

VOTE 19: INDUSTRIALISATION, TRADE AND SME DEVELOPMENT

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INTRODUCTION

The mandate of the Vote

The Ministry of Industrialisation, Trade & SME Development (MITSMED) is charged with the responsibility of spearheading the development and expansion of the country's trade, investment, and industry sector, as important sources of economic growth, employment creation and the country's ability to compete in the regional and global markets.

Main Achievements of the Vote 2014/15

Following are the main achievements realised:

- New Investment Bill Draft finalised
- Investment Guide reviewed and finalised
- Investor admission questionnaire/form developed and implemented
- Investor After-care visits undertaken to 12 regions
- Review of Investment Incentives and EPZ regime Draft finalised
- Report on ease of doing business finalised and submitted to the World Bank
- New investments facilitated worth N\$ 2.8 billion creating 836 jobs.
- 99 % budget execution and unqualified audit report
- Acquisition of office and residential infrastructure at home and abroad

Challenges

Some of the constraints faced in the implementation of activities are:

- Lack of targeted marketing strategy to guide targeted investment promotion
- Inadequate budget allocation has constrained the implementation of planned activities
- Delays in the finalisation of the new Investment Bill
- The absence of the mandate to compel all investors to register with the Namibia Investment Centre hampers the accuracy of data collected by NIC
- Implementation capacity due to expanded mandate while still retaining old structure.

The main objectives of the Vote

- Ensure efficient Business and Intellectual Property Registration and a competitive domestic market environment
- Promote and diversify market opportunities for Namibian products
- Promote industrialisation and enterprise development
- Create an enabling environment for increased domestic and foreign direct investment to achieve sustainable economic growth and employment
- Improve Namibia's competitiveness ranking in Africa and SADC
- Ensure an enabling environment and high performance culture
- Promote manufacturing and entrepreneurship development

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Overall Vote Actual Performance

Breakdown	Year	2014/15		MoF: This t
		Estimate	Actual	
Operational Budget		592 518 000	592 03	
Development Budget		408 000 000	407 97	
Development Partners		0	0	
Total		1 000 518 000	1 000 004 487	

Overview of the of ministerial targets

Target 1: To achieve a 20% increase in the value of Foreign Direct Investment (FDI) by 2014

Target	2011/2012 Actual	2012/2013 Actual	2013/2014 Actual	2014/2015 Actual		
To achieve a 20% increase in the value of FDI by 2014	25	55 decline	8	20		

Source: FDI Intelligence Database and NIC

During the reporting period, the target exceeded 20% as projected with the facilitation of 13 new investments worth N\$ 2.8 billion which created 836 permanent jobs.

Furthermore, the target facilitated and hosted 6 incoming missions, eight (8) trade and investments outward missions.

Targeting: The target was achieved through an increased number of new investments facilitated and the value of Foreign Direct Investment attracted.

Effectiveness: The achievement has positively contributed to the economic growth and employment creation.

Efficiency: To implement key investment initiatives/programmes as planned requires the inputs as requested in order to realise the target.

Impacts: Increased economic and industrial activities which in turn resulted in employment and wealth creation.

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Target 2: To achieve an improvement in Namibia's competitiveness ranking in Africa to position six (6) by 2014, on the Africa Competitiveness Index

Target	2011/2012 Actual	2012/2013 Actual	2013/2014 Actual	2014/2015 Actual		
To improve Namibia's competitiveness ranking in Africa to position three (3) by 2014	7	7	7	7		

Namibia remained at 7th position in Africa, according to the Global Competitiveness Index of 2014-2015. The country's target could not be achieved as the competitiveness ranking assessment considers various reforms which are not all within the Ministry's mandate.

The New Investment Bill has progressed to its final stages with further input received from the main economic Ministries and ready to be presented to Cabinet Committee on Legislation.

Targeting: The programme did not reach its target.

Effectiveness: The programme has not achieved its target as the country retained the same position held in the previous financial year

Efficiency: The programme has not achieved its target as the reforms concerning legislative and policy matters could not be finalized.

Impacts: Improving competitiveness is crucial for Namibia to become a developed and industrialised nation by the year 2030 and remain competitive in the global environment.

Target 3: To achieve a 15% increase of Namibian exports by 2014/15

Target	2011/2012 Actual	2012/2013 Actual	2013/2014 Actual	2014/2015 Actual		
To achieve 15% increase of Namibian exports by 2014	3	18	20	14		
Exports to the World	N\$ 38 billion	N\$ 45 billion	N\$ 57.3 billion	N\$ 65.2 billion		

Source: NSA

The target was to achieve 15% increase in exports by 2014/15 financial year from the base of 2.7% (38 billion) recorded in 2011/2012.

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Effectiveness:

By the financial year 2013/2014, exports grew by 20.1% surpassing the 15% which was set to be achieved by 2014/15.

Efficiency: the external trade promotion programme was allocated N\$180,235,000.00 for 2014/15 to reach its target of 15%. Though there was growth of 13.8% export realised, it slight fell short of the set target. In relations to achievements noted under the external trade promotion programme, the allocated funds were efficiently utilised however the target could not be met due to external factors such as global economic slowdown and declining demand for primary commodities.

Impacts:

The Ministry concluded the negotiations of the Economic Partnership Agreement with the EU, which ensured that Namibia products of exports interest i.e. (Meat, fish and grapes) to the EU remains uninterrupted. The Ministry also ensured that market access to SACU and SADC countries remained open. As a result, SADC has now become one of the main export destinations for Namibian products with total export value of over N\$ 3. 23 billion registered during the reporting period.

The Ministry through its Export Marketing Assistance Programme (EMAP) supported 286 Companies to participate in local, regional, and international trade/export promotional events to a tune of N\$4,637,437.00.

This targeted intervention has exposed Namibian manufacturers and exporters to external markets and has contributed to an increase in new export markets for Namibian products. For example, markets for Namibian beef have been expanded beyond South Africa and the European Union.

Equally the Ministry hosted the 2nd Made in Namibia Expo 2014. The Expo served an important role of exposing locally manufactured goods, in an effort to enhance awareness among local consumers (individual and corporate) thereby resulting in real demand for such products and supply arrangements. The event also provided an opportunity for interactions between providers of business support services and suppliers of productive technologies, which can result in mutual benefits.

Target 4: To achieve a 10% increase in the contribution of manufacturing output and value added activities to GDP by 2014

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Target	2011/2012 Actual	2012/2013 Actual	2013/2014 Actual	2014/2015 Actual		
To achieve 10 % increase in manufacturing output to GDP by 2014	14	14	18	No verifiable data		

The target was to achieve 10 % increase in manufacturing output contribution to GDP by 2014. As there has been no verifiable data, it is a difficult target to measure. The Base year contribution to GDP for 2011/2012 was 13.9%. As part of the business process re-engineering of the programmes under Industrial development, methods are being put in place to ensure we can measure this target starting 2016/2017.

Effectiveness: Although the interventions measures cannot be measured as there have never been evaluations of the support programmes, the Ministry in general and the Directorate of Industrialization in particular is undergoing a business process re-engineering cycle to set up more defined measures to clearly verify the impact of our programmes on the SME sector, the Manufacturing sector and the overall Namibian economy.

Efficiency: In as far as the target set may have not been measurable, the growth of the Namibian economy particularly in secondary manufacturing is a sign that there is efficiency. Therefore, our financial resource envelope was utilised on updating frameworks dealing with improving manufacturing, value addition, industrialisation and self-sustainability.

Impacts: The extension of services for SMEs and Manufacturers ensures that there is sustainable employment created and improvement in products being offered. In addition, these industries employ Namibians who make living through their income thereby contributing to social wellbeing of their families and the economy at large.

Target 5: To achieve a 20% increase in the contribution of the SME sector to GDP by 2014

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Target	2011/2012 Actual	2012/2013 Actual	2013/2014 Actual	2014/2015 Actual		
To achieve 20% increase contribution of SME sector to GDP by 2014	No verifiable data	No verifiable data	No verifiable data	17		

The main purpose of this target is to measure the SME contribution to GDP. This is important as SMEs have been known and proven to be the backbone to any robust and growing economy. The target was to achieve 20% increase in contribution of SME Sector to GDP by 2014 from a base of 12% recorded in 2004/2005. During the past 10 years until to date there are no recent surveys and readily available figures on the performance of the sector since the 2004-2005 surveys by Institute for Public Policy Research (IPPR).

According to those surveys, the sector's contribution to the GDP stood at about 12%, while the share of employment created was about 20% in 2003 and 2004. While no reliable data exists yet, it is expected that these figures might have changed upward over the past years including the reporting financial year due to the numerous deliberate measures that the Government, through the Ministry of Trade and Industry, and other partners and stakeholders have implemented, aimed at addressing the constraints faced by the sector and to boost its performance and contribution to job creation and the country's GDP.

In an attempt to overcome the situation of the unavailability of reliable data, the Ministry of Trade and Industry has embarked on a national project of reviewing the MSME Policy and Programme of 1997, a process which is at very advanced stage as well as to commission a survey to determine the sector's contribution toward employment creation and poverty reduction. This emanated from the fact that numerous public and private interventions have been put in place to address challenges facing the SME sector and these interventions might have positive impact on the sector's growth. This process will also help to formalize the sectoral planning and collection of data.

Effectiveness: Although the intervention measures cannot be measured as there have never been evaluations of the support programmes, the Ministry in general and the Directorate of Industrialization in particular is undergoing a business process re-engineering cycle to set up more defined measures to clearly verify the impact of our programmes on the SME sector, the Manufacturing sector and the overall Namibian economy.

Efficiency: Without sufficient resources the achievements as highlighted above could not have been reached. Equally important is to make sure that allocated resources should be targeted to achieve specific deliverables. To achieve our industrialization objectives and SME development requires huge budgetary commitments, as such with less input both in terms of financial or human capital could not achieve the desired results.

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Impacts: The extension of services to SMEs and manufacturers during the financial year was as follows; 895 SMES assisted with production machinery to the tune of N\$36.2 million;

- 177 entrepreneurs assisted with entrepreneurial trainings;
- 5 entrepreneurs assisted with Feasibility studies; and
- 4 entrepreneurs assisted with Business plans

Target 6: 100% of new company, close corporation and industrial property registration inclusive of name reservations done within 7 working days by 2014

Target	2011/2012 Actual	2012/2013 Actual	2013/2014 Actual	2014/2015 Actual	2015/2016 Forecast	2016/2017 Forecast
100% registration of companies and close corporations by 2014	85	90	85	100	100	100
	N\$ 17.2 million	N\$ 17.4 million	N\$ 17.3 million	N\$ 19.8 million	N\$ 20 million	N\$ 21 million

Source: Integrated Company Registration System (ICRS) and the Intellectual Property Automation System (IPAS)

The main purpose of this target is to enhance the ease with which an investor can register a business in Namibia and for the protection and enforcement of intellectual property standards, of conformity assessment and franchises as well as protection and safeguarding of consumer welfare and market competition, as an important condition for a vibrant and robust domestic economy.

The programme target was to achieve 100% increase of registration of companies to be registered in the shortest period by 2014/15 financial year from the base of 85% recorded in 2011/12. The 100% target forecasted in 2014/15 financial year has been achieved.

Effectiveness: This target was achieved as far as business registrations (a Sole Proprietorship, a Close Corporation or a Company) are concerned. The target was achieved with ease due to the continuous use of the Integrated Company Registration System (ICRS) and the Intellectual Property Automation System (IPAS) which are the two sources of measurement

The Ministry has seen a notable improvement in the processing of applications for the registration of businesses to an average of 3-5 working days for name reservations and approximately 5 working days for actual registration relative to the 10 – 14 working days in the last financial year.

Intellectual Property Rights (IPR) registration now being finalized within 9 months as opposed to the duration of more than 12 months as reported in the previous year – the Ministry's aim is for the process to be finalized within a 6 month period which can be attained in some cases where clients' responds on time and the delivery services are fast tracked.

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Efficiency: Without sufficient resources the achievements as highlighted above could not have been reached. With less input, company registrations in Namibia would have decreased and similarly promotional activities such as Intellectual Property Day (IP-day) requires huge budgetary commitment.

The Ministry's relationship with WIPO continues to offer support in terms of implementation of the IPAS EDMRS, and with more human capital and appropriate infrastructure in place we can ensure successful implementation and full utilization of the system. Therefore, less inputs both in terms of financial or human capital could not achieve the desired results.

Impacts: Target groups are using the outputs of the programs by taking business to the people during trade fairs and creating awareness through their outreach programs. As a result more people are informed of the Ministries output programmes and take steps in enhancing their living conditions by registering businesses and increasing competition in the market place and reducing unemployment in the country.

Program-activities description

Programme 01: Trade Promotions

Programme	P-Code	Budgeted Allocation	Actual Expenditure	Budget Execution Rate(%)
Trade and Promotion	01	291,734,000	291,659,701	100.0
Industrial and Business Development	02	539,378,000	539,285,757	100.0
Investment Promotion	03	51,866,000	51,858,561	100.0
Policy Supervision and Support Services	04	77,540,000	77,200,468	99.6
Special Industrialisation Initiatives	05	40,000,000	40,000,000	100.0
Total		1,000,518,000	1,000,004,487	99.9

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Programme 01: Trade Promotion

Programme Description

The programme focuses on the development and adoption of an appropriate legal, regulatory and institutional framework for effective registration, establishment and operation of business; the registration, protection and enforcement of intellectual properties, standards, conformity assessment and franchises; as well as promotion and safeguarding of consumer welfare and market competition, as important conditions for vibrant and robust domestic economy.

Programme Objective

Ensure efficient business and IP registration and a competitive domestic market environment, to promote and diversify market opportunities for Namibian products.

Main Activities

Domestic Trade Management Activity

The main purpose of this activity is to enable a business environment that promotes innovation, intellectual property rights, and competition and consumer protection: Specific activities include but not limited to:

- The development and adoption of an appropriate legal, regulatory and institutional framework for effective registration, establishment and operation of businesses;
- The registration, protection and enforcement of intellectual property, standards, conformity assessment and franchises;
- Promotion and safeguarding of consumer welfare and market competition, as important for a vibrant and robust domestic economy.

External Trade Management Activity

The main purpose of this activity is to promote trade with special emphasis on exports.

Specific activities include but not limited to:

- Advise government on global and regional developments in the area of international trade in order to ensure that Namibia's economic and trade interests are safeguarded.
- Promoting Namibian products in international markets through targeted promotional activities such as trade missions, exhibitions and market intelligence, product and market research and development.
- Trade measures such as tariff settings and investigation, anti-dumping, countervailing and safe guard measures

Programme 02: Industrial and Business Development

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Programme description

The purpose of this programme is to create conditions necessary for increased investment and the development of a robust and competitive industrial sector in the country.

The programme is aimed at boosting entrepreneurship among the local population and at increasing the entry and participation of emerging and existing small business into the mainstream economy.

This function of the Ministry involves the development of policies and strategies on industrial development, whose objective is to boost supply-side capacities of local industries and ensure an increased contribution of the manufacturing sector to the country's GDP. This activity also involves the compilation of data on manufacturers and industrial output. To strengthen the implementation of the industrial policy and the Growth at Home strategy of the Ministry of Trade and Industry, the proposed Namibia Industrial Development Agency (a new Institution proposed to be established incorporating the Namibia Development Corporation and Offshore Development Company) Bill has been cleared by Cabinet.

Programme Objective

Promote manufacturing and Entrepreneurship Development.

Main Activities

Industrial Business and Development

This function of the Ministry involves the development of policies and strategies on industrial development, whose objective is to boost supply-side capacities of local industries and ensure an increased contribution of the manufacturing sector to the country's GDP. This activity also involves the compilation of data on manufacturers and industrial output. To strengthen the implementation of the industrial policy and the Growth at Home strategy of the Ministry of Trade and Industry, the proposed Namibia Industrial Development Agency (a new Institution proposed to be established incorporating the Namibia Development Corporation and Offshore Development Company) Bill has been cleared by Cabinet.

Activities

- Sector growth Strategies in 4 sectors(Agro-processing, Salt and Chemicals, Leather and Leather Products, Semi-precious stones and Jewellery)
- Database on Manufacturers and Industrial Output
- NIDA operationalized

Small and Medium Business Development

The Ministry provides a range of business support services such as conducting feasibility studies; preparation of business plans; conducting turnaround strategies and due diligence to enable SMEs to improve business planning and managerial skills. In addition to these, specialized services is also provided to entrepreneurs and enterprises in the areas of research and development, product and market development, acquisition of specialized skills through

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exposure visits, participation in conferences, seminars and other short-term specialized training programmes, as well as provision of hands-on mentorship services.

Activities

- Feasibility studies and business plans.
- Support provided for business establishment or expansion
- SMEs provided with training and mentorship

To create conditions necessary for increased investment and the development of a robust and competitive industrial sector and to oversee the overall industrial development and industrialisation of the country. The mission was to achieve equitable and sustainable industrial development, income and employment creation by providing an enabling environment through pro-active, accountable leadership and professional services

Programme 03: Investment Promotion

Programme Description

The purpose of this programme is to achieve an increase in number, value and nature of domestic and foreign direct investment in Namibia. This activity is to be achieved by, among others, creating an enabling environment for investment, which involves having in place an appropriate legal and regulatory framework; a proper plan and strategy for marketing Namibia as a preferred investment destination and enhancing a positive competitiveness ranking of Namibia.

Programme Objective

Create an enabling environment for increased domestic and foreign direct investment to achieve sustainable economic growth and employment. Improve Namibia's competitiveness ranking in Africa and SADC.

Main Activities

A combination of domestic savings and foreign capital has boosted the country's level of investment and industrial activities. During the reporting period, the Ministry, through its investment promotion agencies implemented measures aimed at nurturing domestic investment and attracting foreign direct investment. During the period under review, the Ministry facilitated 13 new investments worth N\$2.8billion and committed to create 836 permanent jobs. These investments are from South Africa, Germany, Zimbabwe, Portugal, Belgium, Italy and Dubai.

During the year under review, the Walvisbay Corridor Group consulted SDI stakeholder in the regions and solicited 5 potential projects that will be developed to a bankable stage. Some of successes for the Namibia SDI program are: profiling of SDI project list and short listing of flagship anchor projects; stakeholder validation workshop to solicit review comments and ratification of Namibia SDI Program by MTI management. The group also held bilateral discussions between Namibia and South Africa on Cross - border value chains with a view to incorporate SDI projects as candidate pilot projects where collaboration is required.

During the year under review, the NCCI carried out investment promotion activities locally

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and abroad. The activities undertaken included outward missions to countries such as DRC, China, Finland, South Africa, Angola and Cuba. These missions resulted in signing of various Cooperation Agreements in the fields of construction, mining, personnel training and others. In addition, the Chamber introduced and launched the 2014 NamBic Report (**Namibia business climate survey**). The survey identified among other issues; cost of doing business and the regulatory framework as issues affecting the private sector.

04: Supervision and Support Services

Programme Description

This programme entails overall oversight over the design and leadership implementation of the various programmes on trade, investment promotion and industrial development as well as to ensure coordination and alignment to ministerial and national development plans.

Programme Objective

Ensure an enabling environment and high performance culture.

Main Activities

Supervision

To oversee overall trade and industrial related policies and operations to ensure that objectives are achieved and policies are properly implemented and to receive policy suggestions for considerations and to make public the Government's policies and guidelines for the Trade and Industrialisation. The following activities are undertaken in this by-programme:

- Overall oversight over the design and leadership implementation of the ministry's programmes
- Co ordinations and aligns the ministerial strategic plan to the national goals of Vision 2030 and NDPs.

Coordination and Support Service

The sub-programme is aimed at providing administrative or supportive services needed by ministry and its agencies. Activities involve the following:

- Human resources management and development
- Financial planning and management
- Auditing
- Corporate communications
- ICT services
- Auxiliary services

Programme 05: Special Industrialisation Initiative

Programme Description

This program is aimed at the implementation of the manufacturing strategic initiative in NDP4, industrial policy through expansion of industrial capacity and value chains development.

Programme Objectives

Promote manufacturing and Entrepreneurship Development. This programme has been developed to give effect and achieve the significant expansion of Namibia's manufacturing

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sector as stipulated in NDP4. It aims at increasing the contribution of manufacturing to GDP and accelerates economic growth and activity by focusing on enhancing growth in the priority sectors. This in turn would result in expanded industrial output, diversified products, enhanced value addition activities, as well as to develop new and strengthen existing value chains'.

Main Activities

The main activities carried out under Industrial Planning and Development and Small Business and Development are carried out under this programme.

EXPENDITURE FROM CONTINGENCY 2014/15

None

EXPENDITURE BY STANDARD ITEMS

NS'000

Year	2014/15	
	Estimates	Actual
Breakdown N\$		
Personnel Expenditure	86 121	86 394
Goods and Other Services	174 379	173 403
Subsidies and Other Current Transfers	332 018	331 602
Acquisition of Capital Assets (Operational)	-	-
Capital Transfers (Operational)	-	-
Operational Budget	592 518	591 399 317
Operational Capital	-	-
Acquisition of Capital Assets (Development)	108 518	108 497
Capital Transfers (Development)	299 482	299 475
Development Budget	408 000	407 972
Total State Revenue		
Fund Appropriation		
Development Partners		
Grand Total	1 000 518	999 371

Explanations on variances

The overall execution rate is 99% therefore no significant variances.

NON-TAX REVENUE

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Revenue Source	Year	2014/15		
		Estimate	Actual	Variance %
Miscellaneous		12 000	-77 129	542
Total		12 000	-77 129	542

HUMAN RESOURCES CAPACITY

No of Staff	2014/15
Approved	341
Funded	291

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SUMMARY OF MOVABLE ASSETS

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Furniture and equipment

Worn and damages						
	A	B	C	D	E	
	Description	Quantity	Average estimated market unit value (N\$)	Total value (N\$)	Quantity available to date	% of items not take for auction (current stock level of individual items) $E_i \div B_i \times 100$
1	Ash Tray	10	N\$ 3.00	N\$ 30.00	0	0%
2	Bicycle	1	N\$ 250.00	N\$ 250.00	0	0%
3	Binder machine C340	1	N\$ 300.00	N\$ 300.00	0	0%
4	Cabinet filling	7	N\$ 350.00	N\$ 2 450.00	0	0%
5	Cell phone Black Berry	1	N\$ 400.00	N\$ 400.00	0	0%
6	Cell phone Nokia Asha	2	N\$ 250.00	N\$ 500.00	0	0%
7	Cell phone Nokia X3	3	N\$ 300.00	N\$ 900.00	0	0%
8	Cup tea	60	N\$ 3.00	N\$ 210.00	0	0%
9	Desk Office 3 drawer	8	N\$ 300.00	N\$ 2 400.00	0	0%
10	Desk top HP	13	N\$ 400	N\$ 5 200.00	0	0%

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1 1	Flag AU	7	N\$ 30.00	N\$ 210.00	0	0%
1 2	Glasses Medium	5	N\$ 1.00	N\$ 5.00	0	0%
1 3	Knife Cutting Large	1	N\$ 12.50	N\$ 12.05	0	0%
1 4	Knife Cutting Medium	1	N\$ 10.00	N\$ 10.00	0	0%
1 5	Jerry Can 25 L Plastic	1	N\$ 10.00	N\$ 10.00	0	0%
1 6	Motor Vehicle Kombi 1999 Model	1	N\$ 25 000.00	N\$ 25 000.00	0	0%
1 7	Motor Vehicle Kombi 2001Model	1	N\$ 29 000.00	N\$ 29 000.00	0	0%
1 8	Micro Wave Kelvinator	1	N\$ 250.00	N\$ 250.00	0	0%
1 9	Motor Vehicle Ford Fiesta Hatch Back	1	N\$ 14 000.00	N\$ 14 000.00	0	0%
2 0	Motor Vehicle Nissan 1400 2007 Model	1	N\$ 15 000.00	N\$ 15 000.00	0	0%
2 1	Pigeonhole 10 Division	1	N\$ 300.00	N\$ 300.00	0	0%
2 2	Telephone Mini Switch	2	N\$ 60.00	N\$ 120.00	0	0%

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Obsolete and redundant						
A	B	C	D	E		
Description	Quantity	Average estimated market unit value (N\$)	Total value (N\$)	Quantity available to date	% of items not take for to auction(current stock level of individual items)	
			BiXCi		Ei ÷ Bi X 100	
1 e.g Telephone Headsets Siemens	120	180	21 600	40	(40/120) 33.3%	
2 e.g White board	60	100	6 000	10	(10/60) 16.66%	

Vehicles

Obsolete and redundant						
A	B	C	D	E		
Description	Quantity	Average estimated market unit value (N\$)	Total value (N\$)	Quantity available to date	% of items not take for to auction(current stock level of individual items)	

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				BiXCi		$E_i \div B_i \times 100$
1	Passenger Vehicle	120	180	21 600.00	40	(40/120) 33.3%
2	2WD Station wagons, Combis Busses, MPVs	60	100	6 000.00	10	(10/60) 16.66%