirs or mobile abattoirs
- Sensitise the industry on animal health and welfare issues
- Input to development of veterinary policies and legal documents through stakeholder consultation

TOTAL SEVERITY: 10

TOTAL SEVERITY: 9

ENTIAL RISK VALUE: 9

Delivering value through strategy

In the reporting period, the Meat Board's strategy addressed five strategic areas of focus, each of which is a vital component enabling the Board to achieve its objectives.



A SUSTAINABLE ORGANISATION

A sustainable organisation is essential for the execution of its mandate. This focus area ensures that the Meat Board is financially independent, has motivated, highly skilled personnel and complies with industry requirements. It also ensures that the Meat Board complied with its legal obligations. In terms of a balanced scorecard perspective, this area includes financial, customer, internal processes, and learning and growth perspectives.

MARKET ACCESS AND MAINTENANCE

To execute its mandate, namely promoting the meat industry of Namibia, the Meat Board must assist with the maintenance of access to existing markets, while continuously identifying potential financially-viable markets, as well as providing negotiation support. In terms of a balanced scorecard perspective, this focus area includes customer, learning and growth perspectives.

REGULATORY **CONTROL OF STANDARDS**

Maintaining and improving the animal status of Namibia is essential for a healthy, growing meat industry. This strategic focus area ensures that existing regulations are well implemented and new ones introduced where gaps exist, as well as enabling the promotion, branding and classification of Namibian meat products.



STRENGTHEN STAKEHOLDER RELATIONS

Sound and mutually-beneficial stakeholder relations are the second strategic focus area of the Meat Board's strategic plan. Its purpose is to ensure that the Meat Board maintains good relations with stakeholders in order to grow the meat industry, and concentrates on customer and financial perspectives.

PRODUCTION, PROCESSING AND MARKETING

The purpose of this strategic focus is to assist the livestock and meat industry with animal health and welfare, ensuring that market-related information reaches the industry and aligning livestock production with market and consumer requirements. It entails customer, internal processes and learning and growth perspectives.

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2018/19 PERFORMANCE

During the reporting year, the Meat Board reviewed its strategy for sustainability and long-term growth for the period between 2019 to 2023. The Senior Management and the Board participated in an open-strategy process that adopted a 'bottom-up' approach aimed at encouraging active discussion and input from the different divisions, reviewing recent performance and principal risks. Through this process the Meat Board identified key strategic imperatives for the next five years.

The Meat Board's Strategic Plan 2019 to 2023, emphasises five key strategic focus areas. Successful performance in these areas will effectively position the Meat Board to contribute to Namibia's economic growth and sustainability.

The strategic focus areas outlined in the framework on the next page are based on the key responsibilities of the Meat Board. Close collaboration is therefore required to ensure the effective implementation of programmes, projects and activities according to sound project-management principles.

Meat Board's Five Strategic Focus Areas: 2018/19



1.

ENSURE A

SUSTAINABLE

ORGANISATION





2.



STRENGTHEN STAKEHOLDER RELATIONS

MEAT-MARKET ACCESS MAINTENANCE **AND DIVERSI-FICATION**

3.









Strategic Focus Area 1: Ensure a sustainable organisation





STRATEGIC OBJECTIVES

- Ensure cost-efficiency in operations
- Ensure that at least 95% of formal transactions are levied
- Manage Meat Board finances according to regulatory requirements
- Comply fully with the Public Enterprises Governance Amendment Act
- Maintain a skilled, motivated full-time staff complement to support Meat Board activities
- Ensure that the Board functions efficiently and effectively
- Improve operational efficiency by implementing a performance management system
- Maintain and expand information-management systems
- Administer committees and funds in an effective and transparent manner

EXPECTED OUTCOMES

- Sustainable financial position
- Sound reputation, nationally and internationally

Financial performance

Overall financial performance

The Annual Financial Statements of the Meat Board were audited by the Office of the Auditor General. No qualifications were reported, a proud tradition that the Meat Board upholds since 1995.

Income for the reporting period was N\$54,477,957 (2017/18: N\$50,408,026), an increase of 8 per cent. Total expenses increased from N\$32,174,780 in 2017/18 to N\$48,444,925 in the reporting period, resulting in a surplus/deficit of N\$4,638,639 compared with a surplus of N\$15,052,537 in 2017/18 after classification cost.

Borrowing plans

The Meat Board does not intended to borrow funds in the foreseeable future, neither receiving funds from Government for operations.

Sources of revenue

The Meat Board, as regulator of the meat industry, collects its revenue from various role players in the industry in the form of levies. Levy payments are collected at different stages of the value chain and entails that livestock sellers pay levies. The buyer, auctioneer or abattoir are responsible for the collection of levies and payment to the Meat Board.

Levies are presently calculated as

2. Export of livestock: 1.0 per cent of

1. Abattoirs: 0.7 per cent of

slaughtered

standard value

follows:

- 3. Auctions: 0.6 per cent of transaction value for all domestic/outof-hand (on the hoof) sales 4. Where the transaction value cannot be verified, a standard value shall
- hand transactions), and 5. Imports: 0.8 per cent of transaction value of all imports.

Levis are apportioned as follows:

- General Account: 80 per cent
- transaction value of livestock Account: 5 per cent.

Standard values are announced by the Meat Board on an annual basis,

Meat Board of Namibia

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apply (local abattoirs and out-of-

FAN Meat Account: 15 per cent **Emergency Veterinary Service**

based on the values of livestock sold the previous calendar year. All registered livestock producers receive self-assessment forms by post, which must be completed and submitted to the Meat Board by 25 October (for the period April to September) and by 25 April (for the period October to March).

Another source of revenue includes interest received on the investment of surplus funds. Such retained income is a major source of funds for the Meat Board. From time to time the Meat Board receives funds from the MAWF, earmarked for the implementation of its projects on a fixed-fee basis.



Appropriation and administration of funds

The Meat Board's mission is to promote a favourable environment through which meat and meat products can be produced, processed and marketed by stakeholders of the Namibian meat industry.

In order to achieve this mission, the Meat Board must ensure that the key strategic focus areas, as enshrined in the Meat Board's Strategic Plan, are adequately addressed. This is achieved through the appropriation of levy funds, the implementation of regulatory requirements and the administration of projects.

Apart from the General Fund (and Reserve Fund) used for day-to-day activities of Meat Board operations, the Board manages six funds on behalf of the meat industry. In addition, the Meat Board manages funds earmarked for specific projects on behalf of the MAWF.

The funds administered and managed by the Meat Board include the Emergency Veterinary Services Fund, Ear Tag Fund, FAN Meat Fund, Stock Brands Fund, NCA Fund and the Classification Fund. Each fund was established for specific purposes and is, as such, applied by the Meat Board. Income from the above statutory funds is derived from levies promulgated by the Honourable Minister on request of the Meat Board. Some funds are managed by the Meat Board on behalf of Government on a cost-recovery basis.

General Fund (and Reserve Fund)

The General Fund (and Reserve Fund) are utilised for the day-today activities of the Board and its operations.

Emergency Veterinary Service Fund

The Emergency Veterinary Services Fund was established during the 1994/95 financial year with the objective of accruing a special health levy to be utilised for providing support to the DVS in case of national emergency. This levy is derived from the General Levy and comprises 5 per cent of the total levy received (as per Government notice no. 272/2010).

Ear Tag Fund

The Meat Board was appointed by the MAWF as central distributor of official cattle ear tags for areas south of the veterinary cordon fence and small-stock ear tags as per the Animal Identification Regulations (2017). The Meat Board, via the FAN Meat Committee, which is a stakeholder platform, has since its inception been involved in the Namibian Livestock Identification and Traceability System (NamLITS) and performs the distribution function on a cost-recovery basis. Tag distribution was structured so that it would recover operational and capital costs. Moneys collected forms the Ear Tag Fund, which serves as a reserve in cases such as exchange-rate fluctuations. Accumulated funds will be used for the purpose of strengthening and supporting NamLITS, in accordance with recommendation from the FAN Meat Committee.



Administering funds on behalf of the livestock and meat industry.

FAN Meat Fund

recovery basis to producers.

Stock Brand Fund

The Registrar of Stock Brands, who is the Chief Veterinary Officer, outsourced the administration of stock brands to the Meat Board. Stock-brand administration fees were imposed and a special account opened for the fund.

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The FAN Meat Scheme is a consumeroriented, meat-quality assurance scheme monitors and certifies meat for the export market according to consumer standards with respect to bio-safety, food safety, animal welfare and meat quality. The scheme provides traceability of the product from the farm of origin. It is administered by the Meat Board in close association with the DVS (competent authority), export abattoirs and the livestock producers of the country. The FAN Meat Fund is utilised to manage and update the scheme in accordance with the requirements set by discerning international consumers. The funds' income is generated by the Meat Board General Levy of which 15 per cent is contributed to the FAN Meat Fund. The acquisition and distribution of official cattle and small-stock ear tags fall under the mandate of this fund and assures the distribution of ear tags on a cost-

NCA Fund

Significant growth in the meat industry can be achieved by increasing the sale of cattle north of the VCF. At present, the area does not have an internationally-declared FMD diseasefree status due to the occurrence of FMD. FMD, with exception of the Zambezi and East Kavango regions, has been contained. International certification confirming these areas are free of FMD disease must be pursued in the near future. Certification may lead to an improved animal-disease status and an increase in the meat export trade.

Classification Fund

The Classification Fund was established under Section 17(1) of the Meat Industry Act of 1981. Based on Government notice No. 272, dated 15 December 2010, this levy is to be utilised to finance carcass classification services at export abattoirs.

MAWF funds

The Meat Board manages funds earmarked for certain projects on behalf of the MAWF and appropriation is accomplished on instruction of the Executive Director.



Strategic Focus Area 2: Strengthen stakeholder relations

PURPOSE: TO UNDERSTAND AND BE RESPONSIVE TO THE INTERESTS OF ALL STAKEHOLDERS. EFFECTIVE DIALOGUE AND ENGAGEMENT IS CRITICAL TO DELIVERING ON OUR STRATEGIC FOCUS AREAS AND TO GROW THE MEAT AND LIVESTOCK INDUSTRY.





STRATEGIC OBJECTIVES

- Improve regular, formal meetings with the Ministry of Agriculture, Water and Forestry to inform authorities on conducive policies and regulatory environment
- Increase awareness of the activities of the Meat Board and the potential benefits to the meat industry
- 🔗 Increase networks of influential contacts nationally and internationally, both in governments and industries
- Establish a joint vision for the livestock and meat industry.

EXPECTED OUTCOMES

- Regular communication between the Meat Board and stakeholders on industry matters
- Respect for the Meat Board as the authority on meat-industry matters

Key Stakeholders

Namibia's livestock and meat industry is diverse and complex, attested by the multitude of stakeholders, each with their own interest and needs. In 2015, the Meat Board embarked on a dedicated communications strategy, measuring the success of communication activities, while developing new initiatives to complement working activities.

The Meat Board carries the mandate to promote the interests of the meat industry in Namibia. Therefore, the Meat Board works in collaboration with the Ministry of Agriculture, Water and Forestry and other key stakeholders such as the farmers' unions (NAU, NNFU and NECFU), the Abattoir Association of Namibia, the Meat Traders and Processors Association, and the Livestock Brokers and Traders Association.

> During the reporting year, the Meat Board completed a comprehensive stakeholder-mapping exercise, which led to the development of a stakeholder engagement plan, depicted graphically below.



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Engaging our stakeholders

Stakeholder engagement seeks to create partnerships and encourage constructive dialogue between all parties so they can learn from one another. Dialogue does not necessarily guarantee consensus, but helps reduce conflict, strengthen relationships and inform good decision-making to grow the industry. Stakeholder analysis, depicted below and on the following pages, enables the Meat Board to engage with its stakeholders in a structured, objective-orientated manner.

Stakeholder	Objective	Message
PRODUCERS		
Commercial Farmers	Inform and educate concerning relevant matters that affect them arising from the industry, paying special attention to young and upcoming commercial farmers.	Notices and announcements, industry information and interesting international information.
Delivery mechanisms Measurability	Website, placements of advertisements in local publication supplements and articles, radio, What'sApp groups, Faceb Questionnaires/surveys.	• • • •
Emerging Farmers	Inform and educate as matters arising from Government developments and industry changes, be sensitive to their needs and help create opportunities for agricultural education sessions.	Notices and announcements, industry information and interesting local information.
Delivery mechanisms Measurability	Placements of advertisements in local publications, news Namibia vernacular publications, vernacular radio, SMSs, Questionnaires/surveys.	
Communal Farmers	Inform and educate as matters arising from the industry, be sensitive to their needs and attend to them as far as possible.	Notices and announcements at communal meetings and, above all, radio, especially vernacular radio stations.
Delivery mechanisms Measurability	Primarily vernacular radio, SMSs, Meat Board of Namibia Questionnaires/surveys.	vernacular publications.

EMPLOYEES AND TRADE UNIONS

Meat Board of Namibia Senior Management	Communicate mandate with senior management and stakeholders.	Communicate the desire for the optimal performance and to be aware of any new directions or ministerial developments.
Delivery mechanisms	Board Meetings, Meat Chronicle, What'sApp messages	
Measurability	Overall performance of the organisation. Performance ap	opraisal of each manager.
Meat Board	Communicate the importance of roles and	Employees should be proud to be associated
Employees	responsibilities in each of the portfolios to ensure in meeting the mandate of the Meat Board. Educate employees so that they will be able to answer basic questions.	with the Meat Board as an employer of choice.
Delivery mechanisms	Staff meetings, HR internal newsletter, email, internal en	nail and newsletters, What'sApp messages
Measurability	A climate survey to be conducted every second year.	

Stakeholder	Objective
INDUSTRY BODIES AN	ND RELEVANT MEAT/LIVESTOCK ORG
Agricultural Unions	Communicate mandate and information representatives.
Delivery mechanisms Measurability	Appearances at meetings, email newslett Questionnaires/surveys. Website/mail/we
Namibian Chamber of Commerce (NCCI) Delivery mechanisms	Build support for the Meat Board of Nami mandate to research new markets, and tr valuable contribution to the country's dev Ad hoc meetings with leaders of industry,
Measurability The Abattoirs Association of Namibia (AAN), the Meat Processors Association of Namibia (MPA)	media. Successful working partnerships and inter AAN: Set standards and enforce complian across Namibia. MPA: Set standards and enforce complian and Safety legislation and standards acro LABTA: Set standards and enforce complian Namibian legislations regarding the move import and keeping of livestock.
Delivery mechanisms	Disseminate information through existing
Measurability Veterinary Association of Namibia	Monitor the industry through meetings. M Develop and build a strong relationship w association in order to foster a trusting w relationship and unencumbered flow of in
Delivery mechanisms Measurability	Consultative meetings with Directors and Annual review of working relationship. Qu order to ascertain knowledge of projects.
The Board of the Meat Board of Namibia Delivery mechanisms	Ensure the Board and Management are in regarding current and future positions of Board of Namibia. Board Meetings, Meat Chronicle, What'sAp
Measurability	Annual reviews and reports
NGOs operating in the meat industry	A survey could be made to determine atti views concerning Meat Board effectivenes whether they are a body which upholds it
Delivery mechanisms Measurability	Working sessions with appropriate NGOs Promote information flow between NGOs their continued progress.

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Message

GANISATIONS		
n to	Build unity between the Meat Board of Namibia and the Unions; champion unity amongst different Unions, also lobbying support.	
tters.		
website/radio/Face	edook.	
nibia in its trust in its levelopment.	Industry leaders should support the Board's efforts and assist where they can.	
y, electronic news	letters, public-relations placements in news	
ternational trade v	<i>i</i> isits	
ance of abattoirs ance with Health ross Namibia. oliance with vement, export,	AAN: Encourage registration and distribute relevant information regarding compliance to all abattoirs. MPA: Encourage registration and distribute relevant information regarding compliance to all producers. LABTA: Encourage registration and distribute relevant information regarding compliance to all members and non-members.	
ng databases, trair	ning, media and advertising.	
Measure complia	nce to set standards	
with the working finformation.	Clearly communicate the mandate of the Meat Board of Namibia at the same time taking full ownership of projects undertaken on behalf of the Veterinary Association.	
nd Deputy Director	rs, email communication.	
Questionnaires / sı s.	urveys to producers and other stakeholders in	
in agreement of the Meat	Communicate progress on mandate; report on internal engagements.	
App messages		
ttitudes and ess/roles/ its promises.	The Meat Board of Namibia understands the needs of farmers across the country and can therefore be a valuable partner in development.	
)s to ensure that th	neir objectives are set correctly.	
Ds. Promote implementation of short- and long-term projects and		



Strategic Focus Area 2: Strengthen stakeholder relations

Stakeholder	Objective	Message	Stakeholder	Objective	Message
INDUSTRY BODIES A	ND RELEVANT MEAT/LIVESTOCK ORGANISATIONS (continued)	GOVERNMENT AND OFFICIALS, DI	PLOMATIC CORPS (continued)	
Agricultural Financial Institutions	Update information for farmers. Provide information to financial institutions that assist farmers to achieve their goals by making them aware of	As the Meat Board operates close to producers, the Agribank can partner with the Meat Board and producers to ensure a healthy livestock	International institutions and organisations	Communicate compliance of the meat industry with international protocols, best practices and guidelines as well as initiatives and plans of the Meat Board.	The market/industry is on par with international markets and standards and proactive to remain compliant.
Delivery mechanisms	producers' needs. Consultative meetings amongst stakeholders, mapping w by all stakeholders.	sector and provide optimal service to the producers. ays forward communicated via channels shared	Delivery mechanisms Measurability	development within the Meat Board. Review progress on signed deals. Set a be Set a benchmark and measure performar	nt,s newsletters to keep them informed abour enchmark and measure performance against nee against it. Surveys could be conducted to
Measurability	Monitoring information. Developing project plans and mo correct data is available to the agricultural banking secto producers to communicate their needs.	r. A discussion group/forum could be created for		determine perceptions of Meat Board's ef	fectiveness/roles/trustworthiness.
Existing and	Build international relationships with relevant international market stakeholders as a point of contact	Namibia is internationally renowned as an exporter and the market/industry is	Stakeholder	Objective	Message
potential export markets	to the Namibian Meat Industry.	an international leader in standards and			
Delivery mechanisms	High-level meetings and signed agreements, research mis	legislation. ssions in order to establish channels of	OTHER STAKEHOLDERS		
Measurability	communication. Review the progress of signed deals. Set a benchmark and working relationships between international and local sta		Participants in corporate social Initiatives (sponsorship recipients and bursary holders) and wellness initiatives in the workplace	Communicate commitment and advice; in-service training and through sponsorships.	The Meat Board promotes careers, health a safety and standards in the meat industry.
	Services and Ministries.		Delivery mechanisms	Local media, website, Facebook, pamphle	ets, etc.
Stakeholder	Objective	Message	Measurability	Monitor the progress of trainees who com	pleted programme. Questionnaires/surveys.
GOVERNMENT AND C The Ministry of Agricu Water and Forestry, M	· · · ·	The Meat Board of Namibia is a partner to the MAWF and other government institutions in	Educational and social partners	Develop programmes to stimulate interest in agriculture amongst Namibians, develop campaigns to empower producers.	As one of the main stakeholders in the industry, as well as a government body, the Meat Board of Namibia understands the agricultural landscape of Namibia and wha
Water and Forestry, M Industrialisation, Trac Development, Ministr Ministry of Land Refo of Environment and Te	de & SME Ministries and missions. y of Finance, rm, Ministry	developing a world-class meat industry that is properly regulated and serves the needs of the local, regional and international markets and effective communication with producers.	Delivery mechanisms Measurability	Annual working session with NGOs, produ for agricultural development. Measure how successful implementation	it requires to successfully contribute to the country's development plans. Icers, tertiary institutions to develop a road r

Ministry of Home Affairs, Ministry of Foreign Affairs and Local **Diplomatic Missions** Delivery mechanisms One-on-one sessions on a regular basis. Quarterly meetings with the Ministers and the Executive Director, Directors and Deputy Directors at MAWF. Involving them in radio programmes/television shows/farm industry days/e-newsletters. Monitor flow of communication, frequency of meetings, set a benchmark and milestones Measurability to be met over a defined period. A survey could be administered to producers in order to determine their levels of satisfaction with communications conducted between the Meat Board and Government. Involve them in radio programmes/TV Regional councils are the first point of contact **Regional Councillors** shows/farm-industry days/e-newsletters. for Governmental involvement in the regions and therefore good working relationships are crucial. Meetings when management or staff are in the areas, What'sApp messages, Facebook **Delivery mechanisms** groups, email newsletters Measurability Information sharing and successful working partnerships on regional projects.

monitor their continued p with projects. Communicate the potenti Service providers opportunities and partner **Delivery mechanisms** Tenders and studies cond Annual review of services Develop and build strong with the media with the o disseminate information. authoritative voice in the Delivery mechanisms Newspaper supplements,

Measurability

Measurability

Media

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Message

stimulate nongst Ipaigns to	As one of the main stakeholders in the industry, as well as a government body, the Meat Board of Namibia understands the agricultural landscape of Namibia and what it requires to successfully contribute to the country's development plans.	
with NGOs, produc nent.	ers, tertiary institutions to develop a road map	
	f short- and long-term projects has been and nnaires/surveys to selected groups targeted	
tial for business erships.	The Meat Board encourages service providers to engage and advance the interests of all parties. The Meat Board is transparent and fair in its dealings with all stakeholders.	
ducted.		
s rendered		
g relationships objective to . Become the e meat industry.	Publicise the mandate and activities of the Meat Board. Communicate success stories, upcoming events, new developments at the Meat Board.	
, press releases, press invite to farmer-industry days.		

Track the effectiveness and uptake of news releases; assess the strength of relationships built with the media. Monitor and evaluate qualitatively and quantitatively.



THE MEAT BOARD BRAND



A strong brand identity is essential for the management of an organisation's brand reputation. The brand of the Meat Board has been well-established in recent years and although its communication strategy, developed in 2015, laid a solid foundation, it is important that the Meat Board continues its marketing and communications journey.

In keeping with this, the Meat Board started in the reporting year to focus on one of its key roles, namely to disseminate information relevant to its various stakeholders — with maximum impact — through all available channels.

Where the Meat Board has been tasked to assume the responsibilities of other organisations (for example, distribution of ear tags on behalf of the DVS), it must make sure that stakeholders are apprised that it fall outside its jurisdiction, the Board nonetheless accepted the challenge to assist. The Board is aware that this stance is essential for the recognition of the work it accomplishes in the industry.

Botswana delegation visits the Meat Board



The Meat Board's stakeholder engagement activities are not confined to local interactions, but often cross regional and international borders. In the current reporting year, a delegation from Botswana's State Enterprise Evaluation and Privatisation Agency visited the Meat Board to investigate the organisation of Namibia's meat industry. Botswana is in the process of investigating deregulation of its meat industry and uses Namibia as a benchmark. The delegation was particularly interested in the structure of the Namibian meat industry, the Meat Industry Act of 1981, suggested amendments, as well as the Meat Board's strategic plan. They were especially impressed with the non-regulatory functions, such as the classification of carcasses, market research and support to the Directorate of Veterinary Services provided by the Meat Board.

Engagements with various stakeholders strengthen relations

MINISTER OF AGRICULTURE, WATER AND FORESTRY VISITS THE MEAT BOARD

The recently-appointed Minister of Agriculture, Water and Forestry visited the Meat Board to familiarise himself with internal arrangements and activities of the organisation. An important feature of the visit was briefing the Minister on many challenges the Meat Board faces and navigating The Minister was also briefed on the Board's efforts to initiate operations at the export abattoirs in Oshakati and Katima Mulilo, whose opening would create a market for producers north of the veterinary cordon fence. Additional challenges include financing the export certification



DELEGATION FROM MONGOLIA VISITED MEAT BOARD

An eight-member delegation from Mongolia, which included a Member of Parliament, two Director Generals from meat and food producing companies, a veterinarian and FAO officials, visited Namibia on 24 April 2018. The main objective of the visit was to acquaint themselves on how Namibia maintains their FMD-free status.

The delegation was impressed with the role the Meat Board plays within the meat industry and the manner in which its supports the export of Namibian livestock and meat products. The delegation also visited Meatco and the Directorate of Veterinary Services.

FARMERS UNION DELEGATION OF BOTSWANA PAID A VISIT TO THE MEAT BOARD

The Farmers Union delegation of Botswana visited the Meat Board to familiarise themselves with the functionality of the Board. The delegation was received by Mr Desmond Cloete, Mr Esegiel Serogwe and Ms Maria Namukwambi of the Meat Board. Mr Cloete made a presentation on the roles and functions of the Meat Board, including its interaction with stakeholders, especially between the NNFU and the board, while Mr Serogwe explained the functions of the FAN-MEAT division.

The president of the Botswana Farmers' Association commended the Meat Board for the role it plays in the redmeat industry and also referred to the fact that Namibia has many effective policies and regulations in place.



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the meat and livestock industry, such as improving animal health status north of the veterinary cordon fence.

functions of the Directorate of Veterinary Services, conducting research to determine the competitiveness of the Namibian meat-industry value chains and finding a way to promote growth in the sheep sector urgently.

The interaction was fruitful and produced greater awareness of, and appreciation for the role the Meat Board plays in the country's meat and livestock industry.





Keeping Namibia's livestock and meat industry aligned with global trends

Unique opportunity to network and exchange ideas with countries that share similar livestock and meat industries with Namibia



Dr J Buys (Registrar Namibian Veterinary Council), Dr M Maseke (Chief Veterinary Officer of Namibia) and Dr A Boshoff (Meat Board of Namibia)

The World Organisation for Animal Health's (OIE) General Assembly (GA) of 2018 was held from 20 to 25 May 2018 in Paris, France. The Meat Board's Manager of Meat Standards, Dr Anja Boshoff, together with Dr Milton Maseke (Chief Veterinary Officer, Namibia) and Dr Janeke Buys (Registrar Namibian Veterinary Council), were members of the Namibian delegation.

Attending the OIE General Assembly, offers the Meat Board unique opportunities to network, take part in formal and informal discussions with trading partners, exchange ideas with countries that share similar livestock and meat industries

with Namibia, as well as provide valuable insight about global, animal-disease trends and concerns. Insight into these trends provides the Meat Board the opportunity to keep the Namibian livestock and meat industries aligned with global trends and for strategic focus and planning.

TRADE IS ABOUT TRUST

The main theme of the GA this year was Transparency. In the past, focus on transparency had been missing and now was the time for it to feature in discussions between the competent authority and stakeholders and for its importance to be emphasised. The OIE acknowledged that

the implementation of standards relies on the ability of producers to implement them. Impractical measures or measures that hamper daily operations cannot be implemented because the goals of such measures cannot be met. The standards set by the OIE are aimed at improving animal health and globally facilitating safe trade in animals and animal products.

The 182 member countries of the OIE were urged during the GA to actively engage in stakeholder consultations for the successful implementation of measures and standards.



PUBLIC-PRIVATE PARTNERSHIPS

By 2016, the sustainability of Veterinary Services on a global level had already been discussed as a point of concern. The Public-Private Progress Initiative is a strategic three-year initiative led by the OIE to assist member countries to improve the quality of veterinary services, simultaneously building robust and sustainable animalhealth systems. The aim of this initiative is to provide an overview of existing PPPs in the world, measure the impact and value of such PPPs, foster relationships between the public and private sectors of Veterinary Services and to provide tools to assist member countries to engage in effective and sustainable PPPs.

Public-Private Partnerships, when properly implemented, are beneficial for both the public and private sectors. The Meat Board of Namibia was specifically mentioned as an example of a successful PPP in Africa during the meeting of the OIE Regional Commission for Africa on 21 May 2018. Many opportunities exist in such partnerships to further strengthen the Namibian livestock and meat Industries and the Directorate of Veterinary Services.

GLOBAL ANIMAL-HEALTH SITUATION

Foot-and-mouth disease (FMD) remains the most notorious disease globally. Not only does FMD result in major economic and production loss in affected countries, but FMD-affected countries also present a major risk to countries which are free of FMD or maintain a free zone.

In Southern Africa there are eight countries that do not have an official status with regard to FMD.

The challenges Africa faces with FMD include:

- management,
- limited diagnostic capability,
 - economic impact, and

A revision of the FMD standards of the Terrestrial Animal Health Code (TAHC) was proposed to reduce the impact of the incursion of African Buffalo into free countries or free zones. The proposal suggests that if the situation is well controlled, there would be no need to suspend the status of a country or zone. A revision of the chapter on zoning and compartmentalisation is also underway.

In the past year, 49 countries in African and Asian regions had been affected by Peste Des Petits Ruminants (PPR). Control measures implemented by countries include surveillance, movement control, stamping out and vaccination.

In countries where the disease is present, only some measures have been implemented and there appears to be a decline in the number of official vaccinations. It also appears that these countries have, in the face of an outbreak, changed their control strategies by focusing only on vaccinating instead of taking preventative measures to curb outbreaks of PPR.

Globally, the PPR status has worsened in that it has spread beyond its traditional range. In Namibia, the area south of the Veterinary Cordon fence is officially free

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insufficient epidemiological risk

limited understanding of the sociopoor cross-border movement control. of PPR, but the Northern Communal Area (NCA) remains at risk due to porous borders with Angola, Zimbabwe and Zambia. Namibia has developed a control strategy for PPR which will work in conjunction with the FMD control strategy to obtain official freedom for PPR in the NCA as well.

TAKE-HOME MESSAGE

The implementation of standards developed by the OIE proved to be effective. However, countries who fail to implement standards and measures remain a risk to the cross-border spread of diseases. Vigilance, early detection and early control will remain important in the maintenance and improvement of the Namibian animal-health status.

The Mexican Government regards farmers as the most important key in surveillance and has subsequently spearheaded initiatives to train them in surveillance. This could be a valuable initiative for Namibia too.

The successful implementation of standards depends on the ability of producers to implement those standards. Stronger emphasis should be placed on the consultation process between stakeholders and the competent authority, as the common goal is to improve animal health in order to insure human health. thereby contributing to the prosperity of all Namibians.



Strategic Focus Area 3: Meat-market access maintenance and diversification

PURPOSE: TO ASSIST WITH THE MAINTENANCE OF MARKET ACCESS TO EXISTING MARKETS, WHILE CONTINUOUSLY IDENTIFYING OPPORTUNITIES FOR NEW FINANCIALLY, VIABLE MARKETS.

STRATEGIC OBJECTIVES

- Monitor developments in meat-market access
- Maintain and defend meat-market access conditions and develop existing markets
- Oisseminate export marketing information
- Assist the creation and promotion of a strong brand in export markets
- Develop new systems to facilitate strategic market information, both nationally and internationally
- Identify opportunities for value addition in the meat industry
- Develop a trade facilitation system

EXPECTED OUTCOMES

Existing markets maintained

💋 New markets developed

Export potential of Namibian meat products: an overview

Namibian meat products are differentiated in world meat markets due to:

- high-quality, tasty beef, sheep and goat meat
- the production of value-added or processed products including hides and skins
- an established Quality Assurance Scheme, FAN Meat, which
 was the first of its kind in Africa
- slaughtering at EU-approved abattoirs that are ISO and HACCP certified
- meat from livestock produced on natural vegetation without addition of animal by-products, growth stimulants or antibiotics
- good measures for traceability and record-keeping, including movement control by the competent authority, the Directorate of Veterinary Services
- a combination of good agricultural practices, animal welfare, environmental sustainability, the use of modern technology and livestock ultrasonic scanning that supports the production of meat.

Livestock and related products, and meat and related products, are exported in the following forms:

- on the hoof (live)
- as frozen or de-boned chilled cuts
- as processed meats
- as carcasses
- as offal, hides and skins.

A high-grade meat value chain is depicted below. Producer prices fluctuate from week to week and are subject to demand, competition and exchange-rate fluctuations.

Expansion of the meat industry can be achieved by increasing the off-take of cattle north of the VCF. Currently, beef sales are

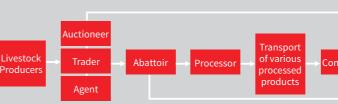


Figure 12: High-grade meat value chain

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restricted due to quarantine requirements in East Kavango and Zambezi regions as a result of the foot-and-mouth disease (FMD) status of the regions. The Commodity-based Trade Concept is pursued to aid marketing in these regions. Occurrence of FMD is restricted to these two regions, therefore the disease has been eradicated in the rest of northern Namibia. In the near future, FMD freedom certification needs to be pursued for the remaining northern regions, and when such certification is achieved, the meat export trade will improve dramatically.

Since independence Namibia has been privileged to have access to a variety of international, high-value markets. The Norwegian and EU market remains the most lucrative markets for Namibia's beef exports. Namibia exports approximately 9,000 tons of beef to Europe annually, while the main importing countries are the United Kingdom and Norway. Finland, Denmark, Germany and the Netherlands are also becoming favoured importing countries.

Sheep meat, depending on favourable exchange rates, had been exported to Europe. However, due to historic relations and locality, neighbouring South Africa remains Namibia's most lucrative market for sheep meat.

The meat industry is backed by a strong and proficient veterinary service, not only in the private sector but also by the competent authority, the Directorate of Veterinary Services of the MAWF. The Directorate has been able to lead Namibia since independence to achieve a favourable national animalhealth status, the required meat hygiene standards in abattoirs, animal-health certification and control on farms. The World Animal Health Organisation, the OIE, as well as the Food and Agriculture Organisation (FAO), regularly applaud Namibia's



veterinary services, while the EU Food and Veterinary Office and the South African Veterinary Authorities accept Namibia's standards for meat imports. Namibia's exemplary veterinary services enable the country to gain access to the United States, Chinese and Hong Kong markets.

A perspective on the exports of weaners to **South Africa**

Various meetings and social media discussions have raised concerns about the demise of the Namibian slaughter industry and the identified 'culprit', increased exports of Namibian livestock to South Africa, more specifically, the export of beef and weaners.

Namibia is privilege to have access to a variety of international beef and cattle markets and need to export due to a small local market. These markets, especially the value-added slaughter markets, have been developed with huge effort by Directorate of Veterinary Services and abattoir/ processor, Meatco.

Since 1991, Namibia also has access to the European Union market, and not just South Africa. Lately, access to new beef markets have arose, such as Norway, Peoples Republic of China and the United States of America. During 2018, a total of 19,503 tons of beef was produced with a total market value of N\$1.4 billion.



EXPORT OF WEANERS A VALUABLE CONTRIBUTOR

Namibia has been an exporter of young cattle since the early seventies. In the past five years, an average of 215,005 weaners per year have been exported to South Africa, of which 280,781 have been exported during 2018 only (see Figure 13). The value of weaners exported was approximately N\$1.8 billion, a valuable contribution to the local economy. During 2018, N\$1.3 billion more have been earned by the selling of weaners compared to the same period during 2017.

Concern has been expressed by different stakeholders about the number of weaners being exported, due to the price difference paid by local cattleexport abattoirs for slaughter cattle versus prices paid by South African importers for weaners.

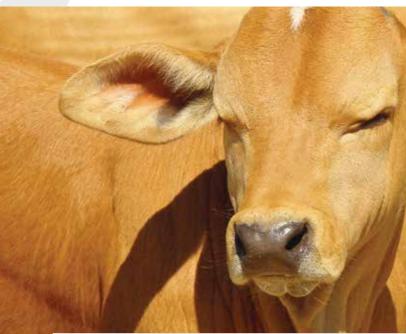
Comparing auction prices for weaners and slaughter cattle, weaners were sold for N\$6,063 per head, while slaughter cattle were sold for N\$8,957 per head at auctions during 2017 — a difference of only N\$2,894. The small difference in price is even more prominent when taking into consideration that weaners' average age is eight months, while slaughter cattle are aged 28 months on average.

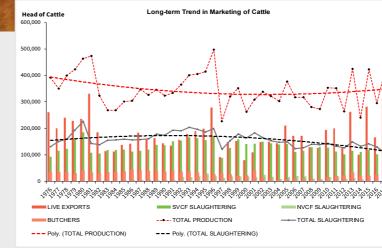
Weaner prices are mainly driven by the shortage of meat in South Africa. Average weaner auction prices increased by 51 per cent, while cattle export abattoir prices increased by 20 per cent between 2016 and 2017. This accounts as the main reason for increased weaner exports.

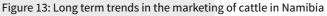
The question arises: what should local export-abattoirs prices be to reverse this trend in cattle exports? Figure 2 indicates comparable international carcass prices realised by producers in major exporting countries amongst others supplying beef to the EU. It is important to note that both South African (with no EU exports), Australian and Uruguayan producers are receiving higher prices than Namibian producers, while Namibian cattle slaughter prices do not yet follow the upward international trend.

Local cattle-export abattoirs should pay at least the equivalent South African Red Meat Abattoir Association B2-grade carcass class.

Upholding the slaughter industry for various reasons is therefore of crucial importance in terms of foreign-exchange earnings, employment creation and risk mitigation against importing country livestock import conditions.







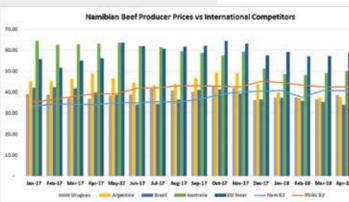


Figure 14: Namibian B2 grade slaughter cattle prices compared to equivalent international competitor slaughter cattle prices.

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IN CONCLUSION

Both the South African beef and weaner markets should have a place in the Namibian meat industry. It is important to note that:

- Weaners are produced mainly by different farmers for various reasons than those supplying slaughter cattle to local abattoirs.
- Certain areas of the country are more in the production of slaughter cattle than they are in the production of weaners.
- Weaner production delivers economic benefits to rural communities, as well as the national economy, which cannot be ignored.
- Raising and processing livestock is often cheaper in an importing country than buying boxed or chilled meat slaughtered locally, where it is a high input-cost industry compared to South Africa.
- Raising all produced locally weaners is not possible due to the absence of feedlots, the financial status of many weaner producers, and potential environmental degradation.
- Feedlots in Namibia are not financially viable due to local unavailability of fodder. Future Green Scheme initiatives could positively impact on this situation.
- Prior to any probable intervention, a benchmark price acceptable to all affected stakeholders should be formulated and enforced.

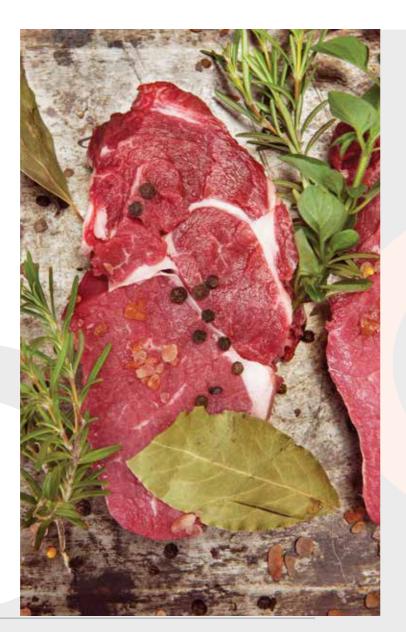
Containing weaners in the country to improve slaughter-capacity utilisation is not a feasible option. It is rather a question of overcoming the international economic recession (thereby improving international market prices) and by paying competitive prices to local producers.

Sources: Meat Board of Namibia, Meatco, Livestock Auctioneers Broker and Traders Association, World Beef Report





Exploring market access opportunities to benefit Namibian producers



BREXIT **NEGOTIATIONS** WITH REGARD TO **BEEF EXPORTS ARE STILL** ONGOING

Negotiations regarding the continuation of beef exports to the United Kingdom were debated at the highest level, despite difficulties between the European Union and Britain because of BREXIT negotiations. BREXIT's envisaged date of implementation was 29 March 2019.

The South African Customs Union, to which Namibia belongs, is in the final stage of negotiations to establish a Free Trade Agreement with the United Kingdom. On completion of negotiations, Namibia will still be able to export tariff and quota-free to the United Kingdom.

In 2018, Namibia exports approximately 10 per cent of its beef to the United Kingdom.

DELEGATION **FROM NAMIBIA VISITS CZECH** REPUBLIC

The Namibia Trade Forum extended an invitation to the Meat Board to take part in a market exploration visit to the Czech Republic. The delegation included the Minister of Industrialisation, Trade and SME Development. The trade visit was partly funded by the Czech Republic. In the past, Namibia and Botswana have exported small consignments of beef products to the Czech Republic and are assessing opportunities to increase beef exports to that country.

THE FUTURE **OF THE SOUTH AFRICAN MARKET**

Continued reliance on the South African market appears to be a delicate issue. During the reporting year, the Meat Board, on behalf of the meat industry, searched for alternative markets, especially for weaners and goats, as South Africa imposed livestock import conditions on SACU-importing countries inconsistent with the World Trade Organisation's Sanitary and Phytosanitary (SPS) agreement.

Furthermore, the Meat Board assisted DVS to develop standard operating procedures for exporting NCA-produced beef south of the VCF, as well as in the SADC region under the commodity-based trade approach.

REGISTERING THE FAN MEAT LOGO AS AN **INTERNATIONAL** QUALITY BRAND



The Meat Board is in the process of registering its Farm Assured Namibian Meat Scheme quality mark on its internationally accessible database. Worldwide, quality-assurance schemes for meat products are the norm and have become a requirement for reaching the upper end of the market, assuring consumers of the quality standards which are the norm in Namibia. Therefore, it is in Namibia's best interests to maintain FAN Meat standards as a marketing tool for quality Namibian meat and meat products.

The FAN Meat Scheme is ISO 9001:2015 certified and has implemented a quality management system. Registering the FAN Meat trademark internationally will avoid illegal use of the FAN Meat logo and at the same time give consumers confidence in the safety of the meat products, thereby creating a competitive edge for Namibian meat products.

Research conducted by the Meat Board has indicated that the Saudi Arabian and Angolan markets prove to be potential alternative markets for Namibian goats, should the South African market become financially non-viable. In addition, the Trade Division of the Meat Board has requested the Directorate of Veterinary Services (DVS) to determine the export requirements for bone-in lamb, mutton and goat meat to the United Arab Emirates and Saudi Arabia. The request also included the SPS requirements for the export of NCA-produced beef to these markets. The DVS was also requested to engage its Chinese counterparts to amend the current cattle export protocol to include bone-in lamb, sheep and offal.



Strategic Focus Area 4: Regulatory control of standards, quality assurance and imports/exports

PURPOSE: TO ENSURE THAT THE MEAT BOARD ENFORCES REQUIREMENTS SET BY THE MEAT INDUSTRY ACT AND NOTICES PUBLISHED UNDER THE ACT, AS WELL AS ASSIST WITH THE PROMOTION, BRANDING AND CLASSIFICATION OF NAMIBIAN MEAT PRODUCTS.





STRATEGIC OBJECTIVES

- Align the regulatory systems with Namibia's requirements
- Continue implementation of current standards and quality-
- Improve general enforcement of regulations
- Enforce requirements of Meat Industry Act, its amendments and
- Facilitate the administration of Market Share Promotion Schemes

EXPECTED OUTCOMES

- Improved compliance with regulations
- Setter management of information about the Namibian meat



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Strategic Focus Area 4: Regulatory control of standards, quality assurance and imports/exports

Discover the law enforcement functions of the Meat Board

An overview

In order to protect the Namibian market from illegal imports and unfair trade practices, the key objective of the Meat Board Law Enforcement Sub-division is to ensure that all role players adhere to the legislation and procedures guiding the meat industry in Namibia

This goal is achieved with physical inspections to ensure that the quantities of produce imported, exported or in transit through Namibia correspond with the invoices, customs clearing documents and also with the actual quantities of consignments on the trucks.

The mandate of the Meat Board of Namibia to meet this objective is derived from the Meat Industry Act, Act No. 12 of 1981.

Presence in the industry

The Sub-division monitors twenty border posts across Namibia, dealing with imports, exports and in- transit cargo of controlled products such as livestock and products thereof. Seven border posts are currently used as primary crossing points with another five border posts that are occasionally used on an ad hoc basis.

Smaller border posts are regulated by Customs and Excise (Ministry of Finance) or Nampol, who do not allow any consignment of controlled products to pass over the border without a valid Meat Board Permit.

All consignments of controlled produce are regulated by means of permits indicating the relevant information such as type of product, validity period, importer/exporter, border to be used, as well as origin and destination.





Border coverage



Ruacana 1 2 Omahenene

- 3 Oshikango
- Katwitwi Sarasungu
- Katima Mulilo
- Ngoma
- Mohembo
- Dobe
- **Buitepos**
- Klein Manasse
- Mata Mata Ariamsvlei
- Vioolsdrift
- Noordoewer
- Sendelingsdrift
- 17 Oranjemund





Infrastructure

The Meat Board of Namibia's head office is situated in Windhoek. and remote offices are situated in Ongwediva, Katima Mulilo and Rundu. Border staff is deployed at Ariamsvlei, Noordoewer, Buitepos, Walvis Bay, Katwitwi, Sarasungu and Katima Mulilo.

Personnel

The Law Enforcement Sub-division of the Meat Board of Namibia consists of three senior employees and seventeen border officials, which include three senior border officials stationed at the three main border posts, Noordoewer, Ariamsvlei and Buitepos.

Operational duties

Trade and offload-inspections inspectors of the Meat Board frequently visited traders and processors of both livestock round the country to ensure compliance with Namibian legislation and also that promulgated standards are adhered to. These inspections are documented and information is forwarded to relevant stakeholders for statistical purposes.

In-transit consignments

Consignments of controlled products destined for neighbouring countries are also regulated by means of permits and a traceability system (sealing and tracking system) is in place to ensure that the same consignment that entered Namibia, exits the country under surveillance of the Meat Board staff at the point

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of entry, as well as exit. Strict terms and conditions are in place to ensure that these products do not end up in Namibian markets and compete with local production. Monthly, an average of 85 trucks of chicken, beef, mutton or pork meat are in-transit through Namibia and each truck is inspected twice by Meat Board officials before being cleared to entry or leave the country.

Visits/audits at auctions and permit days

Ad hoc visits and audits are carried out at auctions and permit days all over Namibia; irregularities are reported and resolved in order to inform and guide all producers or agents in the industry.

Audits at local abattoirs

All Class A, B & C abattoirs in Namibia are visited at least once a year to ensure that mandatory procedures regarding Meat Board registrations and slaughter and levy remittances are adhered to.

Conclusion

The Law Enforcement Subdivision of the Meat Board is an indispensable part of the meat industry of Namibia. It is regarded in a positive light by the industry and as such commended for the compliance and co-operation it promotes among most of the stakeholders in the industry.

Strategic Focus Area 4: Regulatory control of standards, quality assurance and imports/exports

FAN Meat scheme: providing assurance regarding Namibia's meat

The scheme is an enabler achieving growth in the sector and focusing on the export of meat products where discerning international consumers are prepared to pay more for quality meat that is produced in an environmentally sustainable manner, adhering to high animal-welfare standards and ethical production methods.

Farm assurance schemes worldwide originated as a result of a number of food safety scares between 1980 and 1999 and were developed in order to restore consumer confidence in the safety

of meat. The Namibian scheme in particular was developed after Mad-Cow-Disease outbreaks in the United Kingdom (one of Namibia's lucrative trading partners) between 1990 and 1999. The scheme was created by an Industry decision and was declared a national scheme in September 1999.

FAN Meat rules and standards combine legal requirements, good agricultural practice, a traceability system in conjunction with NamLITS, animal welfare standards and, lately, by means of prescribed transport, auction, feed manufacturer and abattoir standards, into a single standard.





The FAN Meat scheme recently obtained ISO 9001:2015 accreditation, attesting to the success of the scheme. It includes role players in the entire value chain, from farm to abattoir. The FAN Meat standard could be used as a marketing tool for quality Namibian meat and meat products.

The scheme aims to give this assurance by means of prescribed farm management practices, a traceability system in conjunction with NamLITS.

On the one hand Namibia's export abattoirs are EU and South Africa compliant, on the other, good agricultural practices (GAP) and animal-welfare standards are embedded through the FAN Meat at farm level. These standards also apply to the communal farming sector within the country.

The scheme imposes minimum standards in quality and traceability and is administered by the Meat Board in close collaboration with the Directorate of Veterinary Services (DVS), export abattoirs and livestock producers in Namibia.

The standards prescribed by the scheme have already been established through Namibian legislation, describe the provisions of the legislation in a nutshell, and provide producers clear guidelines with which they must comply.

The standards also embrace basic principles of animal welfare, veld

management and chemicals storage, making the scheme both attractive and crucial in international trade.

The FAN Meat scheme is continually updated, keeping abreast of requirements set by importing countries and discerning international consumers.

The establishment of the FAN Meat scheme in the meat industry supported by a clean environment and natural production methods, produces meat and meat products of such high quality that they are increasingly in demand by international retailers and consumers.

Unfortunately, the natural pasture of the production base are unable to sustain more livestock. Limitations are imposed due to the fragility of the environment and the country's scarce and erratic rainfall. Namibian producers must take special precautions in order to ensure the sustainability of the environment.

Meat produced in Namibia is free of growth hormones, antibiotics and animal by-products due to national preventative legislation. In addition, producers and abattoirs are constantly called to account regarding animal welfare, which is enshrined in the FAN Meat scheme standards.

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The success of the scheme is apparent through sustained international markets, and official acknowledgement with the recent award of ISO 9001:2015 accreditation. This certification is internationally recognised, and gives the FAN Meat scheme even more leverage with international trade.

ISO 9001:2015 is a standard developed by the International Organisation for Standardisation (ISO), a worldwide federation of national bodies representing over 160 countries. The general requirements of ISO 9001:2015 require an organisation to "establish, document, implement, and maintain a quality management system and continually improve its effectiveness in accordance with the requirements of this International standard".

On the basis of ISO 9001:2015, FAN Meat implemented its quality-management system in conformance with the standard.

In short: the FAN Meat logo guarantees that the meat bought by the consumer is healthy and safe and comes from animals that were bred and raised in a clean environment, were vaccinated as prescribed by law, were transported in an acceptable manner and were slaughtered humanely.





Strategic Focus Area 4: Regulatory control of standards, quality assurance and imports/exports

Ensuring standards and controls are implemented

SAMIC approved Meat Board classification standards



Qualitative risk analysis set up



Impact of FMD outbreak a concern

The negative impact of an outbreak of foot-and-mouth disease (FMD), as recently witnessed in South Africa, is dramatic. Exports cease with immediate effect, leading to an oversupply of meat in the market and thereafter a decline in producer prices. The potential impact of an FMD outbreak in Namibia's free zone is of serious concern and remains a constant threat to Namibia's livestock and meat industry.

If such an outbreak were to occur in the FMD free-zone areas, all exports would be stopped with immediate effect. Domestically, all movement of livestock and meat inland would also come to a halt and producer prices would decline exponentially - as Namibian beef producers north of the veterinary cordon fence can testify.

It is therefore imperative that producers in Namibia should be vigilant in maintaining Namibia's FMD free-zone. Producers can do so by not supporting the illegal movement of animals from neighbouring countries, by protecting the integrity of the veterinary cordon fence (VCF) and other boundary fences, and by reporting all stray animals to the nearest DVS office.

Because of a lack of Government funding, the Meat Board was compelled to financially support the DVS and, since January 2019, has been involved in the repair of the VCF. This support came in the form of transporting material, servicing vehicles and appointing temporary staff. The repair of the VCF will be extended to other areas in the coming reporting year.

FMD contingency plan and commodity-based trade workshop

As part of the Meat Board's assistance in creating marketing opportunities for beef produced in the Northern Communal Areas (NCA) of Namibia, the Meat Board has initiated the revision of FMD contingency plans in an effort to create a more conducive environment in which abattoirs operate in this part of Namibia.

In-depth discussions regarding trends of FMD in Southern Africa, methods to control outbreaks, as well as the implementation of commodity-based trade in Namibia were held between the Directorate of Veterinary Services and an FMD expert. A two-day workshop took place on 7 and 8 February 2019 at the Safari Hotel in Windhoek.

The desired outcome of the workshop was customised FMD contingency plans for the FMD Infected Zone and FMD Protection Zone of Namibia. The workshop also prepared a clear, standard operating procedure for the implementation of commodity-based trade in Namibia. These efforts were directed towards creating market opportunities for beef produced in the NCA which are permanent, practical and cost-effective.

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Meat Board and exporters support **Central Veterinary** Laboratory

The Meat Board has developed standard operating procedures to ensure the financial sustainability of the DVS Central Veterinary Laboratory, which conducts tests prerequisite to export certification of livestock, meat and meat products.

These procedures will dictate that exporters will have to pay a fee for the reagents and materials used in testing by the Meat Board before the laboratory will release the test results. This fee will be calculated on a cost-recovery basis. Payments to Government at the laboratory will continue as they have in the past and will not be influenced by this ruling.

The planned implementation date for this measure is 1 June 2019. Export markets play a critical role in the success of the Namibian livestock and meat industry and the export-certification for these commodities should be made available at any cost.



Strategic Focus Area 5: Production, processing and marketing

PURPOSE: TO SUPPORT THE INDUSTRY IN ALL ASPECTS OF PRODUCTION, PROCESSING AND MARKETING IN ORDER TO GROW THE INDUSTRY FOR THE BENEFIT OF ALL NAMIBIANS.

STRATEGIC OBJECTIVES

- Support animal health and welfare initiatives on a costrecovery basis
- Sensitise the industry on animal health and welfare issues
- Provide input for the development of veterinary policies and legal documents through stakeholder consultation
- Advocate for the increase of formal livestock off-take in NCA
- Contribute to the stabilisation of sheep and cattle production
- Improve meat quality by promoting standards and branding to consumers
- Facilitate the promotion of local goat-meat markets in strategic areas in Namibian towns

EXPECTED OUTCOMES

- Increased financial viability of livestock production
- Better informed and educated producers, processors and consumers
- Better collaboration with the Directorate of Veterinary Services
- Improved animal-health status in the NCA to attain international recognition
- Maintenance of animal-health status in areas south of the VCF

Growing the livestock and meat industry long term

The contribution of the livestock and meat industry to Namibia's Gross Domestic Product (GDP) is diminishing. However, worldwide demand for meat is growing. The world's population is growing at such an alarming rate that it is estimated that soon, 50 per cent more food will be needed globally. Namibia is ideally positioned to make a contribution in feeding the world, but the need to grow the meat industry sustainably and competitively necessitates a uniting vision.

To this end, the Meat Board established an industry-wide forum to focus on industry planning and coordination among stakeholders.

This process was instrumental in developing the Common Vision and a shared plan aimed at motivating organisations and associations to improve participation in growing the sector. The Common Vision identified five critical areas, namely animal health and welfare linked to food safety, livestock production, marketing and product trade, value addition and industry consolidation. Specific issues, such as the development and enlargement of the livestock sector north of the veterinary cordon, fence were also identified to grow the industry.

The Meat Board will lend new impetus to the Common Vision in the upcoming financial year.

Production support initiative: bush encroachment

Bush encroachment is a national challenge in Namibia, having increased significantly over recent decades, largely due to habitat change. It is estimated that it affects between 26 to 30 million hectares of land in Namibia, an area that poses a serious threat to sustainable livestock production.

Overgrazing is believed to be a key driver in bush encroachment; other contributing factors are the displacement of browsers by livestock, scarce rainfall and its variability, the suppression of high intensity fires due to cattle farming, and increased atmospheric CO₂ concentrations.

As a result of invader-bush infestation of farm land, the carrying capacity of land has declined from 1 head of cattle per 12 hectares to 1 head per 20 hectares. All stakeholders are in agreement that urgent collective effort is necessary to find an effective solution to bush encroachment.

As the meat and livestock regulator and a leader in the agriculture industry, the Meat Board has actively supported various debushing initiatives.

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Strategic Focus Area 5: Production, processing and marketing





The Meat Board brought to successful conclusion the Livestock Producers Forum (LPF) of the Northern Communal Areas Farmers' Mentorship programme in March 2018. This programme signifies a milestone in the Namibian meat industry. Not only was it a major intervention in the meat industry north of the veterinary cordon fence (VCF), but it also showed solidarity on the part of livestock producers south of the VCF towards livestock producers in the NCA, which are hampered in regard to market opportunities. Livestock producers south of the VCF contributed to the Levy Fund whose proceeds were used to support activities benefitting NCA producers.

A levy of N\$16.45 per head of cattle and N\$3.29 per head of small stock exported or slaughtered was contributed by producers south of the VCF to support this mentorship programme aimed at producers north of the VCF.

A MILESTONE: MEAT **BOARD WRAPS** NCA MENTORSHIP PROGRAMME

For many years, the Meat Board has played a facilitating and supportive role in the domestic market by eliminating inefficiencies and flaws, and working to shape regulations to ensure that livestock and meat products can be marketed as smoothly as possible.

The levy, called the NCA Levy, was gazetted on 2 July 2007 under section 17 (1) of the Meat Industry Act and gazette in Government Notice No. 3869, applicable for a period of five years up to 31 May 2012. The levy was utilised for improving access to livestock markets in respect of cattle, sheep and goats, for the benefit of producers north of the VCF.

The aim of the programme was three-fold, namely:

- To improve the animal-health status of certain NCA regions,
- To improve <mark>the through</mark>put of the NCA export abattoirs, and

•

To change the NCA cattle production culture to become gradually more market orientated, capable of producing premium-quality beef and supply cattle to the export abattoirs located in the NCA.

Levy proceeds initially were used for:

Mentorship/technology transfer,

- Quarantine expenses (pre- and postslaughter),
- Quarantine facilities, and
- Improving animal-health status.

A total of 350 selected farmers was mentored by 14 mentors as part of the programme.

Achievements were:

•

- Interest to participate grew by 157% (899) at no extra cost,
 - Incorporated in NCA Master Plan and Joint Meat Industry Vision

- Producers started to invest, sell and improve herds and farms
 - Cooperation with MAWF Extension training of DAPEES extension staff
- Secondary business outlets were established, and
- External donors showed interest to support the programme.

Outcomes were:

- Reduced mortality rates and improved calving rates,
- NCA farmers better organised themselves, utilising funds from cattle sales,
- NCA farmers procured input from major centres (Windhoek, Grootfontein and Tsumeb),
- An increase in B-grade cattle numbers slaughtered at Meatco's mobile slaughter unit, and
- Increased level of competence among DAPEES officials in livestock marketing.

UTILISATION OF THE NCA LEVY FUND

The Meat Board collected a total of N\$49.34 million.

The funds were utilised for different projects in the NCA, identified by the industry over time, and disbursed as depicted in table below.

THE WAY FORWARD

An additional support programme was identified and achieved the same goals as the NCA Levy Fund, namely to grow weaners to produce high-quality beef for the export market by:

- Purchasing and growing weaners at the Omatambo Maowe quarantine farm for selling at NCA export abattoirs, and
 - Purchasing and fattening cattle on irrigated pasture's finishing in Zambezi.

Both these projects are, and will be, supported by feasibility studies and business plans. The Meat Board has upgraded the infrastructure at Omatambo Maowe, which awaits the commissioning of the Oshakati, Eenhana and Uutapi abattoirs.

In order to assist Zambezi beef producers, an alternative proposal to the fattening of cattle on irrigated pastures in the Zambezi, was put forward to the Board for consideration, namely the development of a project to assist the beef producers in Zambezi to commission the Katima Mulilo export abattoir. Zambezi beef producers have been without a formal cattle market for more than three years, since the region is prone to FMD outbreaks. The region urgently requires economic growth.

FINANCIAL OVERVIEW OF NCA SPECIAL LEVY UTILISATION

Budgeted Activities	Expenses
NCA Mentorship programme	29,071,717.13
NCA Masterplan and Livestock Marketing	2,811,957.69
VCF Maintenance	7,194,132.11
CBT Approach Study	118,726.00
Omatambo Maowe Value-addition Project	2,937,920.69
Total	42,134,453.62
Total Collected	49,340,693.66
Balance remaining	7,206,240.04

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% Utilisation 69% 6.7% 17.7% 0.3% 7.0% 100%

OPERATIONALISATION OF TWO ABATTOIRS NORTH OF THE VETERINARY CORDON FENCE

As the owner of two newlybuilt local abattoirs at Eenhana and Outapi, the Ministry of Agriculture, Water and Forestry, entered into a lease agreement with the Namibia National Liberation Veterans Association for a period of ten years.

A business agreement between the Association and Africa Meat Supplies (Northern Namibia Abattoirs) was established to operate both the Outapi and Eenhana abattoirs. In support of the initiative, the Meat Board organised an information day on 5 July 2018 at Outapi.

At the event, approximately 180 producers, some of them traveling as far as the Kunene Region, learned the regulations that govern supplying cattle to the abattoirs.

Given the absence of a formal slaughter market in the areas north of the VCF since mid-2015, the Meat Board is optimistic about the operationalisation of the abattoirs and wishes Northern Namibia Abattoirs great success.

The abattoirs aim to be operational by September 2019.



Strategic Focus Area 5: Production, processing and marketing

Marketing of livestock and meat products

CATTLE MARKETING

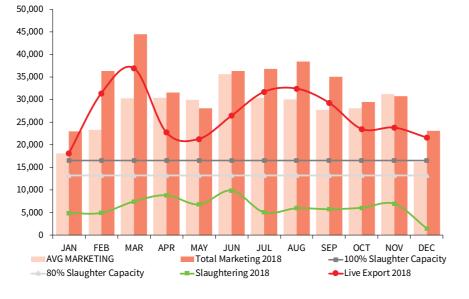
A total number of 441,559 cattle were marketed in 2018, representing a decline of 2.61 per cent compared with 453,387 head of cattle marketed in 2017. Live exports accounted for 72.22 per cent of the total market share with 318,880 head of cattle exported.

The number of cattle slaughtered at the export abattoirs accounted for 17.15 per cent (75, 755 heads of cattle), whilst the local abattoirs slaughtered a total number of 46,924, representing 10.63 per cent of the total market share.

The first graph depicts that, on average, monthly cattle marketing in 2018 was substantially higher than the previous five years. However, slaughtering has remained below the line indicating 80 per cent slaughter capacity.

More weaners were exported in 2018 than in any of the preceding four years. This was a result of higher demand in South Africa, reflected in an increase in auction prices. Notably, an average increase of N\$5.60/ kg in the weaner auction price between the year 2017 and 2018 was observed, increasing from N\$25.19/kg in 2017 to N\$30.88/kg in 2018.

With reduced slaughtering in 2018 in comparison with 2017, B2-beef prices at export-approved slaughtering facilities improved by 13.31 per cent, from N\$36.06/ kg in 2016 to N\$40.86/kg in a bid to procure more cattle locally. 5 Year Average Monthly Cattle Marketing (exluded NCA & Butchers)









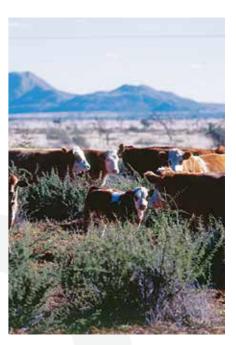
The weaner prices, as a ratio of B2-beef prices, stood at 75.58 per cent, up from 69.86 per cent in the previous year, indicating a weaner-dominated production system due to continued reduction in incentive for slaughter-ox production.

The combined proportion of AB-grade and B-grade slaughtered animals out of the total slaughtered number stood at 55.35 per cent, indicating usual requirement for quality beef production in beef markets.

On the other hand, A-grade and C-grade beef production accounted for 12.80 per cent and 31.03 per cent respectively, compared with the previous year's proportions of 28.15 per cent and 18.67 per cent.

The trend towards increased slaughtering of C-grade cattle points to a declining number of available slaughter animals, which is likely to have a negative impact on production in the medium term, as this specific age-grade mainly represents capital stock for future production.

The long-term trend of cattle marketing shows a decline in heads of cattle slaughtered locally.





SHEEP MARKETING

A total of 820,786 sheep were marketed in 2018, representing a slight increase of 6.09 per cent compared with 773,665 sheep marketed in 2017. Live exports accounted for 55.50 per cent (455,510 sheep), while slaughtering at export-approved and B&Cclass abattoirs respectively, absorbed 23.27 per cent (191,029 sheep) and 21.23 per cent (174,247 sheep) of the market share.

The two graphs on the next page show A2 sheep-price fluctuations between the Namibian prices and those of the RMAA and the Northern Cape. The Namibian A2 sheep price was consistently lower than both the RMAA and Northern Cape prices for the majority of the year, averaging at N\$63.32/ kg compared with respectively N\$72.74/ kg and N\$66.85/kg averages of the South African counterparts.

The average price difference between Namibia and Northern Cape abattoirs for 2017 was N\$3.53/kg. This marked price difference is one of the contributing factors for the dominance of live sheep exports to the Republic of South Africa. The A2 sheep-price difference between Namibia and Northern Cape abattoirs remained significantly higher during most of the year, but narrowed towards the end of the year, recording the lowest price difference of N\$1.04/kg in December 2018. The highest average price difference was recorded between the Namibia A2 and NC A2 at N\$8.72/kg, while the average annual price differences between the Namibian A2 and the A2 price of Northern Cape abattoirs stood at -N\$4.69/kg. The RMAA price performed consistently above both averages. In 2018, the annual averages of the above premium sheep indicator prices were N\$65.50/kg, N\$70.19 and N\$73.72 for the Namibia, Northern Cape and Red Meat Abattoir Association, respectively. Although Namibian A2 sheep prices improved moderately by 3.36 per cent (which was substantially below the overall inflation rate) from N\$63.37/kg in 2017 to N\$65.50, the benchmark Northern Cape A2 price also increased to widen the gap closing at a N\$70.19/kg annual average.





Six per cent more sheep were exported in 2018 compared with 2017.





-Namibia -N/Cape -RMAA

The A2 and C2 sheep prices paid in Namibia were consistently lower than the Northern Cape and RMAA prices paid in South Africa during 2018.

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The relatively high price of sheep skins in South Africa had a favourable influence on that country's net slaughtering costs at slaughter facilities, thus creating for them a stronger financial position, an advantage the Namibian abattoirs did not have. This advantage significantly compromised the competitiveness of the Namibian industry.

The second graph on this page shows C2 sheep price fluctuations and differences between the Namibian prices and those of the RMAA and Northern Cape prices during 2018.

The Namibian C2 sheep price remained consistently lower than its Northern Cape counterpart with the exception of March 2018, when it outperformed its counterpart by N\$0.07/kg.

The average Namibian C2 price for 2018 was N\$47.30/kg, while the average Northern Cape C2 stood at N\$50.69/kg. Both indicators improved from the preceding year when they stood at N\$43.61/kg and 49.85/kg, respectively, and accordingly reducing the price gap from –N\$6.23/kg to N\$3.39/kg. The RMAA A2 sheep price was compensated at an annual average of N\$56.77/kg, which amounted to an improvement of N\$2.52/kg over the previous year.



Strategic Focus Area 5: Production, processing and marketing





GOAT MARKETING

Namibia exports nearly all of its goats live to the South African market, which is traditionally a stable one. In 2018, a total of 95,144 goats were exported compared with 92,580 in 2017, representing a 2.77 per cent increase. Of the total market, 97.93 per cent were exported live to South Africa, while only 2.07 per cent were slaughtered locally.

PORK MARKETING

Namibia is a net importer of pork. The total tonnage of pork imported during 2018 was 2,663 tonnes, a slight increase of 0.22 per cent compared with the 2017 level of 2,669 tonnes.

The slow growth rate of imported pork can be attributed to import restrictions that were introduced by South Africa due to an outbreak of listeriosis disease in that country.

Local pork production rose from 3,663 tonnes in 2017 to 3,708 tonnes in 2018, a 1.22 per cent increase. Pork production is a high capital-intensive operation and could be the reason to the slow growth in the sector.

Pork imports made up 42 per cent of the total market share, while local pork produced catered for 58 per cent of the market demand. This shows a marked

improvement in local market share by a gain of 4 per cent, compared with 2017 when 46 per cent of the total market share was sourced from imports.

Although Namibia is a net importer of pork, the local Pork Market Share Promotion Scheme aims to level the playing field by ensuring that importers purchase local pork products that are under the scheme, consequently managing a potential surge in cheap imported pork products into the country. The current scheme is expected to run until the end of 2020, unless renewed thereafter.



CONCLUSION

Cattle marketing declined significantly in 2018 as a result of a steady decline in cattle numbers, evidenced by increased sales of capital stock, induced by the continuing drought, which forced recordhigh exports of live cattle to South Africa. Nevertheless, cattle auction prices remained high, supporting farmers in their operations.

On the other hand, the small-stock sector recorded improved marketing in 2018 compared with 2017 levels, despite a drop in small-stock slaughtering at export abattoirs.

The increase in small-stock marketing was mainly driven by live exports and slaughtering by butchers. A2 and C2 sheep prices remained substantially below the

RMAA and Northern Cape prices during the year, a situation that is responsible for reduced slaughtering at Namibian export abattoirs.

Adverse animal-health conditions in neighbouring South Africa, our main pork trading partner, prompted restrictions that slowed pork imports from that country. Coupled with increased production, due to increased local slaughtering, the local pork market share improved notably.

The drought continues to exert pressure that produces a short-term increase in marketing activity. The rate of marketing, however, seems to be disproportionate to production, which is likely to result in a shortage of slaughter animals in the medium- to long-term.





HUMAN RESOURCES ACTIVITIES

Organisational structure

The current organisational structure of the Meat Board is aligned with its Strategic Plan. The majority of its employees perform specialised tasks that factor into the execution of the Meat Board's mandate. Functions are categorised into divisions which interact with one another to meet attendant responsibilities.

Management Team

The management team is comprised of the General Manager (GM), who reports to the Board, the Manager: Operations, Manager: Trade, and Manager: Meat Standards, who in turn report to the GM.

Management is assisted by a Chief Marketing, Chief Classification, Chief Information Management Systems and Chief FAN Meat, Chief Information Technology, Head Finance and Head Law Enforcement. The latter three report to the Operations Manager together with the Chief Human Resources.

General Manager

The General Manager (GM) is primarily responsible for the day-to-day management of the Meat Board's affairs.

One of the main functions of the GM is to strategically align the Meat Board with the needs of the meat industry and, in this capacity, prepare submissions to the Board for decision-making. Once the Board has made a decision, the implementation is vested in the GM.

Within the current organisational structure, the GM is also responsible for strengthening stakeholder relations. This means that the GM currently performs a dual function: general management and public relations.

The operational philosophy of the Meat Board is based on a lean operational structure. Certain services are provided in-house while others are outsourced to service providers on a project-by-project basis. The Senior Management Team is comprised of the General Manager, the Manager: Operations, the Manager: Trade, and the Manager: Meat Standards.

A qualified Management Team

All members of the management team are suitably qualified, processing at least a Bachelor's degree in Agriculture, Business Management or Veterinary Science, or a combination of those. These managers have a good understanding of the meat industry and have worked at the Meat Board, or within the meat industry, for more than ten years. All divisional heads are capable of implementing Meat Board schemes and projects.

Operations division

The Operations division is headed by the Manager: Operations and is responsible for efficient and effective management of the Meat Board's:

- Finances
- Human Resources
- Information Technology
- Law Enforcement
- Assets
- Administration, and
- Compliance.

Board policies provide directives for the procurement and appropriation of levies, as well as the optimal utilisation of resources, e.g. Human Resource Policy, Affirmative Action Policy, Financial Policy and Investment Policy, among others.

The Law Enforcement sub-division is headed by an inspector responsible for the enforcement of the Meat Industry Act, border control and general advice and assistance to law enforcement agencies.

Trade division

The Manager: Trade is responsible for livestock and meat market access, market maintenance and diversification.

This division combines the functions of market and trade information and marketing, and serves functions related to supply management and marketing information to the Board and the Namibian meat industry through a management information system and by reporting industry trends and developments.

The division also provides support for production and market-related issues with the aim of increasing the financial viability of livestock production in Namibia.

The division is supported by marketing assistants whose job is to increase the Meat Board's visibility north of the VCF.

The Information sub-division is responsible for gathering and disseminating information with respect to the meat industry. This sub-division also focuses on expanding existing markets for livestock and meat as well as assisting with the exploration of new markets.

The tasks of this division include informing producers, processors and consumers how to improve livestock and meat production and consumption.

Meat Standards division

This division, headed by the Manager: Meat Standards, who is a veterinarian, is responsible for independently performing carcass classification and quality assurance at export abattoirs in Namibia. The division further performs retailer brand audits at abattoirs and farms, ultrasonic INTRODUCTION OPERATIONS OPERATING CONTEXT 2018/19 PERFORMANCE HUMAN RESOURCES ACTIVITIES MARKETING STATISTICS ANNUAL FINANCIAL STATEMENTS



scanning of cattle and livestock and judging carcasses.

This division is the largest in terms of the number of staff members employed. Permits are issued at each export abattoir by staff who classify carcasses and cuts for export.

The FAN Meat sub-division forms part of the Meat Standards division, and is headed by the Chief: FAN Meat, who, together with the Manager: Meat Standards, is responsible for the implementation of Namibia's FAN Meat Scheme (for minimum standards and traceability), and for the advocacy of animal health and welfare in the country.

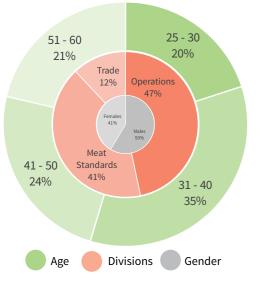
The sub-division is also responsible for the importation and selling of official cattle and small-stock ear tags and the administration of stock brands in Namibia on behalf of the Registrar of Stock Brands, which responsibility is vested in the Chief Veterinary Officer.

The sub-division also runs a NamLITS help desk which assists producers with NamLITS-related queries.



Our people, the backbone of our operations

Workforce profile (2018/19)



WORKFORCE PROFILE

The Meat Board employs 75 staff members, of which 59 per cent are male and 41 per cent female. The workforce profile shows a balanced spread of ages: employees under 40 years of age comprise 55 per cent of the workforce and employees over 40 years of age, 45 per cent, a good balance between work experience and young blood. A total of 31 per cent of the workforce has serve more than ten years. Most of the employees (47 per cent) work in Operations; 41 per cent are in Meat Standards.

LONG-SERVICE AWARDS

Four of Meat Board's head-office employees received long-service awards during the reporting year: (from left to right) Justine Kapenaina (10 years of service), Gladys Moyo (10 years), Saraphia Kapenaina (10 years) and Ursula Nguvauva (20 years).



Meat Board personnel celebrate Independence Day





BURSARY HOLDER OBTAINS VETERINARY DEGREE

Dr Kave Kamburona, who received an annual bursary from the Meat Board of Namibia, completed her Bachelor of Veterinary Medicine at the University of Pretoria at the end of 2018.

She will complete compulsory community service in the Eastern Cape and will return to Namibia at the end of 2019.

The Meat Board is proud to have assisted her with to achieve this qualification, and wishes her the best of luck in her career. We are confident that she will make a valuable contribution to the Namibian livestock and meat Industry. SUITABLY SKILLED

All managerial and middle-management positions, besides standard tertiary qualifications, have relevant meatindustry knowledge. Job descriptions for each position are available that highlight relevant tasks, qualifications and experience. Staff turnover at the Meat Board is low and remuneration levels are market-related. Remuneration for management and board members is subject to the guidelines and remuneration framework issued in terms of the Public Enterprises Governance Act.

STAFF

TURNOVER

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AFFIRMATIVE ACTION ACTIVITIES

The Meat Board of Namibia is an equal opportunity employer, and annually received their Affirmative Action Compliance Certificate from the Office of the Equity Commissioner.

With employees who commenced employment as far back as 1991, and by maintaining sound labour relations, the Meat Board has made substantial progress in various elements of people management over the years in terms of upward mobility of staff through training and development.

In giving employment opportunities to all skill levels of our society, the Meat Board currently employs 75 staff members in all categories. A total of 89 per cent are from a previously racially disadvantaged background.

The Board and Management of the Meat Board are fully committed to the implementation of Affirmative action in the work place as a way of addressing past injustices.

TRAINING AND DEVELOPMENT

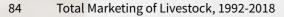
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An annual training and development programme has been established to address identified skills gaps in the staff. A performance-management framework was also created; staff performance is appraised biannually.

Marketing **Statistics**

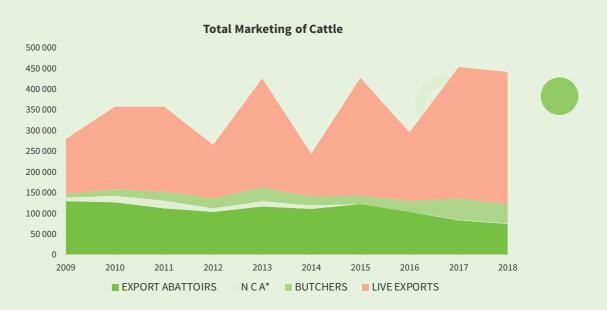
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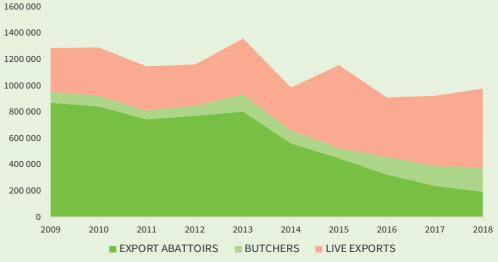
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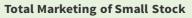
TOTAL MARKETING OF LIVESTOCK, 2009-2018 (Number)







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TOTAL MARKETING OF LIVESTOCK, 1992-2018 (Number)



CATTLE:

SMALL STOCK:

	CATTLE	EXPORT ABATTOIRS	N C A*	BUTCHERS	LIVE EXPORTS	TOTAL
1992		154 643	17 106	36 814	157 071	365 634
1993		166 609	16 512	37 931	179 648	400 700
199	94	162 672	18 604	34 108	190 660	406 044
199	5	156 381	29 690	29 645	198 773	414 489
199	6	170 707	19 724	28 405	279 127	497 963
199)7	88 879	13 522	31 713	92 661	226 775
1998		126 824	18 488	26 620	148 739	320 671
1999		159 522	19 410	20 021	152 416	351 369
20		140 589	18 604	22 956	79 969	262 118
20		142 624	15 701	41 073	110 127	309 525
	002	149 833	24 499	15 654	148 350	338 336
	2003	143 885	17 776	9 950	150 601	322 212
	.004	139 162	9 401	9 191	144 573	302 327
	005	141 348	16 283	8 477	210 945 172 790	377 053
	2006	111 821 115 460	21 170 18 881	12 016 10 893	172 587	317 797 317 821
	2008	129 622	9 798	10 923	129 862	280 205
	2009	130 035	7 876	9 210	133 156	280 277
	2010	127 141	15 704	15 866	198 816	357 527
	2011	112 602	18 757	20 825	204 858	357 042
	2012	102 980	9 581	23 910	128 493	264 964
	2013	115 819	13 217	33 423	262 929	425 388
	2014	111 101	8 019	21 598	103 199	243 917
	2015	122 267	0	22 367	282 197	426 831
	2016	103 097	746	26 193	166 161	296 197
	2017	83 790	854	52 537	316 206	453 387
	2018	74 171	1 584	46 924	318 880	441 559
	2018 %	16.80	0.36	10.63	72.22	100
	AVERAGE	131 131	14 612	23 551	173 651	342 945

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PIGS:

EXPORT OF LIVESTOCK TO ALL MARKET REGIONS, 2018 (Number)

CATTLE:

MONTHS	SOUTH AFRICA	ANGOLA	BOTSWANA	ZAMBIA	ZIMBABWE	TOTAL
1	17,798	255	1	0	0	18,054
2	31,299	77	2	0	0	31,378
3	36,838	74	25	0	0	36,937
4	22,691	0	0	0	0	22,691
5	19,790	1490	0	0	0	21,280
6	25,974	438	2	0	0	26,414
7	31,686	0	0	0	0	31,686
8	31,413	989	0	0	0	32,402
9	28,786	468	0	0	0	29,254
10	23,409	40	0	0	0	23,449
11	23,378	403	0	0	0	23,781
12	21,164	390	0	0	0	21,554
TOTAL 2018	314,226	4,624	30	0	0	318,880
%	98.54%	1.45%	0.01%	0.00%	0.00%	100.00%

SHEEP:

MONTHS	SOUTH AFRICA	ANGOLA	BOTSWANA	ZAMBIA	ZIMBABWE	TOTAL
1	6,732	0	0	0	0	6,732
2	27,231	105	22	0	0	27,358
3	44,016	0	2	0	17	44,035
4	45,739	0	0	0	0	45,739
5	55,510	0	0	0	0	55,510
6	62,448	0	2	0	0	62,450
7	59,168	0	0	0	0	59,168
8	46,982	123	0	0	0	47,105
9	25,439	0	0	0	0	25,439
10	23,610	100	0	0	0	23,710
11	29,184	6	25	0	0	29,215
12	29,014	10	0	0	25	29,049
TOTAL 2018	455,073	344	51	0	42	455,510
%	99.90%	0.08%	0.01%	0.00%	0.01%	100.00%

GOATS:

MONTHS	SOUTH AFRICA	ANGOLA	BOTSWANA	ZAMBIA	ZIMBABWE	TOTAL
1	6,365	0	0	0	120	6,485
2	7,115	0	0	0	0	7,115
3	8,943	0	23	0	84	9,050
4	11,123	0	0	0	11	11,134
5	9,011	97	6	0	0	9,114
6	15,222	0	2	0	80	15,304
7	18,199	0	0	0	237	18,436
8	12,405	213	0	0	0	12,618
9	14,379	100	0	0	0	14,479
10	14,035	396	0	0	52	14,483
11	11,121	20	10	208	0	11,359
12	18,579	190	0	0	250	19,019
TOTAL 2018	146,497	1,016	41	208	834	148,596
%	98.59%	0.68%	0.03%	0.14%	0.56%	100.00%



EXPORT OF BEEF PRODUCTS BY EXPORT ABATTOIRS, 2017 & 2018 (Tonnes)

EXPORT OF BEEF CARCASSES, CUTS, PROCESSED MEAT BY EXPORT ABATTOIRS - 2018 (TONNES)																					
			RSA MARKETS	S				OTHER AFRIC	:A					OVERSEAS					GRAND TOTAL		
NTHS	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL		CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL
1	0.0	311.5	299.3	9.2	620.0	0.0	0.0	0.0	119.8	119.8		0.0	893.4	0.0	0.0	893.4	0.0	1,204.9	299.3	129.0	1,633.2
2	67.6	280.4	220.3	12.6	580.9	0.0	0.0	0.0	49.8	49.8		0.0	276.5	0.0	0.0	276.5	67.6	556.9	220.3	62.4	907.1
3	176.9	222.6	279.8	14.2	693.6	0.0	0.0	0.0	74.9	74.9		0.0	666.7	0.0	0.0	666.7	176.9	889.3	279.8	89.1	1,435.1
4	81.2	231.4	383.0	47.9	743.5	0.0	0.0	0.0	89.9	89.9		0.0	907.4	0.0	0.0	907.4	81.2	1,138.7	383.0	137.8	1,740.7
5	27.5	301.9	350.5	12.7	692.6	0.0	0.0	0.0	97.0	97.0		0.0	683.0	0.0	0.0	683.0	27.5	984.8	350.5	109.7	1,472.5
6	145.7	396.8	505.1	30.2	1,077.8	0.0	0.0	0.0	141.1	141.1		0.0	1,242.0	0.0	0.0	1,242.0	145.7	1,638.8	505.1	171.3	2,460.9
7	28.6	172.2	349.7	11.8	562.2	0.0	0.0	0.0	30.4	30.4		0.0	624.4	0.0	0.0	624.4	28.6	796.6	349.7	42.2	1,217.0
8	0.0	201.6	209.8	9.7	421.0	0.0	0.0	0.0	59.9	59.9		0.0	759.2	0.0	0.0	759.2	0.0	960.7	209.8	69.6	1,240.1
9	30.0	115.1	268.5	12.5	426.0	0.0	0.0	0.0	74.9	74.9		0.0	627.5	0.0	0.0	627.5	30.0	742.6	268.5	87.4	1,128.4
10	8.0	163.6	170.3	12.6	354.5	0.0	0.0	0.0	74.9	74.9		0.0	584.5	0.0	0.0	584.5	8.0	748.1	170.3	87.5	1,013.9
11	0.0	299.9	338.2	13.1	651.3	0.0	0.0	0.0	74.9	74.9		0.0	679.1	0.0	0.0	679.1	0.0	979.0	338.2	88.0	1,405.3
12	0.0	167.4	86.2	14.2	267.8	0.0	0.0	0.0	30.0	30.0		0.0	242.7	0.0	0.0	242.7	0.0	410.1	86.2	44.1	540.5

EXPORT OF BEEF CARCASSES, CUTS, PROCESSED MEAT BY EXPORT ABATTOIRS - 2017 (TONNES)

	RSA MARKETS							OTHER AFRIC	CA				OVERSEAS			GRAND TOTAL					
MONTHS	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	
1	5.3	102.8	32.5	78.2	218.8	0.0	0.0	0.0	188.7	188.7	0.0	270.0	0.0	0.0	270.0	5.3	372.8	32.5	266.9	677.4	
2	17.5	231.3	205.1	183.8	637.7	0.0	0.0	0.0	134.8	134.8	0.0	272.5	0.0	0.0	272.5	17.5	503.8	205.1	318.6	1,045.0	
3	29.2	217.2	224.8	116.0	587.2	0.0	0.0	0.0	161.7	161.7	0.0	648.3	0.0	0.0	648.3	29.2	865.5	224.8	277.7	1,397.2	
4	4.8	340.1	209.1	65.7	619.7	0.0	0.0	0.0	107.8	107.8	0.0	596.8	0.0	0.0	596.8	4.8	936.9	209.1	173.5	1,324.3	
5	39.6	338.5	247.3	75.4	700.8	0.0	0.0	0.0	159.0	159.0	0.0	740.9	0.0	0.0	740.9	39.6	1,079.3	247.3	234.4	1,600.7	
6	49.7	909.8	626.8	9.2	1,595.5	0.0	0.0	0.0	107.8	107.8	0.0	903.6	0.0	0.0	903.6	49.7	1,813.5	626.8	117.1	2,607.0	
7	100.4	590.1	498.7	9.0	1,198.1	0.0	0.0	0.0	161.7	161.7	0.0	1,278.0	0.0	0.0	1,278.0	100.4	1,868.1	498.7	170.7	2,637.9	
8	63.7	324.7	528.3	10.4	927.0	0.0	0.0	0.0	80.9	80.9	0.0	861.5	0.0	0.0	861.5	63.7	1,186.2	528.3	91.3	1,869.4	
9	103.9	489.5	659.6	12.5	1,265.5	0.0	0.0	0.0	188.7	188.7	0.0	912.2	0.0	0.0	912.2	103.9	1,401.7	659.6	201.2	2,366.4	
10	18.6	210.5	267.2	45.9	542.2	0.0	0.0	0.0	134.8	134.8	0.0	583.8	0.0	0.0	583.8	18.6	794.3	267.2	180.7	1,260.8	
11	17.9	243.8	254.2	13.7	529.6	0.0	0.0	0.0	134.8	134.8	0.0	472.1	0.0	0.0	472.1	17.9	715.9	254.2	148.4	1,136.5	
12	8.9	175.6	206.2	17.9	408.7	0.0	0.0	0.0	0.0	0.0	0.0	378.2	0.0	0.0	378.2	8.9	553.9	206.2	17.9	786.9	

		I	RSA MARKET	s				OTHER AFRI	CA				OVERSEAS			GRAND TOTAL					
MONTHS	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	
2018	565.5	2864. 3	3460.7	200.7	7091.3	•			917.3	917. 3		8186. 3	•		8186.3	565.5	11050.6	3460.7	1118.	16194. 8	
%	8%	40%	49 %	3%	100%	0%	0%	0%	100%	100%	0%	100%	0%	0%	100%	3%	68%	21%	7%	100%	
2017	459.5	4174.0	3959.7	637.6	9230.7	0.0	0.0	0.0	1560.8	1560.8	0.0	7917.9	0.0	0.0	7917.9	459.5	12091.9	3959.7	2198.4	18709.4	
%	5%	45%	43%	7%	100%	0%	0%	0%	100%	100%	0%	100%	0%	0%	100%	2%	65%	21%	12%	100%	



EXPORT OF SHEEP PRODUCTS BY EXPORT ABATTOIRS, 2017 & 2018 (Tonnes)

EXPORT OF SHEEP CARCASSES, CUTS, PROCESSED MEAT BY EXPORT ABATTOIRS - 2018

			RSA MARKET	5			(OTHER AFRIC	A				OVERSEA	5				GRAND TOTAL		
MONTHS	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	CAP	C CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL
1	138.3	0.0	0.0	0.0	138.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	138.3	0.0	0.0	0.0	138.3
2	161.1	0.0	0.0	0.0	161.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	161.1	0.0	0.0	0.0	161.1
3	371.4	0.0	15.4	0.0	386.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	371.4	0.0	15.4	0.0	386.8
4	403.9	3.0	6.1	0.0	413.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	403.9	3.0	6.1	0.0	413.0
5	425.5	2.3	10.7	0.0	438.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	425.5	2.3	10.7	0.0	438.6
6	325.5	0.0	0.0	0.0	325.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	325.5	0.0	0.0	0.0	325.5
7	242.3	0.0	0.0	0.0	242.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	242.3	0.0	0.0	0.0	242.3
8	171.7	0.0	0.0	0.0	171.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	171.7	0.0	0.0	0.0	171.7
9	183.5	0.0	0.0	0.0	183.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	183.5	0.0	0.0	0.0	183.5
10	169.6	0.0	21.5	0.0	191.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	169.6	0.0	21.5	0.0	191.1
11	236.8	0.0	0.0	0.0	236.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	236.8	0.0	0.0	0.0	236.8
12	262.2	0.0	47.1	0.0	309.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	262.2	0.0	47.1	0.0	309.3

EXPORT OF SHEEP CARCASSES, CUTS, PROCESSED MEAT BY EXPORT ABATTOIRS - 2017

MONTHS CARC CUTS OFFAL PROC TOTAL CARC CUTS OFFAL PROC TOTAL CARC CUTS OFFAL PROC TOTAL CARC CUTS OF	FAL PROC TOTAL .0 43.5 65.5
1 22.0 0.0 0.0 43.5 65.5 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 43 E CE E
	.0 43.5 63.5
2 281.5 0.0 0.0 0.0 281.5 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	.0 0.0 281.5
3 538.1 0.0 14.6 0.0 552.7 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 18.6 0.0 0.0 18.6 538.1 18.6 1	4.6 0.0 571.3
4 517.4 0.0 1.2 0.0 518.6 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	.2 0.0 518.6
5 570.1 4.0 15.7 0.0 589.8 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 10.3 0.0 0.0 10.3 570.1 14.3 1	5.7 0.0 600.1
6 321.5 4.0 26.3 0.0 351.9 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	5.3 0.0 351.9
7 230.6 0.0 0.5 0.0 231.1 0.0 2.9 0.0 0.0 2.9 0.0 12.0 0.0 12.0 2.0 14.9 0.0	.5 0.0 246.0
8 242.9 19.5 0.0 0.0 262.4 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	.0 0.0 265.6
9 111.1 0.3 1.5 0.0 112.9 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	.5 0.0 112.9
10 89.6 0.0 0.0 0.0 89.6 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	.0 0.0 89.6
11 149.9 0.0 6.3 0.0 156.2 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	.3 0.0 156.2
12 332.9 0.0 0.0 0.0 332.9 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	.0 0.0 332.9

			RSA MARKET	S				OTHER AFRIC	A					OVERSEAS					GRAND TOTAL		
MONTHS	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL	c	CARC	CUTS	OFFAL	PROC	TOTAL	CARC	CUTS	OFFAL	PROC	TOTAL
2018	3091.8	5.3	100. 9		3198.												3091. 8	5.3	100.9		3198.
%	97%	0%	3%	0%	100%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	97%	0%	3%	0%	100%
2017	3407.6	27.8	66.1	43.5	3545.1	0.0	2.9	0.0	0.0	2.9		0.0	44.1	0.0	0.0	44.1	3407.6	74.8	66.1	43.5	3592.1
%	96%	1%	2%	1%	100%	0%	0%	0%	0%	0%		0%	100%	0%	0%	100%	95%	2%	2%	1%	100%

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GENDER OF CATTLE SLAUGHTERED AT EXPORT ABATTOIRS, 2018 (% & Number)

монтн	BULLS	cows	HEIFERS	OXEN	TOTAL
Jan	2%	14%	19%	65%	4,977
Feb	2%	16%	25%	57%	5,015
Mar	2%	25%	12%	60%	7,624
Apr	3%	22%	14%	61%	8,982
Мау	2%	17%	13%	67%	6,898
Jun	3%	30%	12%	56%	10,046
Jul	3%	30%	16%	52%	5,181
Aug	3%	32%	12%	53%	6,185
Sep	2%	40%	14%	45%	5,932
Oct	3%	31%	21%	45%	6,232
Nov	3%	29%	17%	51%	7,102
Dec	1%	36%	24%	39%	1,581
2018	3%	26%	15%	56%	75,755
2017	3%	16%	16%	65%	84,644

* All export abattoir quantities included. Proportions based on Meatco data.

CATTLE SLAUGHTERED AT VARIOUS ABATTOIR FACTORIES, 2017-2018 (Number)

молтн		1	2	3	4	5	6	7	8	9	10	11	12
Meatco	2017	1,057	5,458	7,020	6,072	8,055	12,800	9,812	6,755	8,075	4,145	5,773	4,188
Windhoek	2018	4,676	4,263	6,139	8,320	6,346	8,967	4,685	5,639	4,658	4,829	5,637	1,787
Brukarros	2017	36	167	148	123	453	704	818	821	733	302	260	15
Brukarros	2018	0	467	977	355	225	618	124	0	0	0	0	0
Meatco	2017	0	0	0	0	0	0	0	0	0	0	0	0
Okahandja	2018	0	0	0	0	0	0	0	0	0	0	0	0
Beefcor	2017	0	0	0	0	0	0	0	0	0	0	0	0
Okahandja	2018	0	0	0	0	0	0	0	0	810	1,013	994	547
Other Export	2017	0	0	0	0	0	0	0	0	0	0	0	0
Slaughtering	2018	238	221	355	151	235	298	246	335	292	235	307	153
Mobile Abattoir	2017	0	25	44	58	43	79	60	106	88	119	91	141
MODILE ADALLOIT	2018	63	64	153	156	92	163	126	211	172	155	164	65
Total including	2017	1 093	5 650	7 212	6 253	8 551	13 583	10 690	7 682	8 896	4 566	6 124	4 344
NCA abattoirs	2018	4 977	5 015	7 624	8 982	6 898	10 046	5 181	6 185	5 932	6 232	7 102	2 552

* No slaughter for NCA (Oshakati & Katima) and Witvlei

** Other export slaughtering refers to slaughtering undertaken by Hartlief (Windhoek) and Namibian Natural Meat Producers (Aranos

TYPE OF LIVE CATTLE EXPORTS, 2017-2018 (Number)

INTRODUCTION OPERATIONS OPERATING CONTEXT 2018/19 PERFORMANCE HUMAN RESOURCES ACTIVITIES MARKETING STATISTICS ANNUAL FINANCIAL STATEMENTS

23 449		23 781	21 554	318 880	316,206	
	0	0	52	209	128	
	9	28	29	248	171	
	0	0	0	o	0	
	245	373	397	4,699	3,660	
	3,511	3,553	2,277	43,139	31,932	
	39	0	119	469	0	
	0	36	0	36	358	
	19	0	0	581	1,301	
	5,859	6,058	4,580	71,123	65,786	
)).(-	1,176	692	493	16,785	11,655	
00101	12,594	12,740	12,878	177,715	197,566	
4	0	301	729	3,876	3,649	
'n	10	11	12	TOTAL 2018	TOTAL 2017	

26 414

37

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0

767

4,826

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5,037

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13,586

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31 686

120

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169

2,497

112

0

72

5,610

933

22,032

130

32 402

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82

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486

3,338

0

0

6,508

1,347

20,290

298

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21 280

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18

0

292

2,430

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41

4,554

2,148

11,338

459

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18 054

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13

0

251

3,441

0

0

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5,595

641

8,112

0

TOTAL

COW WITH CALVES

BULLS

SLAUGHTER CATTLE

COW

HEIFERS

BREEDING

OXEN

TOLLIES

STORES

WEANERS

CALVES

MONTH

31 378

0

2

0

260

4,302

199

0

55

7,329

1,148

17,933

150

2

36 937

0

14

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685

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52

9,139

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697

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22 691

0

35

0

378

2,908

0

0

100

4,327

1,616

13,057

270

4



GRADES OF BEEF CARCASSES AT EXPORT ABATTOIRS, 2018	(%)	
IDES OF BEEF CARCASSES AT EXPORT ABATT	, 2018	
IDES OF BEEF CARCASSES AT EXPOR	ABATT	
IDES OF BEEF CARCASS	AT EXPORT	
DES OF BEEF	CASS	
	DES OF BE	

% GRADES (Exported)	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	AVG 2018	AVG 2017
AO	0.36%	0.26%	0.60%	0.20%	0.36%	0.30%	0.26%	0.48%	0.99%	0.6%	0.82%	0.12%	0.45%	0.83%
A1	0.88%	1.38%	2.82%	1.20%	2.13%	1.94%	1.41%	2.16%	3.41%	2.5%	3.12%	4.78%	2.31%	3.03%
A2	19.12%	13.77%	4.90%	4.63%	7.37%	3.85%	7.28%	9.86%	6.10%	9.0%	9.05%	26.84%	10.14%	20.45%
A3	2.76%	2.79%	0.70%	1.36%	1.07%	0.97%	2.24%	1.83%	0.77%	1.9%	1.79%	3.31%	1.79%	3.41%
A4	0.13%	0.30%	0.13%	0.24%	0.11%	0.14%	0.23%	0.23%	0.06%	0.3%	0.14%		0.19%	0.26%
A5	0.04%	0.02%	0.03%	0.05%	0.02%	0.02%		0.02%					0.03%	0.03%
AG	0.02%						0.04%			0.0%			0.03%	0.00%
ABO	0.60%	0.75%	1.56%	0.91%	0.79%	0.83%	0.79%	0.87%	0.82%	1.6%	1.83%		1.03%	1.53%
AB1	1.07%	2.72%	5.33%	4.46%	6.38%	5.43%	3.01%	3.87%	2.64%	3.3%	4.47%	0.86%	3.63%	4.33%
AB2	24.40%	19.31%	14.79%	15.16%	16.97%	11.15%	9.33%	9.12%	8.39%	9.2%	8.87%	8.70%	12.94%	17.43%
AB3	5.03%	5.35%	2.36%	4.70%	3.70%	2.03%	1.60%	1.45%	1.55%	1.9%	1.90%	1.72%	2.77%	3.52%
AB4	0.49%	1.15%	0.41%	0.91%	0.52%	0.36%	0.32%	0.11%	0.28%	0.2%	0.18%	0.12%	0.42%	0.36%
AB5	0.06%	0.16%	0.03%	0.18%	0.08%	0.06%	0.04%	0.02%	0.09%	0.0%	0.04%		0.07%	0.04%
AB6		0.02%	0.05%	0.10%	0.03%	0.03%	0.06%		0.02%			0.12%	0.06%	0.00%
BO	0.45%	0.73%	2.23%	1.74%	1.15%	1.61%	1.32%	1.76%	2.26%	3.3%	3.89%	0.12%	1.71%	2.21%
B1	1.35%	2.93%	7.77%	6.67%	7.63%	8.43%	7.88%	7.50%	6.57%	9.4%	8.57%	1.47%	6.34%	5.42%
82	20.64%	19.96%	21.60%	21.60%	22.80%	20.45%	22.75%	18.25%	18.03%	16.5%	16.39%	11.03%	19.16%	14.57%
B3	5.43%	6.85%	4.32%	6.91%	5.64%	4.67%	4.18%	3.12%	3.01%	3.0%	3.10%	2.70%	4.41%	2.64%
84	0.58%	1.43%	0.75%	1.69%	0.61%	0.74%	0.68%	0.43%	0.41%	0.6%	0.44%	0.25%	0.72%	0.35%
B5	0.11%	0.42%	0.24%	0.43%	0.14%	0.09%	0.13%	0.05%	0.02%	0.0%	0.12%	0.12%	0.16%	0.03%
BG	0.02%	0.21%	0.08%	0.35%	0.16%	0.08%	0.04%	0.11%		0.1%	0.05%		0.12%	0.00%
C	0.32%	1.01%	2.59%	1.33%	0.95%	1.99%	1.49%	2.25%	2.79%	3.1%	3.80%	0.49%	1.84%	2.13%
1	0.66%	1.20%	3.53%	2.44%	1.83%	3.32%	2.92%	3.10%	4.32%	5.3%	4.58%	1.23%	2.87%	2.81%
5	10.33%	8.66%	14.19%	12.87%	9.74%	15.78%	18.25%	21.21%	23.64%	18.8%	17.95%	23.90%	16.28%	9.85%
ព	3.70%	4.62%	5.20%	6.23%	6.52%	9.98%	9.37%	8.51%	9.81%	7.1%	6.03%	7.72%	7.06%	2.82%
C4	0.60%	1.71%	1.30%	1.83%	1.39%	2.81%	2.07%	1.84%	1.65%	1.3%	1.22%	1.35%	1.59%	0.69%
C5	0.11%	0.75%	0.88%	0.66%	0.47%	0.77%	0.62%	0.34%	0.36%	0.3%	0.25%	0.12%	0.47%	0.23%
C6	0.04%	0.42%	0.54%	0.64%	0.63%	1.26%	0.83%	0.60%	0.52%	0.2%	0.23%	0.12%	0.50%	0.13%
MEASELS	0.53%	0.70%	0.86%	0.36%	0.57%	0.67%	0.53%	0.64%	1.20%	0.5%	0.87%	2.45%	0.82%	0.63%
CONDEMNED	0.17%	0.40%	0.20%	0.14%	0.24%	0.26%	0.30%	0.28%	0.29%	0.2%	0.30%	0.37%	0.26%	0.18%
Carcasses (n)													TOTAL	
Total (n) 2018	4,977	5,015	7,624	8,982	6,898	10,046	5,181	6,185	5,932	6,232	7,102	2,552	76.726	
Total (n) 2017	1,093	5,650	7,212	6,253	8,551	13,583	10,690	7,682	8,896	4,566	6,124	4,344	84,644	
Total (n) 2016	8,046	4,084	7,307	12,328	8,418	11,063	13,488	7,963	11,064	7,244	10,246	2,592	103,843	
* Grading based on Meatco data. Carcass quantities are for All export facilities	n Meatco data.	. Carcass quar	tities are for	All export fac	lities									

AVERAGE BEEF CARCASSES MASS, 2018 (kg)	BEEF C	ARCASS	ES MAS	S, 2018	(kg)									
GRADES	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	AVG 2018	AVG 2017
AO	219.10	172.80	190.60	205.50	229.50	152.50	221.80	201.20	196.00	156.20	199.20	182.70	193.93	189.05
A1	225.00	199.70	212.10	215.80	221.80	211.10	220.10	198.20	206.10	193.00	215.80	200.80	209.96	212.74
A2	235.50	226.20	229.20	239.50	226.50	218.50	228.80	225.60	223.80	224.30	228.30	222.80	227.42	228.73
A3	244.90	232.60	237.20	250.00	237.50	233.50	231.00	229.90	227.60	236.20	233.90	230.80	235.43	232.75
A4	255.80	238.40	235.60	261.20	209.60	238.70	218.70	231.20	222.00	223.60	242.60		234.31	236.74
A5	255.00	244.00	257.00	302.30	204.00	292.00		211.40					252.24	252.64
A6	224.00						257.00			227.00			236.00	285.00
ABO	233.00	193.20	217.70	226.70	231.70	215.60	227.40	216.00	230.10	196.70	194.90	182.40	213.78	206.87
AB1	231.60	218.10	230.70	236.50	233.20	229.90	226.60	220.70	233.70	210.30	215.70	201.60	224.05	222.57
AB2	246.00	235.50	245.90	249.50	242.30	236.40	236.80	233.10	238.20	233.10	231.70	224.30	237.73	238.49
AB3	251.00	243.30	252.10	263.10	253.30	243.90	238.80	241.00	249.20	246.50	240.80	232.30	246.28	242.61
AB4	256.10	245.60	250.00	265.60	255.60	257.00	250.10	253.70	265.80	241.90	253.90	205.00	250.03	243.28
AB5	271.30	247.70	274.50	275.00	241.80	278.20	231.50	255.80	266.80	250.50	244.50		257.96	247.10
AB6		233.00	266.30	290.80	262.00	265.30	250.70		313.00				268.73	251.56
BO	223.60	219.60	239.40	243.90	245.20	225.90	234.00	225.80	222.50	217.70	216.00	215.60	227.43	223.05
B1	254.50	236.90	247.00	244.10	245.50	249.90	240.50	240.80	246.80	229.00	226.60	218.50	240.01	236.08
B2	260.00	248.70	257.70	259.90	255.90	257.50	246.30	251.60	249.50	241.30	242.40	228.90	249.98	248.78
B3	263.40	256.00	273.40	283.00	268.30	278.30	262.00	272.20	257.20	252.30	247.50	254.10	263.98	257.29
B4	269.80	258.60	274.60	284.80	261.70	288.90	260.10	280.90	244.30	258.50	248.30	243.30	264.48	274.18
B5	322.60	262.80	289.00	294.70	282.70	287.50	257.30	310.20	300.00	263.00	267.10	211.00	278.99	265.03
B6	326.00	246.70	232.40	294.80	291.40	291.10	292.00	337.70		240.30	277.30	244.00	279.43	278.06
8	227.00	181.80	224.90	250.10	249.80	239.20	253.40	216.70	208.70	225.00	224.80	227.90	227.44	220.96
5	233.00	262.70	237.30	236.40	264.30	244.10	256.50	252.20	229.40	242.00	240.00	244.10	245.17	233.37
8	249.80	254.30	248.50	254.40	262.80	258.30	256.20	252.80	240.40	248.00	249.50	247.10	251.84	246.10
ព	262.40	273.30	259.50	268.10	268.60	267.80	268.30	265.60	260.40	258.90	268.10	255.50	264.71	263.93
C4	283.30	273.60	275.80	275.10	276.90	283.70	287.60	278.00	277.80	267.50	287.50	266.20	277.75	274.22
CS	276.40	281.20	280.30	285.10	287.30	290.30	299.10	302.50	379.90	281.00	287.30	278.70	294.09	289.73
C6	251.00	291.70	279.70	302.40	291.40	306.60	232.80	308.70	299.50	325.60	302.90	306.50	291.57	304.55
MEASELS	240.30	243.90	236.60	283.10	257.60	248.90	250.00	236.20	225.90	245.50	247.40	215.60	244.25	240.83
CONDEMNED	247.50	234.40	248.40	283.10	277.50	255.20	249.10	262.30	249.90	230.60	227.50	212.50	248.17	241.67
													AVERAGE MASS	MASS
AVG 2018	248.90	242.10	247.70	256.40	250.80	252.10	248.70	245.10	241.50	236.70	237.50	229.30	244.73	e
AVG 2017	238.28	225.87	236.76	233.61	236.57	239.21	239.20	240.57	239.27	241.21	235.81	236.08	236.87	7
AVG 2016	223.50	233.10	237.00	242.20	248.80	245.80	242.40	235.30	232.40	220.70	258.30	230.40	237.49	6
AVG 2015	231.50	234.10	236.20	233.40	237.10	234.70	235.00	230.00	227.50	228.30	235.40	231.00	232.85	5
* Monthly weighted average based on Meatco gradings, weight per grade is a simple average.	nted average ba	ased on Meato	o gradings, we	ight per grade	e is a simple av	erage.								

AVERAGE PRODUCER PRICE OF BEEF CARCASSES AT EXPORT ABATTOIRS, 2018 (N\$/kg)

AVG	41.38	44.41	44.16	44.62	45.23	46.09	43.73	41.21	43.88	43.81	44.37	44.09	45.19	44.89	38.20	40.54	40.46	40.76	41.03	40.61	41.85	33.40	38.87	38.75	38.80	39.06	39.02	38.90	35.53	18.78	40.85	35.64
12	42.31	46.83	47.06	47.09				42.91	46.83	47.06	47.10	46.78			41.80	45.47	45.57	45.77	45.69	45.46	45.69	36.04	42.54	42.65	42.73	42.87	42.85	42.94	36.47	21.53	43.81	39.07
п	44.76	46.67	46.70	46.74	46.74			43.83	46.69	46.73	46.80	46.81	46.73		40.73	44.39	44.41	44.45	44.38	44.28	44.79	35.68	41.59	41.79	41.88	41.92	41.62	41.99	37.86	18.87	43.63	38.84
10	40.44	45.57	45.90	46.19	46.27		46.50	43.02	45.96	45.98	46.10	46.06	46.83		41.31	43.43	43.06	42.99	43.50	43.43	44.11	35.83	40.68	40.85	41.09	41.10	41.08	40.98	36.66	20.19	42.76	37.80
6	43.17	44.78	45.08	44.89	43.55			42.49	44.30	44.68	45.07	44.78	45.03	45.18	37.84	40.03	40.13	40.17	40.04	38.50		31.83	37.73	38.53	39.07	38.99	38.92	39.10	35.78	20.20	40.22	36.15
80	43.35	43.31	43.30	43.28	43.35	42.58		41.00	42.45	42.95	43.95	44.20	45.06	0.00	35.05	38.22	38.61	39.14	39.41	40.06	40.21	31.00	37.27	37.85	38.05	37.93	38.15	38.08	38.09	19.04	39.29	35.31
7	41.54	42.95	43.75	43.82	42.97		42.92	41.41	42.75	43.10	44.03	40.11	43.66	42.62	36.04	38.53	38.37	38.31	39.34	39.21	41.44	31.88	36.53	34.64	33.58	36.52	37.05	37.11	34.08	19.28	38.08	35.03
9	36.77	44.23	44.86	45.95	46.16	46.98		40.87	43.85	44.11	44.55	44.92	45.63	44.04	36.29	39.78	39.94	40.25	40.72	39.88	40.99	32.29	38.19	38.70	39.30	39.52	39.45	39.31	37.40	14.37	40.36	35.15
ß	37.02	44.35	45.80	46.40	46.45	46.52		37.51	44.01	44.82	45.74	45.03	46.38	46.48	33.29	39.92	40.35	40.97	41.21	41.28	41.94	31.07	38.29	38.88	39.54	39.59	39.45	39.38	37.59	21.48	41.52	34.56
4	42.91	44.35	45.79	46.28	46.43	46.96		43.23	44.10	45.12	45.91	45.83	45.98	45.15	38.99	40.12	40.78	41.55	41.62	42.00	41.93	34.90	38.10	38.83	39.47	39.44	39.37	39.03	17.50	17.50	41.60	32.13
e	39.00	43.80	44.74	45.70	46.50	46.85		39.35	43.80	44.32	44.95	45.60	46.49	46.43	36.90	40.42	40.85	41.30	41.30	41.57	42.27	32.51	37.98	38.34	38.44	38.63	38.32	38.21	37.92	20.41	40.88	33.53
2	40.26	39.75	39.26	40.34	43.12	43.99		34.92	37.12	38.57	39.29	39.86	42.41	43.29	33.89	33.23	37.55	38.21	38.54	35.49	41.44	30.12	37.09	37.10	36.86	36.86	38.29	37.78	35.39	16.97	37.86	33.16
1	40.25	42.32	43.22	43.51	44.57	44.54	42.78	39.10	41.55	42.46	42.68	42.56	42.94		37.13	39.27	40.73	40.82	40.92	39.50	41.00	31.14	36.57	37.35	37.59	37.45	37.30	37.76	39.51	22.91	41.18	32.62
CLASSES	AO	A1	A2	A3	A4	A5	A6	ABO	AB1	AB2	AB3	AB4	AB5	AB6	BO	B1	B2	B3	B4	B5	B6	CO	IJ	3	ព	C4	C5	CG	MEASELS	CONDEMNED	AVG 2018	AVG 2017

AVERAGE SHEEP CARCASSES MASS, 2018 (kg)

2 ע ע	AVERAGE SHEEP CARCASSES MASS, 2018 (Kg)	CARCAS	SES MA	07) ZUIO	(Kg)									
CLASSE S	1	2	ß	4	2	9	7	80	6	10	11	12	AVG	
AO	11.95	12.20	12.65	12.67	13.70	12.30	12.70	12.70	11.80	12.70	12.00	12.80	12.51	
A1	12.90	13.65	13.45	14.40	14.40	13.80	13.50	13.20	12.80	13.60	13.00	13.10	13.48	
A2	14.70	15.65	15.35	15.45	16.00	15.60	15.80	15.20	15.50	15.30	15.40	16.10	15.50	
A3	16.35	17.10	17.30	17.51	17.50	17.90	18.10	17.10	18.10	16.50	17.90	18.70	17.50	
A4	16.80	17.85	17.65	18.40	17.70	18.50	18.50	17.70	20.00	17.70	18.50	19.60	18.24	
A5	17.10	18.50	18.25	18.10	17.80	20.80	18.40	18.60	21.10	17.60	21.20	20.50	19.00	
AG	18.95	18.55	18.05	18.65	20.00	22.10	19.90	17.80	25.30		24.80	17.40	20.14	
ABO	14.30	12.90	13.40	15.15	14.35	13.20	14.00	15.30	10.80	14.40	13.30	14.90	13.83	
AB1	16.50	14.90	14.95	15.25	14.95	13.50	14.50	15.30	14.80	13.60	13.60	14.80	14.72	
AB2	18.30	16.20	17.60	16.70	16.95	17.20	17.20	17.20	17.80	17.90	16.10	16.30	17.12	
AB3	20.65	20.15	20.15	18.35	19.00	19.20	19.70	20.00	21.30	19.40	18.60	20.50	19.75	
AB4	22.70	17.55	21.00	20.00	20.00	19.00	22.30	19.40	20.00	21.60	16.90	21.60	20.17	
AB5	27.50	25.10	21.55	19.35	19.65	23.00	20.70	21.20		25.60	19.50	25.10	22.57	
AB6	17.80	26.20	23.55	20.25	25.85	22.70	25.00						23.05	
BO	11.55	14.65	15.10	15.30	14.25	13.80	17.40	13.90	12.90	16.30	13.40	11.40	14.16	
B1	15.05	15.65	16.85	15.90	15.70	14.50	14.90	15.50	11.80	15.10	14.10	13.70	14.90	
B2	20.00	17.80	18.15	17.40	17.80	17.80	18.10	17.60	20.40	18.90	17.90	17.40	18.27	
B3	21.95	20.95	21.40	19.25	20.40	20.70	21.30	20.70	21.40	20.50	19.70	23.40	20.97	
B4	25.60	22.80	22.45	20.50	20.80	21.70	25.60	21.50	25.10	24.70	22.10		22.99	
B5	26.00	20.60	24.30	21.20	24.85	28.60	26.00	23.10	22.40	23.10	33.30		24.86	
BG	31.95	15.60	26.40	20.90	22.90	28.20	31.70	24.90	27.50	22.20			25.23	
8	16.85	16.00	16.85	16.50	15.95	15.30	16.20	16.70	14.60	16.60	16.50	15.00	16.09	
5	17.90	16.85	17.80	17.65	17.00	16.60	17.50	17.80	16.70	16.40	16.10	17.00	11.71	
8	20.30	19.25	19.60	19.65	19.70	20.00	20.50	19.50	22.30	19.70	19.40	19.60	19.96	ANN
ប	22.85	21.95	21.75	21.50	22.10	22.60	24.00	22.30	26.40	24.20	22.80	23.90	23.03	IUAL
C4	25.40	22.80	23.30	22.40	23.65	23.60	26.60	23.50	26.80	25.40	26.70	27.30	24.79	
CS	26.55	26.10	24.70	24.60	25.80	27.40	30.00	26.60	29.20	26.90	25.50	28.80	26.85	NCIA
C6	24.20	34.30	25.90	24.70	27.40	26.50	31.50	29.00		23.10	27.60	34.30	28.05	
AVG 2018	19.74	18.99	19.27	18.49	19.15	19.50	20.41	19.01	19.47	19.19	19.07	19.30	19.30	ATEM
AVG 2017	21.20	20.73	19.61	21.71	19.88	20.98	20.65	19.72	20.13	20.46	20.03	19.90	20.42	

Namibia

INTRODUCTION OPERATIONS OPERATING CONTEXT 2018/19 PERFORMANCE HUMAN RESOURCES ACTIVITIES MARKETING STATISTICS AVERAGE PRODUCER PRICE OF SHEEP CARCASSES AT EXPORT ABATTOIRS, 2018 (N\$/kg)

MotS10S10T30S1	Grade s	1	2	e	4	ъ	9	7	80	6	10	п	12	AVG
(605)(607)(600)(512)(503)(601)(706)(716)(716)(610)(910)(920)(921)(921)(921)(921)(921)(921)(921)(610)(910)(921)(921)(921)(921)(921)(921)(921)(921)(611)(910)(910)(910)(910)(910)(910)(910)(910)(910)(611)(910)(910)(910)(910)(910)(910)(910)(910)(910)(611)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)(910)(910)(910)(910)(910)(910)(911)(910)(910)	AO	39.18	39.00	37.38	35.42	35.83	39.42	42.40	43.75	42.92	38.88	40.31	45.75	40.02
(10)(10)(10)(10)(10)(10)(10)(10)(10)(10)(10)(11) <t< th=""><th>A1</th><th>60.55</th><th>58.67</th><th>54.00</th><th>51.92</th><th>53.93</th><th>59.83</th><th>64.93</th><th>67.75</th><th>68.00</th><th>68.13</th><th>70.06</th><th>73.83</th><th>62.63</th></t<>	A1	60.55	58.67	54.00	51.92	53.93	59.83	64.93	67.75	68.00	68.13	70.06	73.83	62.63
(10)(1	A2	61.09	59.08	54.50	52.42	54.27	60.25	65.40	68.42	68.67	68.88	71.06	75.83	63.32
46841641641041341241341	A3	61.09	59.08	54.50	52.42	54.27	60.25	65.40	68.42	68.67	68.88	71.06	75.83	63.32
4.734.155.835.535.736.026.436.536.557.567.502.206.738.138.248.138.258.138.148.138.14 </th <th>A4</th> <th>48.82</th> <th>47.08</th> <th>44.67</th> <th>43.46</th> <th>44.10</th> <th>47.92</th> <th>52.33</th> <th>54.08</th> <th>53.92</th> <th>54.00</th> <th>54.81</th> <th>58.58</th> <th>50.31</th>	A4	48.82	47.08	44.67	43.46	44.10	47.92	52.33	54.08	53.92	54.00	54.81	58.58	50.31
41741731231331141341	A5	42.73	41.75	38.38	36.54	37.33	40.92	44.20	45.42	46.33	46.25	47.56	52.08	43.29
36.636.036.037.137.1037.337.93	AG	42.73	41.75	38.29	36.25	37.10	40.25	43.53	44.75	45.67	45.75	47.06	52.08	42.93
600667660432437473507513513513513513513635647643243243747560751252051352155364564326432432437475507512523523533553717543535535534737383713583713535533535717553535535534734737733733733733535533717553535735734737733733733733735735717535735736734737733733733735735718735735736737733734735735735735717735735736737735736735735735735743735735736737735735735735735735744735736737735737735736735735735744744747747747747747747747747744744747747747747747747747744744747743747743747746747744 </th <th>ABO</th> <th>36.45</th> <th>36.92</th> <th>36.04</th> <th>33.75</th> <th>33.10</th> <th>35.25</th> <th>37.93</th> <th>39.42</th> <th>39.33</th> <th>37.50</th> <th>38.31</th> <th>40.58</th> <th>37.05</th>	ABO	36.45	36.92	36.04	33.75	33.10	35.25	37.93	39.42	39.33	37.50	38.31	40.58	37.05
63664764063263776475670512523533553643664376432643764376436643753435535537436643664335437335437436743654365535537437563953545332534254375437543354335436543574375536533653365337543754375433543654357435553653367337543773335437543654365436743665395336533754375437543654365436543674366539533653375437643764366437543654367436653953475437643764366437643664375436743665395347534753575353535353265356535674415447545754575457545654565456545674415447545754575457545654565456744154475457545754575456545654567441544754575457545654565456545674415447545754575456545654565456744154475457	AB1	49.00	48.67	46.08	43.92	43.77	47.25	50.07	51.92	51.83	51.38	51.81	54.75	49.20
4936487546064324374725075125135335334136403354633423342343343344313344313343354354354354354354354354354354354354354354354354355354354354354354354354355354355354355355354355 <t< th=""><th>AB2</th><th>49.36</th><th>48.75</th><th>46.08</th><th>43.92</th><th>43.77</th><th>47.25</th><th>50.07</th><th>51.92</th><th>52.08</th><th>51.75</th><th>52.31</th><th>55.75</th><th>49.42</th></t<>	AB2	49.36	48.75	46.08	43.92	43.77	47.25	50.07	51.92	52.08	51.75	52.31	55.75	49.42
41.3640.240.356.837.2738.841.8740.646.5647.647.637.1756.955.433.4223.4734.4237.1336.4736.8333.95	AB3	49.36	48.75	46.08	43.92	43.77	47.25	50.07	51.92	52.08	51.75	52.31	55.75	49.42
37.1736.8335.433.4232.9734.437.1338.438.8339.1535.543.2537.1035.5035.3633.4233.4237.3734.2535.6735.6735.6735.6735.6735.6737.5535.2535.5735.4735.7535.7535.7535.7535.7535.7546.1845.3342.5547.0747.5547.0746.5546.6745.9546.4754.7546.1845.3547.0747.5547.0746.5546.7545.9545.4754.7546.1847.2547.0746.5547.0746.5546.5545.4754.7547.1947.1746.7547.0746.5546.5545.4754.7547.1937.1537.1747.1746.5547.2547.2547.4747.1937.1537.1747.2547.2547.2547.2547.4747.1037.1537.1747.2537.1537.2537.5547.4547.1047.1747.5537.5537.5537.5547.4547.4547.1047.1747.5537.5537.5537.5537.5537.5547.1047.1747.5547.1747.5547.5547.5547.5547.1047.1537.5537.5537.5537.5537.5537.5547.1147.1547.5547.5547.5547.5547.5547.5	AB4	41.36	40.92	40.33	36.88	37.27	38.83	41.87	44.08	44.17	44.63	45.06	49.75	42.10
3100 3650 3538 3442 3442 3113 3842 3836 3956 3956 325 325 3146 2858 2843 3058 3167 3557 3567 3367 3367 3547 4582 4256 4206 3977 4226 4707 4858 4926 4844 5142 4618 4253 4226 4000 3977 4226 4707 4858 4926 4849 543 4513 4226 4000 3977 4226 4707 4858 4226 4926 4246 418 3142 3142 3047 3047 3257 3726 4726 4746 316 3176 3047 3047 3026 3726 3726 3756 4746 316 3176 3047 3076 3726 3726 3756 3756 4642 410 412 3047 3026 3776 3726 3756 3756 4642 410 412 3047 3026 3776 3726 3756 3756 4042 410 412 3047 3026 3776 4716 4726 4716 4726 410 4112 3047 3026 3726 4516 4726 4616 4026 410 4112 3047 3026 3726 4516 4026 4026 4026 410 4112 3167 3126 <	AB5	37.27	36.83	35.54	33.42	32.97	34.42	37.13	38.42	38.83	39.13	39.56	43.25	37.23
335531462849284330.5636.735.5635.6733.6635.4245.8245.3240039.7743.2547.0745.8949.0946.3548.4451.4246.1845.3342.25400039.7743.2547.0745.8949.2648.6348.9451.4246.1845.3342.25400039.7735.7547.0745.8949.2548.6349.3551.4246.1845.3134.4734.7534.7736.7547.0745.8949.2548.6349.3551.4231.638.4731.9238.7731.9237.2537.2537.2537.2647.4231.631.7531.7531.9231.9231.9237.2537.2537.2647.4231.643.7531.7631.7737.2537.2537.2647.4237.5647.4231.643.7531.7731.7531.7537.2537.2647.4237.5647.4231.643.7531.7647.1745.5847.1745.5845.7647.4247.4231.643.7531.7631.7731.7531.7531.7531.7531.7631.7631.731.731.7747.3747.3747.3747.3747.3747.3731.831.7531.7647.3747.3747.3747.3747.3731.831.7531.7731.77	AB6	37.00	36.50	35.38	33.42	32.97	34.42	37.13	38.42	38.83	39.13	39.56	43.25	37.17
682 62.5 42.26 400 39.71 43.25 4707 68.58 6900 62.5 68.44 51.42 61.8 63.3 42.25 400 39.71 43.25 4707 68.58 49.25 68.63 68.94 52.42 45.18 42.32 42.26 400 39.77 32.75 4707 84.58 42.52 45.39 49.31 52.42 39.46 31.42 31.42 31.42 31.42 30.42 30.30 32.25 37.52 47.25 47.26 47.26 31.64 31.75 32.75 30.42 30.30 32.25 37.75 37.52 47.36 47.42 31.64 31.76 31.72 30.75 37.75 37.75 37.56 47.42 31.64 31.76 32.76 32.76 37.75 37.75 37.75 37.75 47.26 41.61 47.26 37.76 37.76 37.75 37.75 37.75 37.75 37.75 41.02 31.77 32.76 37.76 37.76 37.76 37.76 37.75 40.01 41.22 37.76 37.76 47.97 37.76 47.97 37.76 40.01 41.22 31.77 37.76 47.97 37.76 47.97 37.76 40.01 41.21 31.77 47.26 47.97 47.97 47.97 47.97 40.01 41.21 47.21 47.21 47.26	BO	33.55	33.25	31.46	28.58	28.43	30.58	33.67	35.25	35.67	33.50	33.06	35.42	32.70
46.1845.3342.2540039.7143.2547.0748.5849.2548.6348.945.24246.1845.3342.2540.0039.7143.2547.0748.5849.2549.3549.315.24233.5638.4738.4234.7036.7540.6042.2542.9243.5647.4547.4534.1834.7530.4230.3031.2531.2531.2531.2531.2531.5647.4547.4534.1833.7532.4730.4230.3031.2531.2531.2531.5647.4547.4534.0433.7532.7530.4230.3031.2531.2631.5731.5631.5631.5634.0531.6729.4730.6731.5730.2031.5631.5631.5631.5631.5631.5634.0531.6729.5730.3031.5730.2031.5631.5631.5631.5631.5634.0643.3541.4238.6731.6731.5631.5631.5631.5631.5634.0643.3541.4238.6731.5631.5631.5631.5631.5631.5644.0043.3531.5631.5731.5631.5631.5631.5631.5631.5644.0043.3531.5631.5631.5631.5631.5631.5631.5631.5630.0131.5631.5631.5631.5631.56<	B1	45.82	45.25	42.25	40.00	39.77	43.25	47.07	48.58	49.00	48.25	48.44	51.42	45.76
46.1845.334.2240.0039.1743.2547.0746.849.2549.2549.3169.315.2439.3638.4738.4234.9234.1736.7540.6042.2542.9243.5643.5647.6731.4134.4231.3130.4230.3031.2535.7337.2537.2537.2537.5647.6733.6433.7532.7530.4230.3031.2537.9237.5737.5647.6733.0433.7530.4230.3031.9231.9237.5737.5537.5547.6732.0531.6730.7530.3031.5730.2031.5837.5537.5537.5647.6732.0543.7541.4238.6737.6740.7545.5845.7545.1647.847.444.0043.8341.4238.6737.6740.7545.5845.7547.847.847.444.0043.8441.4238.6737.6747.9545.7545.7547.847.947.930.0938.6737.5637.6747.9545.7545.7545.9545.6650.4230.1033.2537.5037.6747.9545.7545.7547.9547.9547.9530.1133.2533.5037.6737.9537.7537.7537.9537.9537.9531.1133.2532.5037.9537.7537.7537.953	82	46.18	45.33	42.25	40.00	39.77	43.25	47.07	48.58	49.25	48.63	48.94	52.42	45.97
3336336738423492347736.7540.6042.2542.9242.9243.5643.5647.4234.1834.4231.3330.4230.3032.2535.7337.2537.2537.5640.6233.6433.7530.4230.3031.9235.7337.5537.5637.5640.4233.6433.7530.4230.3031.9235.7537.2537.5640.4233.0031.6720.4237.6737.5736.7537.5640.4243.0143.7541.4238.6737.6740.5847.1345.5645.1349.8144.0043.3341.4238.6737.6740.5847.1345.5645.0035.4544.0143.3541.4238.6737.6740.5845.7645.6745.6650.4244.0043.3341.4238.6737.6740.5845.7645.6750.4244.0143.3541.4238.6737.6740.5845.7645.6750.4244.0243.3537.6738.6737.6745.6945.6750.4250.4244.0343.7538.6737.6737.6745.9645.6750.4244.0443.7537.7537.7537.7537.2545.1746.9766.6744.0557.7537.9537.9537.9547.9556.7550.4233.1837.9537.9537.95	B3	46.18	45.33	42.25	40.00	39.77	43.25	47.07	48.58	49.25	48.63	49.31	52.42	46.00
3.4.18 $3.4.4$ $3.1.3$ 30.42 30.30 $3.2.5$ 35.73 37.5 37.5 37.5 37.5 40.42 $3.3.6$ $3.3.7$ $3.1.6$ $3.0.42$ $3.0.3$ $3.0.2$ $3.1.9$ 37.5 37.5 40.42 $3.3.6$ $3.1.6$ $3.1.6$ $3.0.42$ $3.0.3$ $3.1.9$ $3.5.7$ $3.5.7$ 37.5 37.5 40.42 $3.0.0$ 31.67 25.87 25.87 25.87 25.87 37.5 37.6 40.42 $4.0.0$ 43.83 41.42 38.67 37.67 40.7 45.78 45.79 45.9 46.9 $4.0.0$ 43.83 41.42 38.67 37.67 40.7 45.8 46.00 45.9 46.9 $4.0.0$ 43.83 41.42 38.67 37.67 40.7 45.9 46.07 46.9 50.42 $4.0.0$ 43.83 41.42 38.67 37.67 47.13 45.8 46.00 45.50 46.69 50.42 $4.0.0$ 41.2 37.67 37.67 37.73 39.25 40.42 40.76 50.42 30.16 32.79 32.79 32.79 32.72 32.79 36.60 38.92 30.18 32.50 32.50 32.79 32.73 32.72 32.72 35.92 36.79 36.76 30.16 40.16 32.79 32.79 32.79 32.79 36.79 36.79 36.79 36.79 30.18 $32.$	B4	39.36	39.67	38.42	34.92	34.77	36.75	40.60	42.25	42.92	42.50	43.56	47.42	40.26
336433.7532.7530.4230.3031.9235.0736.5837.5037.5537.5640.4232.0031.6729.5426.6726.8726.8727.7530.2031.5832.2531.0032.0635.4243.0543.7541.4238.6726.7740.2544.0745.5845.7545.3144.8144.0043.8341.4238.6737.6740.5844.1345.5845.6045.6056.4244.0043.8341.4238.6737.6740.5844.1345.5846.0045.5046.5650.4244.0043.8341.4238.6733.2033.2033.2033.2033.2734.5837.7339.2540.4241.1345.5846.0045.5650.4233.1833.2533.5023.0028.4029.7337.7339.2540.4241.1341.5643.2533.1833.2529.0028.4029.7337.7337.7337.7535.4235.6336.0638.9233.1833.2529.0028.4029.7337.7334.2535.4235.6336.0638.9233.1833.2529.0028.4029.7337.7334.2535.4235.6336.0638.9233.1933.2534.0937.7334.2535.4335.6336.0638.9234.1937.1037.1337.1337.2535.43	B5	34.18	34.42	33.13	30.42	30.30	32.25	35.73	37.25	37.92	37.25	37.56	40.42	35.07
32.0031.6729.5426.6725.8727.7530.2031.5831.0032.0635.4243.6443.7541.4238.6737.6740.2544.0745.5845.7545.1344.8149.4244.0043.8341.4238.6737.6740.5844.1345.5846.0045.5046.5650.4244.0043.8341.4238.6737.6740.5844.1345.5846.0045.5046.5650.4244.0043.8341.4238.6737.6740.5844.1345.5846.0045.5046.5650.4239.0938.6737.5333.5037.6740.5844.1345.5846.0045.5046.5650.4231.1837.5337.5333.2037.7337.7339.2540.4241.1341.5650.4233.1833.2529.0028.4029.7537.7339.2537.7335.4235.6336.0638.9233.1833.2529.0028.4029.7537.7334.2535.4235.6336.0638.9233.1833.2529.0028.4028.4029.7537.7334.2535.4235.6336.0638.9233.1833.2529.0028.4029.7537.7334.2535.4235.6336.0638.9234.0535.0535.0537.0537.7334.2535.4235.6336.0638.92 <th>B6</th> <th>33.64</th> <th>33.75</th> <th>32.75</th> <th>30.42</th> <th>30.30</th> <th>31.92</th> <th>35.07</th> <th>36.58</th> <th>37.50</th> <th>37.25</th> <th>37.56</th> <th>40.42</th> <th>34.76</th>	B6	33.64	33.75	32.75	30.42	30.30	31.92	35.07	36.58	37.50	37.25	37.56	40.42	34.76
43.6443.7541.4238.6737.6740.2544.0745.5845.7545.1344.8149.4244.0043.8341.4238.6737.6740.5840.1345.5846.0045.5046.5650.4244.0043.8341.4238.6737.6740.5840.5846.0045.5046.5650.4239.0938.6737.5333.2033.2033.2034.5837.7339.2540.4241.1341.5643.9233.1837.2537.5033.5033.2029.0028.4029.7537.7339.2540.4241.1341.5643.9233.1833.2532.5029.0029.0028.4029.7537.7339.2535.4235.6336.0638.9233.1833.2532.5032.5037.7339.2537.7339.2537.7339.2535.4235.6336.0633.1833.2529.0029.0028.4029.7537.7334.2535.4235.6336.0638.9234.7535.7637.7937.7334.2537.7334.2535.4235.6336.0638.9234.7637.7837.7937.7334.2535.4235.6336.0638.9234.7637.7937.7334.2537.7336.4336.7536.9538.9234.7637.9637.9337.9337.9337.9337.9336.9437.99 <th>8</th> <th>32.00</th> <th>31.67</th> <th>29.54</th> <th>26.67</th> <th>25.87</th> <th>27.75</th> <th>30.20</th> <th>31.58</th> <th>32.25</th> <th>31.00</th> <th>32.06</th> <th>35.42</th> <th>30.50</th>	8	32.00	31.67	29.54	26.67	25.87	27.75	30.20	31.58	32.25	31.00	32.06	35.42	30.50
44.0043.8341.4238.6737.6740.5844.1345.5846.0045.5046.5650.4244.0043.8341.4238.6737.6740.5840.5846.0045.5046.5650.4239.0938.6737.2533.5033.5033.5033.5033.5333.2533.5333.5240.4241.1341.5643.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9234.0539.0635.8234.0537.7334.2535.4235.6336.0638.9234.7539.0635.8234.0536.7446.2946.2936.0738.9234.7539.0635.8234.0536.4437.8640.3546.3440.3540.3534.7539.0635.8234.0237.7236.4437.8640.3540.3740.3540.37 <td< th=""><th>IJ</th><th>43.64</th><th>43.75</th><th>41.42</th><th>38.67</th><th>37.67</th><th>40.25</th><th>44.07</th><th>45.58</th><th>45.75</th><th>45.13</th><th>44.81</th><th>49.42</th><th>43.35</th></td<>	IJ	43.64	43.75	41.42	38.67	37.67	40.25	44.07	45.58	45.75	45.13	44.81	49.42	43.35
44.0043.8341.4238.6737.6740.5844.1345.5846.0045.5046.5650.4233.0938.6737.2533.5033.2033.4533.2533.2533.2533.2533.2533.2535.4335.6335.0533.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9233.1833.2529.0028.4029.7529.7334.2535.4235.6336.0638.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9233.1833.2532.5029.0028.4029.7532.7334.2535.4235.6336.0638.9243.0043.0640.2137.7337.7334.2535.4245.7746.5450.1634.7539.0635.8234.0232.7236.4437.8640.4340.5840.5140.5340.5450.16	8	44.00	43.83	41.42	38.67	37.67	40.58	44.13	45.58	46.00	45.50	46.56	50.42	43.70
39.09 38.67 37.25 33.20 34.58 37.73 39.25 40.42 41.13 41.56 43.92 33.18 33.25 32.50 29.00 28.40 29.75 32.73 34.25 35.63 36.06 38.92 33.18 33.25 32.50 29.00 28.40 29.75 32.73 34.25 35.63 36.06 38.92 33.18 33.25 32.50 29.00 28.40 29.75 37.72 34.25 35.63 36.06 38.92 33.18 33.25 32.73 34.25 34.25 35.42 35.63 36.06 38.92 43.00 42.09 29.73 34.75 34.75 35.63 36.06 38.92 34.75 39.06 35.82 34.05 35.42 35.63 36.06 38.92 34.75 39.06 35.82 34.05 35.42 46.54 50.16	ព	44.00	43.83	41.42	38.67	37.67	40.58	44.13	45.58	46.00	45.50	46.56	50.42	43.70
33.18 33.25 32.50 29.00 28.40 29.75 32.73 34.25 35.63 36.06 38.92 33.18 33.25 32.50 29.00 28.40 29.75 32.73 34.25 35.63 36.06 38.92 33.18 33.25 32.50 29.00 28.40 29.75 37.25 35.63 36.06 38.92 43.00 42.46 40.21 37.73 34.25 35.42 35.63 36.06 38.92 34.75 35.06 37.73 40.64 44.09 45.78 45.77 46.54 50.16 34.75 39.06 35.82 34.02 32.72 36.44 37.86 40.43 40.68 40.51 40.53 42.04	C4	39.09	38.67	37.25	33.50	33.20	34.58	37.73	39.25	40.42	41.13	41.56	43.92	38.36
33.18 33.25 32.50 29.00 28.40 29.75 32.73 34.25 35.63 36.06 38.92 43.00 42.46 40.21 37.72 37.73 40.64 44.09 45.78 45.77 45.57 45.76 50.16 34.75 39.06 35.82 34.02 32.72 36.44 37.86 40.43 40.68 40.51 40.53 42.04	CS	33.18	33.25	32.50	29.00	28.40	29.75	32.73	34.25	35.42	35.63	36.06	38.92	33.26
43.00 42.46 40.21 37.72 37.73 40.64 44.09 45.78 46.22 45.77 46.54 50.16 34.75 39.06 35.82 34.02 32.72 36.44 37.86 40.43 40.68 40.51 40.53 42.04	C6	33.18	33.25	32.50	29.00	28.40	29.75	32.73	34.25	35.42	35.63	36.06	38.92	33.26
34.75 39.06 35.82 34.02 32.72 36.44 37.86 40.43 40.68 40.51 40.53 42.04	AVG 2018	43.00	42.46	40.21	37.72	37.73	40.64	44.09	45.78	46.22	45.77	46.54	50.16	43.36
	AVG 2017	34.75	39.06	35.82	34.02	32.72	36.44	37.86	40.43	40.68	40.51	40.53	42.04	37.90

AUCTIONS: AVERAGE PRICE, 2018 (N\$/kg)

TVPE	NAL	FEB	MAR	APR	MAV	NUL	IUL	AUG	SEP	OCT	NOV	DEC	AVG 2018	AVG 2017
		1							į	į				
WEANERS														
Price per kg	37.26	34.46	29.04	30.02	32.48	31.07	28.33	31.00	28.85	27.79	30.68	29.62	30.88	25.19
τοιιγ														
Price per kg	36.47	36.12	30.83	31.84	32.77	32.33	30.46	31.52	30.72	29.57	32.83	30.81	32.19	28.60
STORES														
Price per kg	26.75	27.15	23.35	24.01	24.62	24.07	22.75	23.82	23.17	22.91	24.15	23.73	24.21	22.56
Хо														
Price per kg	23.31	24.50	21.46	22.37	22.02	20.86	20.29	21.50	21.15	22.85	24.72	21.04	22.17	20.58

INTRODUCTION OPERATIONS OPERATING CONTEXT 2018/19 PERFORMANCE HUMAN RESOURCES ACTIVITIES MARKETING STATISTICS ANNUAL FINANCIAL STATEMENTS

21.05	14.60	19.40	26.09	938.18
23.77	16.52	21.57	27.00	903.64
23.19	16.43	22.55	25.38	894.00
24.17	19.32	24.70	30.03	984.75
22.68	17.56	23.26	29.58	1,049.60
21.25	15.63	21.03	28.80	1045.67
21.79	16.09	20.73	28.81	951.25
20.55	15.16	19.94	27.94	910.20
28.39	16.46	20.07	26.56	859.00
21.83	17.50	21.14	26.44	865.75
21.96	16.10	21.39	25.83	837.25
21.24	13.70	20.00	25.09	797.25
24.15	17.48	22.11	24.71	780.00
34.00	16.86	21.92	24.87	869.00
Price per kg	COW LEAN Price per kg	COW FAT Price per kg	SLAUGH- TER SHEEP Price per kg	GOAT Price per head

HEIFERS

TOTAL MARKETING OF CATTLE, 1968-2018 (Number)

	TOTAL LIVE		NAMIBIA			SLAUGHTER MASS
YEAR	LIVE EXPORTS	NAMIBIA FACTORIES	NAMIBIA NCA	NAMIBIA BUTCHERS	NAMIBIA TOTAL PRODUCTION	(kg)
1968	259 490	32 333	_	26 666	318 489	220.10
1969	240 591	46 915	_	26 156	313 662	215.30
1970	312 383	75 219	_	31 295	418 897	200.10
1971	371 502	10 186	_	30 409	412 097	192.40
1972	429 195	122 313	_	33 521	585 029	194.80
1973	324 547	149 414	_	35 039	509 000	198.20
1974	212 478	33 853	_	30 445	276 776	212.10
1975	249 565	43 823	_	34 433	327 821	216.40
1976	260 869	93 214	_	37 455	391 538	220.10
1977	199 757	115 175	-	35 348	350 280	216.10
1978	239 994	123 545	-	35 338	398 877	216.00
1979	228 857	162 762	-	31 556	423 175	203.10
1980	236 435	185 613	-	41 112	463 160	209.50
1981	330 642	108 356	-	34 377	473 375	205.50
1982	184 954	106 015	-	32 348	323 317	199.20
1983	114 258	118 486	-	35 902	268 646	214.00
1984	112 501	118 493	323	37 573	268 890	218.00
1985	137 375	120 936	3 641	39 094	301 046	212.80
1986	142 178	112 435	5 241	44 230	304 084	216.90
1987	184 153	115 889	5 587	42 571	348 200	221.30
1988	160 077	120 807	5 877	40 241	327 002	225.00
1989	163 067	138 223	5 079	40 009	346 378	225.00
1990	144 582	136 261	5 052	37 565	323 460	220.00
1991	135 367	151 828	4 837	41 813	333 845	227.80
1992	157 071	154 643	17 106	36 814	365 634	232.00
1993	179 648	166 609	16 512	37 931	400 700	234.00
1994	190 660	162 672	18 604	34 108	406 044	227.00
1995	198 773	156 381	29 690	29 645	414 489	221.34
1996	279 127	170 707	19 724	28 405	497 963	209.20
1997	92 661	88 879	13 522	31 713	226 775	222.40
1998	148 734	126 824	18 488	26 620	320 666	225.90
1999	152 416	159 522	19 410	20 021	351 369	223.20
2000	79 969	140 589	18 604	22 956	262 118	234.10
2001	110 127	142 624	15 701	41 073	309 525	239.60
2002	148 350	149 833	24 499	15 654	338 336	240.70
2003	150 601	143 885	17 776	9 950	322 212	238.50
2004	144 573	139 162	9 401	9 191	302 327	240.40
2005	210 945	141 348	16 283	8 477	377 053	245.10
2006	172 790	111 821	21 170	12 016	317 797	249.10
2007	172 587	115 460	18 881	10 893	317 821	251.80
2008	129 862	129 622	9 798	10 923	280 205	243.10
2009	133 156	130 035	7 876	9 210	280 277	246.88
2010	198 816	127 141	15 704	15 866	357 527	250.25
2011	204 858	112 602	18 757	20 344	356 561	251.27
2012	128 493	102 980	9 581	23 910	264 964	248.49
2013	262 929	115 819	13 217	33 423	425 388	236.64
2014	103 199	111 101	8 019	21 598	243 917	231.76
2015	282 197	122 267	-	22 367	426 831	232.85
2016	166 161	103 097	746	26 193	296 197	237.49
2017	316 206	83 790	854	52 537	453 387	236.87
2018	318 880	74 171	1 584	46 924	441 559	244.73

TOTAL MARKETING OF SMALL STOCK, 1968-2018 (Number)

	TOTAL LIVE	NAMIBIA
YEAR	EXPORTS	FACTORIES
1968	285 936	5 558
1969	283 024	6 392
1970	256 949	8 755
1971	267 023	7 837
1972	219 508	2 309
1973	167 002	911
1974	217 363	5 689
1975	314 335	-
1976	290 948	-
1977	275 951	-
1978	253 160	-
1979	248 171	-
1980	204 050	-
1981	583 182	28 220
1982	514 514	59 527
1983	259 710	65 608
1984	302 216	89 713
1985	546 513	57 581
1986	525 882	41 126
1987	604 951	44 039
1988	597 621	48 985
1989	843 112	87 196
1990	853 553	102 070
1991	839 537	108 777
1992	1 045 809	147 603
1993	817 608	102 319
1994	888 410	115 290
1995	1 008 662	52 907
1996	928 614	2 198
1997	865 951	-
1998	1 086 320	2 552
1999	908 153	236 919
2000	755 363	214 754
2001	965 713	254 966
2002	1 149 149	318 713
2003	1 123 102	366 454
2004	756 464	435 676
2005	546 103	772 422
2006	535 121	725 558
2007	458 454	856 438
2008	301 196	762 647
2009	332 914	865 758
2010	369 957	842 559
2010	337 971	742 986
2012	314 648	768 522
2012	427 240	798 963
2013	326 221	559 160
2014	628 580	444 927
2016	452 162	321 413
2017	535 476	238 104
2018	604 106	191 029

NAMIBIA	NAMIBIA
BUTCHERS	TOTAL PRODUCTION
112 917	404 411
127 829	417 245
140 528	406 232
148 779	423 639
107 470	329 287
88 655	256 568
92 646	315 698
98 231	412 566
98 722	389 670
101 425	377 376
117 267	370 427
121 450	369 621
131 670	335 720
139 333	750 735
139 994	714 035
142 323	467 641
146 842	538 771
143 372	747 466
118 239	685 247
137 621	786 611
132 082	778 688
117 011	1 047 319
132 676	1 088 299
141 557	1 089 871
152 492	1 345 904
118 231	1 038 158
96 481	1 100 181
121 829	1 183 398
128 522	1 059 334
87 714	953 665
105 213	1 194 085
196 670	1 341 742
192 795	1 162 912
153 706	1 374 385
45 414	1 513 276
23 155	1 512 711
38 427	1 230 567
23 715	1 342 240
74 101	1 334 780
83 044	1 397 936
76 818	1 140 661
85 946	1 284 618
77 137	1 289 653
	1 146 432
65 475	
76 311	1 159 481
130 345	1 356 548
96 854	982 235
79 024	1 152 531
132 161	905 736
149 100	922 680
179 361	974 496



Report of the Auditor-General



REPORT OF THE AUDITOR-GENERAL ON THE ACCOUNTS OF THE

MEAT BOARD OF NAMIBIA

FOR THE FINANCIAL YEAR ENDED

31 MARCH 2019

Published by authority

Report no: 116/2018

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arch 2019

- e Financial Year ended 31 March 2019
- the Financial Year ended 31 March 2019
- atements for the Financial Year ended 31 March 2019



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 Meat Board of Namibia 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.

Junias Etuna Kandjeke Auditor General Windhoek, February 2020



Report of the Auditor-General on the accounts of the **Meat Board of Namibia** for the financial year ended 31 March 2019

1. UNOUALIFIED AUDIT OPINION

I have audited the financial statements of the Meat Board of Namibia for the financial year ended 31 March 2019. These financial statements comprise the Balance Sheet, Income Statement, Cash flow Statement, Notes to the annual financial statements for the year then ended, and a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Meat Board of Namibia as at 31 March 2019 and its financial performance and cash flows for the year then ended in accordance with Namibia General Accepted Accounting Practice NAC001.

2. BASIS FOR UNQUALIFIED 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 entity 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 in Namibia 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.

INTRODUCTION OPERATING CONTEXT 2018/19 PERFORMANC HUMAN RESOURCES ACTIVITIES

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

Management is responsible for the other information. My opinion on the financial statements does not cover the other information and, accordingly, 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. 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 Meat Industry Act, 1981 (Act 16 of 1981) as amended by Amendment Act 21 of 1992 and legislation, and for such internal control as management determines it 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 entity'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 entity or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible of overseeing the entity'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 a 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 (ISSAIs), 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 Entity's internal control.
- Evaluate the appropriateness of accounting policies uses 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 Entity'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 Entity 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 to 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.

Andere

JUNIAS ETUNA KANDJEKE AUDITOR-GENERAL WINDHOEK, February 2020

BALANCE SHEET AS AT 31 MARCH 2019

		2019	2018
	Note	N\$	N\$
ASSETS			
Non-current assets		86 689 317	78 284 070
Property and equipment	2	1 612 079	1 695 029
Land & Building	2	27 957 600	33 285 600
Investment Property	3	5 328 000	-
Investments	5	51 791 638	43 303 438
Current assets		39 107 561	26 313 752
Cash & Cash Equivalent	4	21 411 708	11 381 562
Ear Tag - Accounts/assets	14	6 136 717	6 944 136
Arboricides stock on hand	20	1 251	6 168
Accounts receivable	9	11 557 885	7 981 886
Total assets		125 796 878	104 597 822
EQUITY AND LIABILITIES			
Funds		111 161 933	100 863 263
Reserve Fund	6	30 407 684	25 799 841
Emergency Vet Levy Fund	10	12 679 057	11 340 241
FAN Meat Fund	11	15 797 791	11 711 678
Stock Brands Registration Fund	12	1 423 249	1 241 624
NCA Voluntary Levy	13	6 518 158	7 265 327
Ear Tag Fund	14	6 136 717	6 944 136
DVS Projects Fund (MAWF)	15	318 863	360 415
Drought Admin Fund (MAWF)	16	728 104	708 376
MCA Zambezi Project Fund (MAWF)	17	1 650 740	1 754 409
Bukalo Meat Processing Plant - Zambezi Fund (MAWF)	18	468 842	451 612
Shares in AgriBoard Buildings		-	-
Distributable Reserves	30	1 457 912	-
Non-distributable Reserves		33 574 816	33 285 603
Current liabilities		14 634 943	3 734 559
Accounts payable	8	14 580 828	3 704 181
Accounts payable Stock Brands	12	54 115	30 378
Total funds and liabilities		125 796 877	104 597 822

Annexure B Meat Board of Namibia

INCOME STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

INCOME
General levies on livestock exported and slaughtered
In-transit Levy
Meat Products levy (imports)
Administration fees
Operational profit of Agricultural Boards Building
Poultry scheme Admin fee
NTA refund
Transfer from MCA
African Meals Legal fee refund
Disposal of Assets & Others
Refund CCTV Camera
Agri-Benchmark
Oututa Refund
Study Assistance refund
House rent received
Agriculture Boards Building rent received
Refunds from City of Windhoek
Recoveries
Interest Received
Arboricides
TOTAL EXPENSES
Scholarship for Veterinary students
Donation to Agricultural Unions
Commission on levies
Board administration expenses
Personnel expenses
Travelling and Subsistence
Office expenses
Expenses relating to Agricultural Boards Building
Market Research
Depreciation
Net Border Control Costs
Surplus//Deficit) before classification cost

Surplus/(Deficit) before classification cost Less: Net Classification costs Surplus/(Deficit) for the period

	2019	2018
Note	N\$	N\$
	54 477 957	50 408 026
	43 847 153	39 970 615
	299 554	258 450
	2 499 059	2 825 724
19	1 012 111	915 120
	-	1 356 724
	875 402	814 416
	108 528	135 104
	250 000	-
	25 923	-
	18 824	85 000
	24 484	-
	159 880	-
	-	311 670
	-	30 158
	62 080	35 399
30	909 197	-
30	396 687	-
30	29 210	-
	3 990 557	3 669 646
20	(31 568)	-
	48 444 925	32 174 780
	96 464	272 994
8	19 223 386	4 711 304
	1 314 835	1 197 466
21	2 481 290	1 948 021
22	11 981 713	11 002 378
23	171 400	159 419
24	4 430 906	6 588 851
30	1 361 593	-
25	1 914 352	962 101
26	326 422	357 332
27	5 046 786	4 974 914
	6 127 962	18 233 246
28	(1 489 323)	(3 180 709)
	4 638 639	15 052 537

CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

	2019	2018
Note	N\$	N\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash (utilized) / generated from operations	8 435 470	5 006 410
Interest Received	3 990 583	3 669 646
Net cash flow from operational activities	12 426 053	8 676 056
CASH FLOW FROM INVESTING ACTIVITIES		
Movement in investments	(8 488 200)	(5 425 933)
Additions to property plant and equipment	(126 998)	(142 049)
Net cash flow from investing activities	(8 615 198)	(5 567 982)
CASH FLOW FROM FINANCING ACTIVITIES		
Movement in project account reserves	3 906 589	(4 702 849)
Movement in ear-tag Bank	807 419	(1 689 370)
Net cash flows from financing activities	4 714 008	(6 392 219)
Net cash in/(outflow) for the period	8 524 863	(3 284 145)
Cash and cash equivalents at the beginning of the period	11 381 559	14 665 704
Agricultural Board Building	1 505 281	-
Cash and cash equivalents at the end of the period	21 411 708	11 381 559
RECONCILIATION OF SURPLUS FOR THE PERIOD TO CASH GENERATED FROM OPERATIONS		
Surplus for the year	4 581 344	15 015 097
Disposal / Loss on assets	57 295	-
Depreciation	458 112	551 411
Interest received	(3 990 583)	(3 669 646)
	(3 475 176)	(3 118 235)
Profit before working capital movements	1 106 168	11 896 862
Movement in accounts receivable	(3 575 999)	(1 724 026)
Movement in Stock	4 917	313
Movement in accounts payable	10 900 384	(5 166 739)
	7 329 303	(6 890 452)
CASH GENERATED FROM OPERATIONS	8 435 470	5 006 410

Annexure D Meat Board of Namibia

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

1. ACCOUNTING POLICIES

The annual financial statements have been prepared in accordance with the Namibia Statement of General Accepted Accounting Practice (NAC001 Financial Reporting for Small and Medium Sized Entities, using the historical cost convention.

The following are the principal accounting policies of the Meat Board of Namibia, which are consistent with those applied in prior years:

Revenue recognition

Revenue comprises the gross invoiced value of sales in respect of trading operations and levies received, excluding Value Added Taxation. Revenue from the sale of goods and services is recognised when the significant risks and rewards of ownership are transferred to the buyer. The MBN revenue/levies is calculated as per the Meat Industry Act of 1981, GRN gazette No. 272 of 15 December 2010 as amended, and is allocated between the funds as follows: General levy fund 80%, FAN Meat Fund 15% and Emergency Veterinary Services fund 5%.

Other Funds revenue

Classification fund	Levies is calculated as per Meat Industry Act of 1981, GRN			
Ear Tags fund Stock Brands fund	Gazette No. 5783 - 15 July 2015 Sales of livestock ear tags Stock brands registration fees as per Meat Industry Act of 1981			
MAWF projects funds	GRN gazette No.5783 - 15 July 2015 Money received from Government from time to time as per the Minister's directive.			
Investment property				
5	at is considered investment property is ad accordingly not depreciated but tested for			
Property plant and equipment				
Land and buildings is carried at fair value. It is not depreciated as the directors consider the fair value to be equal to the residual value of the property.				
The Peard carries plan	at and aquipment at historical cost loss			

The Board carries plant and equipment at historical cost less depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of assets.

Plant and equipment are depreciated as follows to reduce the book value to the residual value over the useful lives of the relevant assets:

- Plant and equipment
- Computer equipment
- Motor vehicles
- Show equipment
- 10% reducing balance method 20% straight line method 33% straight line method 20% straight line method

The estimated useful lives, residual values and depreciation methods are reviewed at each year-end and the effect of changes in estimates accounted for on a prospective basis. The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in income.

Impairment of assets

Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable.

An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds it recoverable amount, which is the higher of an asset's net selling price and value in use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there is separately identifiable cash flows.

Joint operation

The interest in the Agricultural Board's Buildings are classified as a joint operation and is accounted for in line with the requirements in terms of IPSAS 37.

The Board deemed this treatment to be the most appropriate taking into account the contractual obligations between the respective parties of the joint operation. The interest of the entity in the assets, liabilities, revenue and expenses of the joint operation has been recognised in the annual financial statements. The accounting policy has not been applied to the 2018 financial year.

Financial instruments

Financial instruments recognised on the balance sheet include cash and cash equivalents, investments, trade receivables and trade payables.

Cash and cash equivalents

For the purposes of the cash flow statement cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts. In the balance sheet, bank overdrafts are separately disclosed in current liabilities.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

Investments

Investments consist of investments at financial institutions and have maturity dates of higher than three (3) months after financial vear-end.

Investments are initially recognised at cost but subsequently carried at amortised cost.

Trade receivables

Trade receivables are carried at original invoice amount less provision made for impairment of these receivables. Such provision for impairment of trade receivables is established if there is objective evidence that the Board will not be able to collect all amounts due according to the original terns of receivables.

Trade payables

Trade payables are carried at the fair value of the consideration to be paid in future for goods or services that have been received or supplied and invoiced or formally agreed with the supplier.

Provisions

Provisions are recognised when:

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

Inventory

Merchandise is valued at the lower of cost and net realised value. Cost is determined on the weighted average cost basis and includes transport and handling costs. Obsolete redundant and slow moving inventory is identified and written down to their estimated realisable values.

Interest expenses

The Board recognises interest and expenses in the income statement for all instruments measured at amortised cost using the effective interest method.

Computer software

Computer software is expensed in the year it is incurred.

Employee benefits

The Board recognised in full employees' right to leave entitlement in respect of past service. Staff bonuses are accounted for in the year to which they relate.

DIFFERENT FUNDS

Reserve fund

The Reserve fund contains the accumulated reserves. In terms of Section 13(6) of the Meat Industry Act, this fund shall be utilised for various purposes as authorised by the Minister on recommendation of the Board from time to time.

Animal Health fund

This fund was established during the 1994/1995 financial year with the objective of accruing a special health levy to be utilised for providing support to the DVS in case of a national emergency. This levy is based on the General Levy and calculated as 5% of the total General Levy received.

Fan Meat fund

The Fan Meat fund was established for the implementation and maintenance of a National Quality Assurance and Traceability Scheme. This levy is based on the General Levy and calculated as 15% of the total General Levy received.

Stock Brands Registration fund

The Registrar of Stock Brands who is also the DVS, outsourced the administration of stock brands to the Meat Board. A stock brands registration fee was imposed and a special account was opened for that purpose.

NCA Voluntary Levy fund

The NCA fund was voluntary established on 1 July 2007 by producers south of the veterinary cordon fence with the objective to enhance market access to cattle in the NCA. A special levy was imposed and accrued to this fund for a period of 5 years. The levy was abolished on 30 May 2012. While the fund is still in operation.

Ear Tag fund

The Ear Tag fund is for the development and maintenance of an animal identification and traceability system, administration and distribution of official ear tags in Namibia.

MAWF Project fund

The administration of Government funds for the purpose of Improvement of animal health and marketing services in the NCA, Expansion of CVL, Construction of Veterinary Clinics and for plant animal health and inspection systems at borders.

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

Drought Administration fund

The administration of the Government fund for the establishment Funding from the Millennium Challenge Account for the implementation of the MCA-N Livestock Marketing Efficiency of a Drought Aid information Management System for future drought implementation procedures. The agreement was signed (LMEF) project entitled Development of export opportunities for in 2006, the remaining balance was put in a call account to gain beef from the Caprivi. The remaining balance was put in a call interest till it is fully utilised. account to gain interest.

2. PROPERTY PLANT AND EQUIPMENT

2019	Land and	l buildings	Plant and Computer		Motor Show		
	Agri Boards	Noordoewer Houses	equipment	equipment	vehicles	equipment	Total
	N\$	N\$	N\$	N\$	N\$	N\$	N\$
Carrying amount:							
Beginning of the year 1 April 2018	33 285 600	248 757	731 301	414 395	288 449	12 127	34 980 628
Cost	33 285 600	248 757	1 219 731	1 514 607	2 586 124	47 268	38 902 087
Accumulated depreciation			(488 430)	(1 100 212)	(2 297 675)	(35 141)	(3 921 458)
Additions	-	-	332 320	100 135	-	-	432 455
Disposal	-	-	(45 968)	(126 584)	-	-	(172 552)
Transfer to investment property	(5 328 000)	-	-	-	-	-	(5 328 000)
Depreciation for the year	-	-	(90 530)	(44 620)	(206 491)	(1 213)	(342 853)
Carrying amount End of the year	27 957 600	248 757	927 123	343 326	81 959	10 914	29 569 679
Cost	27 957 600	248 757	1 506 083	1 488 158	2 586 124	47 268	33 833 990
Accumulated depreciation	-	-	(578 960)	(1 144 832)	(2 504 166)	(36 354)	(4 264 311)

INTRODUCTION **OPERATING CONTEXT** 2018/19 PERFORMANCE HUMAN RESOURCES ACTIVITIES MARKETING STATISTICS ANNUAL FINANCIAL STATEMENTS <

MCA Caprivi Project fund

Bukalo Meat Processing Plant fund

Funds from the Ministry of Agriculture Water and Forestry for the commissioning of then Bukalo Processing Plant.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

		2019	2018
3.	INVESTMENT PROPERTY	N\$ 5 328 000	N\$
э.		5 528 000	-
	Carrying value	5 328 000	-
	Opening balance	-	-
	Transfer from property, plant and equipment at fair value	5 328 000	-
	Fair value adjustment	-	-
4.	CASH & CASH EQUIVALENTS	21 411 708	11 381 562
	Project Bank & Call Accounts	4 596 494	4 546 814
	Stock brands Bank account	1 429 945	1 272 001
	MAWF Project Call account	318 863	360 415
	Drought Admin Call account	728 104	708 376
	Bukalo Processing Plant Call account	468 842	451 613
	MCA Caprivi Call Account - Simonis Storm	1 650 740	1 754 409
	Meat Board Accounts	70 196	36 619
	Meat Board Call Account - Simonis Storm	48 124	30 845
	Meat Board Call Account - Cirrus	21 673	-
	Meat Board Call Account - PSG	399	5 774
		0.005.102	5 750 045
	Meat Board Bank Current Account	8 085 103 4 527 279	5 750 965 606 755
	FAN Meat Levy Current Account Emergency VET Levy Current Account	636 694	181 672
	Classification Levy Current Account	198 731	125 575
	NCA Levy Current Account	1 419 130	131 452
	Agricultural Boards' Buildings Current Account	1 804 370	-
	.g. carata bourds buildings current recount	16 743 307	6 796 419
	Petty Cash	1 710	1 710
	Total	16 745 017	6 798 129

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

5.	INVESTMENTS
	Sanlam
	Investment at Sanlam Namibia - BNK WHK
	Investment at Sanlam Namibia - Capricorn
	Simonis Storms Securities
	Investment Simonis Storm Securities
	Investment Simonis Storm Securities (Fixed for 12 months)
	Namibia Equity Brokers
	Namibia Equity Brokers (12 months)
	Namibia Equity Brokers (12 months)
	PSG KONSULT
	PSG KONSULT (12 months)
	TOTAL
6.	RESERVE FUND
	Surplus/(Deficit) from General Fund
	Accumulated funds at beginning of the year
	Disposal of assets Accumulated funds at end of the year
	Accumulated funds at end of the year
7.	CONTRIBUTIONS TO AGRICULTURAL UNIONS
7.	
	NAU
	ININFU

NECFU

2019 N\$	2018 N\$
-	2 347 792
-	497 289
-	1 850 503
18 771 753	15 100 700
11 858 996	10 927 700
6 912 757	4 173 000
22 576 040	16 220 946
17 576 040	16 220 946
5 000 000	-
10 443 845	9 634 000
10 443 845	9 634 000
51 791 638	43 303 438
4 665 138	15 052 537
25 799 841	10 784 744
(57 295)	(37 440)
30 407 684	25 799 840
19 223 386	4 711 304
6 271 686	942 261
10 524 691	3 769 043
2 427 009	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

		2019	2018
		N\$	N\$
8.	ACCOUNT PAYABLES		
	Provision for leave accrued	1 884 346	1 748 060
	Provision for Audit Fee	50 128	133 495
	Sundry accruals, payments	1 454 761	1 165 683
	Accrued payments to Agriculture Unions	10 786 708	-
	Credit balance on Debtors	321 225	623 955
	Agricultural Board's Buildings trade payables	44 375	-
	Agricultural Board's Buildings Value Added Taxation	24 073	623 955
	Import VAT	15 212	32 988
		14 580 828	4 328 136
9.	ACCOUNT RECEIVABLES	11 557 885	7 981 886
	Trade Debtors (Levies & other receivables)	10 366 863	7 261 240
	Accrued Interest	900 314	674 319
	Ear Tag Expenses	21 789	19 954
	Stock Brands Expenses	27 371	7 350
	Agricultural Board's Buildings trade receivables	194 766	-
	Agricultural Board's Building municipal deposits	16 155	-
	VAT	28 117	16 513
	Nampower (Electricity deposit - Border Post)	2 510	2 510
10.	EMERGENCY VET SERVICES LEVY FUND		
	Income		
	Emergency Vet Services Levy	2 740 466	2 498 135
	Expenses		
	Diseases Outbreak Control	759 147	2 317 440
	Bank charges	1 710	1 378
	Commission on levy	82 150	74 793

181 495

377 148

1 401 650

1 338 816

11 340 241

12 679 057

79 418 1 524 931

617 483

4 615 442

(2 117 307)

13 457 549

11 340 242

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

11.	FAN MEAT FUND
	Income
	FAN Meat levy
	Market compliance Audit
	Seal of Quality
	Total Revenue
	Expenditure
	Staff Salaries
	Admin and Stationery
	Bank charges
	Databases maintenance, upgrade and internet lines
	Printing & publications & Info materials
	S&T/Training / Workshops
	Office rent
	Fan Meat Quality Management System
	Vehicle Maintenance
	Commission on levy
	Seal of Quality
	Inspections (Farms, Abattoirs & Auctioneers)
	NamLITS Administrative support
	Market compliance Audit
	Registration of local Abattoirs
	Surplus/(Deficit) for the year
	Accumulated funds at beginning of the year 1 April 2018

Accumulated funds at beginning of the year 1 April 2018 Accumulated funds at end of the year

Animal Health Committee

Assistance to DVS Cordon fence

2019 N\$	2018 N\$
8 221 399	7 494 401
43 460	-
25 500	25 953
8 290 359	7 520 354
4 204 246	6 201 029
2 512 761	2 342 012
210 298	163 442
1 717	1 362
231 600	114 182
-	9 970
155 186	46 811
109 129	370 182
79 840	-
8 230	4 108
246 449	224 379
86 754	130 792
67 752	-
425 431	2 737 799
24 369	-
44 730	55 990
4 086 113	1 319 325
11 711 678	10 392 353
15 797 791	11 711 678

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

	2019	2018
	N\$	N\$
12. STOCK BRAND REGISTRATION FUND		
Income	980 280	1 230 596
Interest received	28 927	26 720
Brand registration fee	951 353	1 203 876
Expenditure	798 654	802 131
Staff Salaries	245 803	223 238
Bank charges	175 362	173 447
Admin fees 5% (VAT incl)	54 693	66 430
Databases maintenance, upgrade & internet lines	162 251	82 237
Office rent	18 441	63 064
Stationery & other consumables	119 946	134 472
Publications	17 093	59 243
Office Furniture (capital expenses)	5 065	-
(Deficit) surplus for the year	181 626	428 465
Accumulated funds at beginning of the year	1 241 624	813 159
Accumulated funds at end of the period	1 423 249	1 241 624
Creditors	54 115	30 378
Payables	38 369	14 632
Leave Accrued	15 746	15 746
	1 477 364	1 302 379
13. NCA LEVY FUND		
Expenditure	747 169	2 684 995

Expenditure	747 109	2 084 995
NCA/LPF Farmers Mentorship Programme	628 339	2 519 063
Bank charges	1 702	1 367
Cattle Value Improvement programme in the NCA	117 128	60 621
Activities for Livestock Master Plan	-	103 944
Expenses surplus for the year	(747 169)	(2 684 995)
Accumulated funds at beginning of the year 1 April 2018	7 265 327	9 950 322
Accumulated funds at end of the year	6 518 158	7 265 327

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

14.	EAR TAG FUND
	INCOME STATEMENT
	Sales
	Less: Cost of Sales
	Opening stock
	Purchased
	Closing stock
	Gross Profit
	Interest received
	Other income
	Total Income
	Expenditure
	Agents Commission on Sales
	Bank charges
	Databases maintenance, upgrade & internet lines
	Meat Board Admin fees
	Office Equipment
	Office rent
	Printing & publication & info materials
	Rent of Equipment
	S&T Training & meetings
	Scanner RFIS
	Staff Salaries
	Stationery & other consumables
	Water & Electricity
	Surplus(Deficit) for the year
	Opening balance
	Closing balance

INTRODUCTION OPERATIONS OPERATING CONTEXT 2018/19 PERFORMANCE HUMAN RESOURCES ACTIVITIES MARKETING STATISTICS ANNUAL FINANCIAL STATEMENTS

16 811 171 14 675 492 14 017 154 11 225 051 773 600 2 341 292 14 711 884 9 657 359 (1 468 330) (773 600) 2 794 017 3 450 441 2 7758 20 422 3 172 758 20 422 2 794 776 3 474 035 2 662 644 2 667 363 3 14 242 330 674 91 816 195 062 265 023 276 727 840 559 733 698 - 20 284 161 839 132 041 8 906 - 129 551 115 611 5 126 8 904 834 - 712 357 647 966 119 192 180 277 13 198 26 119	2019 N\$	2018 N\$
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840 559 733 698 20 284 20 284 161 839 132 041 8 906 - 129 551 115 611 5 126 8 904 834 - 712 357 647 966 119 192 180 277 13 198 26 119 132 132 806 673 5 206 770 4 400 099	91 816	195 062
- 20 284 161 839 132 041 8 906 - 129 551 115 611 5 126 8 904 834 - 712 357 647 966 119 192 180 277 13 198 26 119 - 132 132 806 673 5 206 770 4 400 099	265 023	276 727
161 839 132 041 8 906 - 129 551 115 611 5 126 8 904 834 - 712 357 647 966 119 192 180 277 13 198 26 119 132 132 806 673 5 206 770 4 400 099	840 559	733 698
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129 551 115 611 5 126 8 904 834 - 712 357 647 966 119 192 180 277 13 198 26 119 132 132 806 673 5 206 770 4 400 099	161 839	132 041
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834 - 712 357 647 966 119 192 180 277 13 198 26 119 132 132 806 673 5 206 770 4 400 099	129 551	
712 357 647 966 119 192 180 277 13 198 26 119 132 132 806 673 5 206 770 4 400 099	5 126	8 904
119 192 180 277 13 198 26 119 132 132 806 673 5 206 770 4 400 099		-
13 198 26 119 132 132 806 673 5 206 770 4 400 099		
132 32 806 673 5 206 770 4 400 099		
5 206 770 4 400 099	13 198	26 119
5 206 770 4 400 099	122 122	006 673
5 3 3 8 90 2 5 206 770	5 338 902	5 206 770

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

	2019	2018
	N\$	N\$
EAR TAG FUND (continued)		
BALANCE SHEET		
Non-current assets		
Property and Equipment	-	-
Current Assets	6 136 717	6 944 136
Bank	3 474 242	5 841 155
Cash Control	704 339	106 179
Import VAT	488 982	216 761
Receiver of Revenue	823	6 440
Ear tag Stock on hand	1 468 331	773 600
Total assets	6 136 717	6 944 136
Equity and liabilities		
Capital and Reserves	5 617 933	5 485 802
Capital Reserves	5 338 902	5 206 770
Ear tags Subsidies	279 032	279 032
Current Liabilities	518 784	1 458 334
Accrued Expenses (Month end Payments)	477 138	1 414 262
Provision for Leave	39 985	39 985
Customers control	_	4 087
Admin fee	1 661	-
Total equity and liabilities	6 136 717	6 944 136

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

15.	DVS PROJECTS FUND
	Income
	Interest received
	Expenses
	VET Clinic expenses
	CVL Expenses
	Transfer to NNFU
	Bank Charges
	Surplus(Deficit) for the year
	Accumulated funds at beginning of the year 1 April 2018
	CVL project Bank Balance 1 April 2018
	Accumulated funds at end of the year
16.	DROUGHT ADMINISTRATION FUND
	Income
	Interest received
	Surplus (Deficit) for the year
	Accumulated funds at beginning of the year
	Accumulated funds at end of the period

2019 N\$	2018 N\$
14 651	34 446
14 651	34 446
	,
57 025	1 442 683
-	1 154 493
57 025	7 500
-	280 675
-	15
(42 374)	(1 408 237)
360 415	1 768 652
822	-
318 863	360 415
19 728	19 245
19 728	19 245
19 728	19 245
708 376	689 131
728 104	708 376

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

		2019	2018
		N\$	N\$
17.	MCA ZAMBEZI PROJECT FUND		
	Income	146 331	133 575
	Interest received	146 331	133 575
	Expenses	250 000	-
	Transfer to MBN - Zambezi project Expenses	250 000	-
	Surplus/Deficit for the year	(103 669)	133 575
	Accumulated funds at beginning of the year 1 April 2018	1 754 409	1 620 834
	Accumulated funds at end of the year	1 650 740	1 754 409
18.	BUKALO MEAT PROCESSING PLANT - ZAMBEZI FUND		
	Income	17 229	32 610
	Interest received	17 229	32 610
			,
	Expenses	-	1 423 353
	Transfer to NNFU - Marketing study	-	239 161
	Other expenses	-	1 184 192
	Surplus/Deficit for the year	17 229	(1 390 743)
	Accumulated funds at beginning of the year 1 April 2018	451 613	1 842 355
	Accumulated funds at end of the year	468 842	451 613

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

	DMINISTRATION FEES Ear Tags
,	Ear Tags
a)	
b)	Stock Brands
c)	Agricultural Boards Building
d)	Commission on 3rd Parties Deductions
20. AI	RBORICIDES
	ales
	ess: cost sales
	pening stock
	ess: Closing stock
	ross Profit/Loss
Ar	rboricides Expenses
N	ett Arboricides costs
21. BO	OARD ADMINISTRATION EXPENSES
Si	tting Allowance
Tr	avelling and Subsistence expenses
In	surance
Te	elephone Chairperson
Se	ecretariat & Admin
W	forkshops
22. PI	ERSONNEL EXPENSES
Tr	aining
A	ccrued leave

Staff remuneration (TCC)

23. TRAVELLING AND SUBSISTENCE Head Office

2019 2018		
N\$	N\$	
1 012 110	915 120	
830 054	733 698	
49 118	57 765	
122 761	112 594	
10 178	11 063	
4 917	-	
4 9 1 7	4 917	
6 168	6 168	
(1 251)	(1 251)	
-	(4 917)	
31 568	-	
(31 568)	-	
2 481 290	1 948 021	
1 487 287	1 095 483	
805 479	689 892	
8 060	8 060	
12 704	-	
144 760	138 586	
23 000	16 000	
11 981 713	11 002 378	
11 981 713 379 153	11 002 378 220 268	
379 153		
379 153 136 286	220 268 -	
379 153 136 286	220 268 -	

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

		2019	2018
		N\$	N\$
24.	OFFICE EXPENSES	4 430 906	6 588 851
	Annual Report	49 806	21 260
	Audit Fees	40 495	38 203
	Bank Charges	108 228	106 649
	Insurance	174 624	158 297
	Office rent	344 796	1 501 818
	Water & Electricity	195 996	197 281
	Postage and Stamps	22 379	10 944
	Printing	16 509	38 623
	Stationery levy adverts & other consumables	314 369	382 173
	Capital Expenses	14 367	30 937
	Information Systems Services Expenses	533 176	370 722
	Database upgrade	440 406	307 851
	Human Resources/ admin Services Expenses	239 411	213 594
	Market Share Promotion scheme	119 256	32 057
	Assessment on Internal Control	149 426	-
	Telecommunications	268 116	254 605
	Maintenance - vehicles	30 867	54 943
	Legal costs	460 294	1 904 948
	Rent of office Equipment	88 538	86 655
	PRO	819 848	877 291
25.	MARKET RESEARCH	1 914 352	962 101
	Industry Studies	537 773	150 529
	Agricultural Shows	93 200	78 450
	MCS - Zambezi expenses	152 250	-
	Ad hoc studies	60 559	25 743
	Market Exploration	69 318	-
	International Market	144 000	-
	Local Market Development	857 252	707 379

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

26.	DEPRECIATION
	Motor vehicles
	Furniture & Fittings
	Computer Equipment
	Show Equipment
26.	NET BORDER CONTROL COSTS
	Inspection fee
	Inspection Expenses
	Staff Salary
	Overtime
	S&T allowance
	Office rent
	Clothing
	Training & Meetings
	Accommodation rent
	Courier Service
	Telephone
	Water & Electricity
	Maintenance House
	Vehicle Maintenance
	Depreciation of Assets
	Other consumables
	SLA & Software Internet lines

2019 N\$	2018 N\$
326 422	357 332
139 781	139 781
51 965	59 365
133 463	156 838
1 213	1 348

5 046 786	4 974 914
(1 280 455)	(1 083 861)
6 327 241	6 058 775
4 419 430	4 260 512
671 641	630 426
209 910	173 549
60 154	156 562
21 367	33 062
67 545	-
147 253	180 375
29 268	15 461
103 870	83 859
25 156	36 025
81 204	-
51 830	11 555
99 554	194 079
238 581	185 604
100 477	97 706



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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

		2019 N\$	2018 N\$
28.	CLASSIFICATION LEVY FUND		
	Income	4 393 903	4 466 606
	Classification levy income	4 393 903	4 466 606
	Expenditure	5 883 226	7 647 316
	Classification Salary	5 589 971	7 255 160
	Classification S&T	186 612	134 458
	Bank charges	1 690	1 334
	Marking Ink & instruments	46 898	114 906
	Protective Clothing	10 828	15 785
	Stationery & Other consumables	11 693	42 721
	Telecommunication & internet lines	18 099	35 189
	Office Rent & water and electricity	15 348	43 263
	Medical Examinations / check-ups	2 087	4 500
	(Deficit)/Surplus for the year	(1 489 323)	(3 180 709)
	Accumulated funds at end of the year to be transferred to the General Fund	(1 489 323)	(3 180 709)
29.	RECONCILIATION OF SURPLUS FOR THE YEAR		
	Surplus for period	4 607 843	15 015 097
	Disposal / Loss on assets	57 295	551 411
	Depreciation	425 976	
	Interest received	(3 990 583)	(3 669 646)
	Profit before working capital movements	1 100 530	11 896 862
	Movement in accounts receivable	(3 365 078)	(1 724 026)
	Movement in Stock	4 917	313
	Movement in accounts payable	10 831 936	(5 166 739)
		7 471 775	(6 890 452)
	Cash Generated from Operation	8 572 305	5 006 410

Annexure D Meat Board of Namibia

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

30. THE GOVERNING BODY OF THE AGRICULTURAL BOARDS' BUILDINGS The building complex of the Meat Board, Karakul Board and Namibian Agronomic Board is controlled and managed by the Governing Body of the Agricultural Boards' Buildings in terms of an agreement made in December 1987 between the three joint owners (Meat Board 72%; Karakul Board 18% and Namibian Agronomic Board 10%). The Governing body pays for improvement, maintenance and operating costs and recovers costs and rent from the owners and other tenants. The Meat Board keeps the accounts on behalf of the Governing Body. According to the books of accounts, revenue and expenditure for the years ended 31 March 2018 and 2019 were:

Other Income Refunds from City of Windhoek Recoveries

Revenue Rental Income

Expenditure Administration and Management fee Auditors' remuneration Bad debts Bank charges Capital expenses Commission paid Consumables Insurance Legal fees Maintenance and renovations Municipal charges Security Net surplus for the year Accumulated surplus at the beginning of the year

Accumulated surplus at the end of the year

2019	2018
N\$	N\$
1 335 094	-
909 197	-
425 897	-
396 687	-
29 210	-
1 361 594	-
85 046	-
11 945	-
-	-
4 859	-
15 895	-
55 672	-
25 543	-
59 489	-
9 623	-
646 958	-
312 956	-
133 608	-
(26 500)	-
1 484 412	-
1 457 912	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019 (continued)

ABBREVIATIONS

CVL	Central Veterinary Laboratory
DVS	Directorate Veterinary Services
FAN Meat	Farm Assured Namibian Meat Scheme
FMD	Foot and Mouth Disease
ISO	International Organization for Standardization
LPF	Livestock Producer Forum
MAWF	Ministry of Agriculture, Water and Forestry
MCA	Millennium Challenge Account
MBN	Meat Board of Namibia
NamLITS	Namibian Livestock Identification and Traceability System
NAU	Namibia Agricultural Union
NCA	Northern Communal Areas
NECFU	Namibia Emerging Commercial Farmers' Union
NNFU	Namibia National Farmers Union
NTA	Namibia Training Authority
SLA	Service Level Agreement
SVCF	South of the Veterinary Cordon Fence
S&T	Subsistence & Travelling
тстс	Total Cost to Company
VAT	Value Added Tax
VET	Veterinary
VCF	Veterinary Cordon Fence





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Meat Board of Namibia

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