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4. MEMORANDUM OF AGREEMENT
ACRONYMS AND ABBREVIATIONS

BBEE   Broad-based Economic Empowerment  
BEE    Black Economic Empowerment     
DTI    Department of Trade and Industry  
EE     Emerging Entrepreneurs        
FENATA Federation of Namibian Tourism Associations   
GDP    Gross Domestic Product     
HAN    Hospitality Association of Namibia   
MET    Ministry of Environment & Tourism     
MSP    Marketing Support Programme    
NACOBTA Namibia Community Based Tourism Trust  
NCCI   Namibia Chamber of Commerce and Industry   
NICE   Namibia Institute of Culinary Education  
NQA    Namibia Qualifications Authority   
NQF    National Qualifications Framework   
NTA    Namibia Training Authority   
NTB    Namibia Tourism Board     
SMME   Small, Micro and Medium Enterprises   
TASA   Tour & Safari Association of Namibia   
TTC    Tourism Transformation Council  
UNDP   United Nations Development Programme   
VTC    Vocational Training Centre   
WTO    World Tourism Organization
BEE SUPPORT POLICY

SKILLS DEVELOPMENT PROGRAMME

Introduction

“According to Abraham Iyambo, Chairperson of the State Owned Enterprises Governance Council (SOEGC) and the Minister of Fisheries and Marine Resources, BEE is an endeavor to ensure sustainable development through the participation of the previously disadvantaged majority in the mainstream economy. Iyambo believes that BEE is a critical tool for sustainable development” (Gwari & Shikongo, 2005:8) UNDP (2002, 3) stated that the primary “objective is the equitable distribution of economic activities, which ensure everyone the material means to sustain a universally progressive wealth redistribution by turning over to the poor the ownership of the assets that they have created.

From the above, it can be said that the primary goal of the BEE process is to bring on board the majority of the previously disadvantaged people through participation on the mainstream economy (Gwari & Shikongo, 2005:8). It is important to note that this process of closing the gap between the rich and poor can be achieved through the redistribution of existing resources and through expanding the resource base, with strong mechanism to ensure that the expanded resource base principally benefits those who have been previously excluded” (Gwari & Shikongo, 2005:5). One of the greatest accomplishments should be to increase people’s access to knowledge, skills and technology (UNDP, 2000:13).

Article 23 of the Namibian Constitution provides for the enactment of legislation providing directly or indirectly for the advancement of persons within Namibia who have been socially, economically or educationally disadvantaged by the past discrimination laws or practices for the implementation of policies and programmes aimed at redressing social, economic or educational imbalances in the Namibian society arising out of past discriminatory laws and practices” (Gwari & Shikomgo, 2005:8) Equity-sensitive’ and ‘directly redistributive’ policies such as the BEE policy can be effective against poverty by breaking down the barriers of exclusion and discrimination that prevents certain groups, particularly the poor from participating in economic activities.

“Over a decade after Independence, Namibia is yet to overcome the legacy of extreme inequalities based on race and left behind by the ‘apartheid’ regime. Vision 2030 is expected to reduce inequalities and move the nation significantly up the scale of human development, to be ranked high among the developed countries in the world. The Vision will facilitate equity in access to social services and facilities, as well as access to productive resources such as land and capital (Vision 2030, 2004;9).

Inequalities also exist in the tourism sector and this situation needs to be redress as a matter of urgency. According to World Tourism Organization (WTO) “tourism comprises the activities of persons traveling to and staying in places outside their usual
environment for not more than one consecutive year for leisure, business and other purposes. The usual environment of a person consists of a certain area around his/her place of residence plus all other places he/she frequently visits.”

Tourism is currently Namibia’s third largest industry and is unlike mining and fishing a non-depletable resource. The tourism sector could therefore retain its attractive natural resources and could benefit Namibians even if fish stocks disappear and mines run out of ore.

**Black Economic Empowerment a South African perspective**

South Africa’s policy of black economic empowerment (BEE) is not simply a moral initiative to redress the wrongs of the past. It is a pragmatic growth strategy that aims to realize the country’s full potential.

In the decades before South Africa achieved democracy in 1994, the apartheid government systematically excluded African, Indian and coloured people from meaningful participation the country’s economy.

This inevitably caused much poverty and suffering – and a profoundly sick economy. The distortion in the economy led to a crisis, started in the 1970s, when gross domestic product (GDP) growth fell to zero, and then hovered at about 3.4% in the 1980s. At the time when other developing economies with similar resources were growing, South Africa was stagnating. Our country requires an economy that can meet the needs of all our economic citizens – our people and enterprises – in a sustainable manner, ”the Department of Trade and Industry (DTI) says in its strategy document.

“This will only be possible if our economy builds on the full potential of all persons and communities across the length and breadth this country (DTI)”. Despite the many economic gains made in the country since 1994-growth has been 4% or higher in every quarter, the divide between rich and poor remains – such inequalities can have profound effect on political stability.

Black economic empowerment is not affirmative action, although employment equity forms part of it. Nor does it aim to take wealth from white people and give it to blacks. It is essentially growth strategy, targeting the South African economy’s weakest point: inequalities. “No economy can grow by excluding any part of its people, and economy that is not growing cannot integrate all of its citizens in a meaningful way,” the DTI says.

As such, this strategy stresses a BEE process that is associated with growth, development and enterprise development, and not merely the redistribution of existing wealth.” Black economic empowerment is thus an important policy instrument aimed at broadening the economics base of the country – through this, at stimulating further economic growth and creating employment.
National Policy on Tourism for Namibia

“The National Policy on Tourism for Namibia aims to provide a framework for the mobilization of tourism resources to realize long term national goals defined in Vision 2030 and the more specific targets of the Third National Development Plan, namely, sustained economic growth, employment creation, reduced inequalities in income, gender as well as between the various regions, reduced poverty and the promotion of economic empowerment (National Policy on Tourism for Namibia 2008. 2).

The following ten principles supportive of BEE underpin Namibia’s Tourism policy as outlined by the Ministry of Environment and Tourism:

- Tourism policy must serve government objectives and shall be for the benefit of all Namibians and visitors. Government intervention, whether in the form of regulation, facilitation of investment, will be driven by national interest, not by narrow interests. This policy is supporting both domestic as well as international tourism. Promoting domestic tourism will ensure that Namibians also enjoys the beauty of their tourism attractions.

- Tourism needs to be competitive. Attracting investment and successful marketing require positive interventions by government to create a competitive business environment which enhances country’s ability to compete internationally and regionally.

- The tourism policy must enable the private sector to operate and compete effectively in global markets to generate responsible tourism. Government recognizes the contribution that the private sector makes towards government objectives.

- Increased local participation and equity are essential to spread the benefits of tourism. Broad-based black economic empowerment will underpin the future of the society and the economy. Both men and women must develop appropriate skills which equip them to become fully involved in profitable business operation, management and ownership.

- Tourism development must be economically, socially and environmentally sustainable. Namibia neither wants, nor can afford to permit, tourism that yields only short-term benefits and leaves behind a wake of destruction, de-motivation or disruption to the fabric of life.

- Sustainability is inextricably linked to the protection of the natural resource base namely, environment, aesthetic value wildlife and culture. Government recognizes the need to be involved in managing, promoting and financing aspects of these.
• The government’s investment and operational functions with regards to the tourism sector are related to the areas of infrastructural development, marketing, education and skills development. Government will further facilitate the identification and removal of strategic barriers to tourism development and thus create an enabling environment for the tourism sector to operate competitively. It is also government’s responsibility to ensure conservation, quality standards, fiscal policies and the provision of a rational and equitable business environment. Government recognizes the importance of its role in these areas, without which Namibia tourism will not achieve its full potential. Government owned tourism enterprises such as Namibian Wildlife Resorts and Air Namibia need to operate on commercial principles.

• Tourism investment, development and promotion must be market-driven. Assessment of the market potential and viability must be undertaken before committing resources. Otherwise projects risk failure, wastage of resources, local de-motivation, and opportunity cost of these resources being invested in viable development projects elsewhere. If not however, there must be valid justification on the basis of national economic benefit or on social or environmental factors, e.g. conflict resolution, wildlife conservation, community cohesion etc.

• It is the government policy to promote interventions on the basis of national economic benefits.

• The human factor is of prime importance in tourism. The quality of service provided should be of a standard that meets the requirements of present day national, regional and international tourism.

Overview of the Tourism Industry in Namibia
Traditionally driven by the private sector, tourism has recently been identified in both Vision 2030 and the National Development Plan 3 as a priority sector by government and a key factor in Broad-based Black Economic Empowerment (BBEE).

“According to National Policy on Tourism for Namibia, tourism offers opportunities for economic and social development where few other economic opportunities exist. Tourism jobs are geographically widespread and they can be created with lower capital investment unlike in other sectors. Furthermore, the large variety of jobs in the sector offers employment opportunities for people lacking formal qualifications that can thereafter acquire skills and advance their careers. Tourism creates jobs that help conserve the nation’s magnificent natural environment and wildlife. In short, tourism offers the opportunity to achieve economic and social development for communities throughout the country, while at the same time help to conserve the country’s unique natural environment. A significant percentage of women are employed in the tourism industry”.

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However, if Travel and Tourism is to achieve full growth potential, the public sector must strive to create a stable and supportive operating environment, based on the understanding that Travel and Tourism is a strategic economic development priority, which stimulates entrepreneurship and encourages investment.

Travel and Tourism is human resource intensive and creates jobs directly within the industry and also indirectly through the multiplier effect. The Namibian travel and tourism industry accounted for 20,588 jobs or 5.1 percent of total employment in 2006. The hotels and other lodging services contributed almost 50 percent of the industry’s employment.

The broader perspective of the Travel and Tourism economy, which includes the spillover employment associated with the capital investment and government spending accounted for 74,911 jobs dependent on Travel and Tourism or 18.7 per cent of total employment.

The National Tourism Development Opportunities
The Namibian Government has adopted the following working Vision and Mission for the development of the Tourism sector:

“To develop the tourism in a sustainable, equitable and responsible manner to contribute significantly to the economic development and quality of life of all her peoples. Government and private sector are committed to working together to bring about changes and improvements required to achieve this mission. The proposed tourism policy will guide these programmes.”

The Government’s strategic approach to tourism development on training and creation of opportunities for the historically disadvantaged Namibians can be summarised as follows:

- Training and human resource development in the tourism sector: This will involve an increase in the quantity and quality of training in the tourism and hospitality industry, to both increase the number of jobs in the tourism sector and to improve the standard of service delivery to tourism customers.

- Awareness creation of the importance of tourism and community involvement in tourism and creation of opportunities for historically disadvantaged Namibians in the formal tourism sector: this will involve the expansion of community involvement in tourism equitable private sector partnerships, training and capacity building and marketing, so that Namibia’s communities can earn sustainable income from tourism and have an incentive to protect the environment and resources which attract tourists. Historically disadvantaged sectors of the Namibian society will be drawn into the tourism industry as investors, operators, owners, managers and related position of influence.
Transformation Charter and support for Previously Disadvantaged Namibians (PDNs)
The Tourism Industry in the Republic of Namibia adopted this Transformation Charter the 23rd November 2004. The Tourism Industry embraces the goal of widening the base of who benefits from tourism in Namibia and recognizes the necessity of Broad-Based Black Economic Empowerment (BBEE) to achieve growth and development for the sector. The industry commits to use this Transformation Charter as a vehicle to implement real change in the structure, constitution and practice of the Tourism Industry in Namibia and also set the Industry standard for BBEE programs for the tourism sector.

In terms of the guiding principles the following extracts directed the proposed Black Empowerment Programme:

1. Skills Development
The Tourism Industry commits to spending its own resources to train formally, improve and recognize the skills of employees, rural partners and new entrants to the industry.

2. Apprenticeships, Internships and Sponsorships
The Tourism Industry commits to providing access to its businesses for Namibian tourism students from educational institutions from start-up and existing businesses to learn the practical aspects of the Industry.

3. Ownership and Joint Venture Partnerships
The Tourism Industry commits to promote ownership and/or build partnerships to include the previously disadvantaged.

4. Preferential Procurement
The Tourism Industry commits to promote and increase use of services and products of previously disadvantaged Namibians.

5. Enterprise Development
The Tourism Industry commits to support previously disadvantaged Namibians in the identification and development of viable businesses in the tourism economy.

6. Social Responsibility Programs
The Tourism Industry commits to support and/or implement projects that improve social conditions of employees and local communities, and that conserve the natural environment.
The Namibia Tourism Board
The Namibia Tourism Board is statutory Body created through an Act of Parliament, Act No. 21 of 2000, it was created to market and regulate the tourism industry in Namibia.

Background on Namibia Tourism Board

The existing Mission of the Namibia Tourism Board (NTB) is in line with the National Tourism Development and the Transformation Charter: “To develop travel to and within Namibia that exceeds our visitors’ expectations of quality and service, that improves the living standards of our people, while conserving our natural resources and environment for future generations and sustaining the cultural values and way of life of our people, and to deliver value to our stakeholders.”

White people have historically dominated and are still dominating the Tourism industry in many Southern African Countries, Namibia not being an exception. To ensure that this trend is reversed in our country and Namibia Tourism Board (NTB), especially among the previously disadvantaged communities, a Black Economic Empowerment policy is being developed this year (2009).

The Black Empowerment is developed with three areas of development priorities in the Tourism arena by the Namibia Tourism Board.

1. Sponsoring of previously disadvantaged Namibians to attend foreign trade fairs.
2. Training of historically disadvantaged Namibians according to unit-standard-based modules developed by Namibia Training Authority and NTB.
3. Implementation of tourism awareness programmes among previously disadvantaged Namibians.
The Namibia Tourism Board would like to introduce a Black Economic Empowerment Programme that is both in the interest of the individuals to be empowered as well as in the interest of the Namibian Tourism Industry. Background on Namibia Tourism Board

Illustration of the Model to be devised in figure 1.1 below.

The first part of the program will involve training of individuals owning tourism related businesses from the previously disadvantage community. The criteria of selection of individuals/companies that need to undergo the training will be as follows:

Criteria for support:
To be eligible for participation, to attend training should be:

- An SMME (direct tourism enterprise)
- Registered with the Namibia Tourism Board (3 years)
- Able to demonstrate growth potential
- Willing and able to share costs of training or assistance
- Willing to share information on the company set up, staff, ownership and tax certificate
- It is a requirement that at least 80% of SMME assisted by the Namibia Tourism Board BEE support Programme be owned and managed by historically disadvantaged Namibians.
- The Board will only be able to support 5 companies/individuals at a given time that will form part of the marketing support program co-funded by the Board, it however should be noted that many companies or organizations can go through the training programme.
Background on the Namibia Tourism Board Training program

The Namibian tourism sector, like other sectors of the Namibian economy, is faced with a shortage of adequately trained workforce. The Namibia Tourism Board (NTB) was therefore, upon establishment, mandated to promote training of persons engaged or to be engaged in the tourism industry. The findings of the 2004 Namibia Tourism Board Manpower Survey for the Hotel, Catering and Tourism Industry, conducted with the assistance of the European Union, confirmed prevalence of acute skill shortages in the tourism industry.

For Namibian tourism industry to increasingly perform as a key sector in the Namibian economy, more skilled workers are urgently required. Tourism by nature is labour intensive and quality of the tourism product is dependent on the skill levels and attitudes of the workforce. Customers deriving satisfaction through quality service tend to extend their stay. And, tourists naturally enjoy frequenting places where the standard of service is of a superior quality.

NTB consequently has embarked on a comprehensive Human Resource Development strategy to empower tourism workforce through training and enhance the level of service quality and standard of our tourism products. Therefore, in addition to training interventions such as Professional Development Training to enhance subject specific knowledge as well as Pedagogical Training through the Train-the-Trainer programme, NTB contracted the services of Namibia Training Authority (NTA) to develop levels 1 – 5 unit standards for national certificate and diploma programmes, with full participation from industry experts and training providers. The unit standards are quality checked and placed on National Qualifications Framework (NQF) by the Namibia Qualifications Authority (NQA). These outcome-based learning programmes are designed to facilitate the achievements of competence of the tourism workforce in the following sub sectors;

- Front Office
- Housekeeping
- Food and Beverages
- Food Preparation
- Lodges, Camps and Guesthouses
- Safari and Tour Operators

NTA finalized development of levels 1 and 5 unit standards with associated learning materials and assessment tools for above Hospitality and Tourism sub sectors. As there is a need for a uniform qualification for tour guides, predominantly level 3 unit standards and associated learning materials have also been developed for tour guides. This professional Tour Guide programme will become the only qualification recognized for licensing purposes by NTB in Namibia.

Levels 1 and 2 courses are currently piloted by Valombola VTC, Otjiwarongo Cosdec, NICE, NamibRand Safaris, Helmut Bleks Foundation and ITO Focus. Piloting of Level 3 and Tour Licensing Qualifications is envisaged for early 2010. These programmes once piloted will be opened to all the training providers for implementation.
The Namibia Tourism Board would therefore utilize the services of the Polytechnic of Namibia to provide training needed by the companies/individuals selected to be part of the marketing support programme for emerging entrepreneurs.

The tourism training programme will be a prerequisite to be part of the marketing support programme in order to make sure those individuals/companies selected meets all the requirements of the Namibia tourism Board's regulations and that the quality of services provided would not be questioned at any given time. The training will also be provided during off-peak times when the companies/individuals are doing preparations for the peak season. The program will be packed into targeted sessions so that the companies/individuals can get the most out of the training time and maximize the time spent in their business.

The Programme seeks to:

- Contribute to the National call to bring the previously neglected sector into the main flow of the tourism industry
- Participate in the establishment of good quality tourism related products and services in Namibia and the rest of Africa.
- Support BEE projects with significant development impact in townships and rural areas whilst adhering to the Quality and standards set by the Namibia tourism Board.
- Increase participation of BEE in the Tourism Industry.

Please see figure attach providing the program outline of the Namibia tourism board BEE support programme.
Detailed description of the various stages of the BEE programme

Identification of BEE Company or Individual
The Namibia Tourism Board selects 5 previously neglected sector companies from their tourism database and recommends that they undergo training with the polytechnic of Namibia.

Criteria of selection
- The companies need to be registered with the Namibia Tourism Board therefore meeting the minimum requirements needed for registration.
- The Companies need to be owned by black entrepreneurs meaning 80% of the company should be owned and manage by the previously neglected people.
- The companies need to fall within accommodation or regulated businesses which are currently regulated by the Namibia Tourism Board.
- Companies should be in operation for at least three consecutive years.
- There need to be an inherent need for the company to grow if taken through the proposed programme.

Training at the Polytechnic of Namibia
The Polytechnic of Namibia will train the company/individual on behalf of the Namibia Tourism Board. The training will be co-funded by the Namibia Tourism Board or will be sponsored in full by another corporate body or entity, in which case the company or individual will not be needed to contribute towards the funds.

Criteria for training
- The training institution providing the training need to be registered with the Namibia Training Authority.
- The training also needs to be accredited with the Namibia Qualifications Authority.
- The training should be provided after hours as the businesses should need to continue with normal business operations during work times.
- More than 5 companies or individuals can attend the training at the same time.
- Training is a prerequisite for selection at the MSP programme.

Graduating from the training
The Polytechnic of Namibia will need to issue certificate of attendance to the individual that have completed the training programme. The Namibia tourism Board will need to award a badge to the individual stating that it is Namibia Tourism Board accredited training. A certificate stating that the training is accredited by the Namibia qualifications Authority need to be given to the learner/individual.

Criteria for Graduating:
- Individual need to attend 98% of classes offered by the Polytechnic of Namibia.
- All the subjects’ modules need to be completed to the satisfaction of the lecturer.
- Oral or written tests set by the institution need to be passed with 75% pass mark for you to be eligible for the MSP programme.
Selection to the MSP programme.
The Namibia Tourism Board will select five successful candidates for the MSP programme. The candidates will be co-funded to attend NTB approved trade fairs domestically and internationally.

Criteria for selection
- Only candidates with average of 75% total will be nominated for MSP programme.
- Candidates will be selected on their test results, meaning only the best five performers will be eligible.
- All candidates need to be Namibian citizens from the previously disadvantaged group.
MARKETING SUPPORT PROGRAMME (MSP) FOR EMERGING ENTREPRENEURS

Purpose of this programme:
The MSP provides financial and skills development support for Emerging Entrepreneurs to access important marketing platforms and opportunities enabling engagement with the domestic, regional and international travel trade and the marketing channels.

The MSP should only be undertaken after the EE has followed the Development Assistance and Mentorship Programme as conducted by the respective organisations such as MET, NACOBTA, FENATA and TASA.

Development Assistance Training Programme:
1. Tourism awareness information sessions
2. Tourism training programme:
   a. Definition of a tourist
   b. The tourism sector
   c. The tourism channel and how it works
3. Business planning
4. Legalities and compliances
5. Quality assurance and customer care
6. Marketing in tourism
7. Website planning, development and online marketing
8. Communication in tourism (branding)
9. Business administration in tourism

Mentorship Programme
After completion of this programme, EE’s must participate in a mentorship programme that will be facilitated by private sector players and NACOBTA. EE’s would be required to sign a contract with the TTC undertaking to conform to the rules and standards in respect of participation in the MSP.

Responsibility of the TTC and NTB:
1. Develop a MSP that would assist EE’s to market their business in a way that would increase their market share and developing towards becoming part of the mainstream tourism industry.

2. This will be targeted at:
   a. New small businesses that want to enter the tourism industry;
   b. Businesses already in the tourism industry who want to improve their business and share of market.

3. Develop pre- and post-event training programs to assist EE’s to facilitate their preparation.

4. Facilitation of mentorship programme
5. Guidance and advice on product development

6. The phases and procedures below set out guidelines for the mentoring and developing of EE’s and is intended to ensure that emerging tourism entrepreneurs have access to support and opportunity in terms of the growth of their enterprises. **NTB and the TTC are not obliged to support individual EE’s particularly if they do not exhibit the willingness, enthusiasm and capacity to grow and develop.** Selection and migration of participants in this program is entirely at the discretion of the TC.

7. **Support for the Marketing Support Programme will be limited to the following:**
   - a. Shows Maximum Subsidised Participation
   - b. Namibia Tourism Expo Twice
   - c. Consumer Show/Workshop(RSA) Once
   - d. Indaba Twice (if appropriate)
   - e. Emerging Market workshops Twice (if appropriate)
   - f. WTM Twice (if appropriate)
   - g. ITB Twice (if appropriate)

8. Limiting the participation in the travel trade shows and workshops/roadshows allows for the migration of EE’s through the programme and provides for the entry of new participants. It is imperative that the programme provides opportunity to new tourism entrepreneurs and sets a limit on the time it takes for EE’s to migrate into the tourism mainstream.
**Marketing Support Programme:**

**Introduction**
The Namibia Tourism Board in strategic partnership with Air Namibia and as part of its mandate to provide training to people engaged or to be engaged in the tourism industry initiated a mini road show for SMMEs in Germany and Switzerland as part of its social responsibility.

**Background**
The Namibia Tourism Board as part of the program committed to carry the cost of accommodation and the actual planning of the Road Show while Air Namibia commits in providing airfare assistance to the participants. The total number of SMMEs to attend the 2009 road show was decided to be 6 participants.

**The objectives of the program included:**
- Network with international operators
- Stimulate entrepreneurial spirit among SMMEs
- Form strategic businesses and alliances
- Expose them to the following international marketing platforms: trade fair participation, media roundtables, and workshops
- Enhance skills and knowledge of SMMEs in business management
- Trigger additional business for SMMEs
- Create international exposure and awareness

**The selection criteria included:**
- Must be duly registered with Namibia Tourism Board
- Must be a Direct Tourism enterprise
- Must have not contravened NTB Act and its regulations in the last 2 years
- Must already be in business and be operating for 1 year or more
- Able to demonstrate growth potential
- Willing and able to share costs of assistance
- SMMEs must be owned and managed 100% by Previously Disadvantaged Namibians
- Brochures, business cards and a professional PowerPoint presentation is a requirement
- Those offering tours, at least, 50 % of the Itinerary shall include using facilities and services offered by other BEEs and cultural aspects of Namibia.
- Where appropriate preference shall be given to those SMMEs who did not benefit from NTB organised or funded similar activities.
Other Marketing Support Programmes

Phase 1:
1. Namibia Tourism Expo

Phase 2:
2. Consumer fairs RSA
3. One RSA Roadshow and/or workshop
4. Indaba Roving Exhibitor

Phase 3:
5. Indaba Full Exhibitor

Phase 4:
6. International roadshow/workshop
7. International trade fair

Phase 1
Criteria for participation:
• NTB registration
• Completion of the Development Assistance and Mentorship Programme is mandatory.
• Complete company profile
• Business Plan
• Must be willing to contribute financially to marketing initiatives in conjunction with NTB, MET, Nacobta, Fenata, NCCI and other recognised tourism organisations

Namibia Tourism Expo (NTE)
This is the prime tourism show in Namibia and affords participants an opportunity to promote and market their products to Namibians. It also offers networking with other enterprises to jointly form comprehensive packaged products to Namibian inbound tour operators selling Namibia in international source markets.

Participation in the NTE is a major component of mentoring and development. EE’s will gain experience in interacting with travel trade, setting rates, networking with similar sized businesses and gaining an understanding of the domestic tourism market.

Criteria for participation:
• Must comply with required criteria for Phase 1
• EE’s will be responsible for creative development of the exhibition stand, transport, accommodation and marketing material costs. These costs of participation will be subsidised by the TTC and other tourism role players.
• Marketing materials must conform to the Namibia Core Brand Values and be endorsed by the NTB.
• Selection and participation will be monitored by a person appointed by the TTC.
EE’s will be required to attend mandatory training and pre-Expo briefing sessions in order to facilitate their preparation.
EE’s will be required to complete an evaluation questionnaire, submit a detailed report and attend a post-Expo briefing.
The TTC may approve subsidization of an enterprise for two consecutive years.

Phase 2
Consumer fairs – South Africa
NTB participates in selected leisure tourism fairs and trade workshops to promote the destination to consumers and trade partners. These include:
- Outdoor Adventure Expo
- Getaway Show (Durban, Johannesburg, Cape Town)
- The Womens Show
- Indaba – Durban
- NTB Roadshow
- Spotlight on Africa workshops

Criteria for participation:
- Consumer fairs: Participants should have been operating in business for at least one full year
- Roadshows/workshops: Participants should have been operating in business for at least two years
- Participants will be expected to make a financial contribution towards cost of participation. This will be determined by the TTC.
- NTB will manage costs for pre-event training, flights, accommodation, marketing materials and subsistence.
- Marketing materials must conform to the Namibia Core Brand Values and be endorsed by the NTB.
- Participants will be provided with free advertising space in the NTB Welcome to Namibia.
- Participants will be required to attend mandatory training and briefing sessions prior to the fair in order to facilitate their preparation.
- Participants will be required to complete an evaluation questionnaire, submit a detailed report and attend a post-fair briefing.

Indaba (Roving Exhibitor)
This is the premier tourism travel trade show in Southern Africa. NTB will assist EE’s to attend Indaba first as Roving Exhibitors to gain experience of the magnitude of an international tourism trade show. They will also be able to network and create contacts with other emerging entrepreneurs and industry role players. NTB will organise a scheduled program so that participants gain the maximum value of the trade show.

Criteria for participation:
- Participants should have been operating in business for at least two years
• Participants will be expected to make a financial contribution towards cost of participation. This will be determined by the TTC.
• NTB will manage costs for pre-Indaba training, flights, accommodation, marketing materials and subsistence.
• Marketing materials must conform to the Namibia Core Brand Values and be endorsed by the NTB.
• Participants will be provided with free advertising space in the NTB Welcome to Namibia.
• Participants will be required to attend mandatory training and briefing sessions prior to Indaba in order to facilitate their preparation.
• Participants will be required to complete an evaluation questionnaire, submit a detailed report and attend a post-Indaba briefing.

Phase 3
Indaba – Full Exhibitor
Criteria for participation:
• Participants should have been operating in business for at least two years or more, or should be able to motivate a strong case should they have been in operation for a shorter period of time.
• Participants will be allocated a table at the NTB stand which might be shared with another EE.
• Participants will be expected to make a financial contribution towards cost of participation. This will be determined by the TTC.
• NTB will manage costs for pre-Indaba training, flights, accommodation, marketing materials and subsistence.
• Marketing materials must conform to the Namibia Core Brand Values and be endorsed by the NTB.
• Participants will be afforded the opportunity to advertise in the NTB Welcome to Namibia and take advantage of a 50% discount on a third page-size advert.
• NTB will assist participants to set up scheduled appointments so that they gain the maximum value of the trade show.
• Participants will be required to attend mandatory training and briefing sessions prior to Indaba in order to facilitate their preparation.
• Participants will be required to complete an evaluation questionnaire, submit a detailed report and attend a post-Indaba briefing.

Should these entrepreneurs wish to participate further at Indaba, they will do so at their own expense or with support of funding agencies.

Phase 4
International Shows and Tourism Workshops/Roadshows
NTB participates together with industry players in key international markets to promote Namibia as a preferred tourism destination. Unfortunately the ability of EE’s to secure lucrative full service relationships with outbound operators in primary source markets is
restricted by the entrenched existing relationships between the outbound operators and established Namibian inbound operators.

In order to diversify the tourism source markets to Namibia, NTB participates in a variety of initiatives in secondary and emerging markets which encourage direct contact between outbound operators and Namibian inbound operators. The MSP supports the participation of EE’s in these initiatives in order to foster new business relationships and to secure opportunities to secure lucrative full-service inbound business relationships with these outbound operators.

Secondary and Emerging Market Participation
The opportunity to attend tourism workshops/roadshows together with the NTB on a subsidised basis is extended to EE’s who have participated in the Development Assistance Training and Mentorship Programme, and have successfully participated in the Namibia Tourism Expo and Indaba.

The potential for market penetration in secondary and emerging markets is accepted to be considerably greater than in established core source markets such as Germany and the United Kingdom. The MSP therefore attaches greater importance to participation by EE’s in these markets than in established source markets.

Criteria for participation:
• EE’s will be invited to submit applications forms and motivations to participate at travel trade workshops and roadshows in the identified market. Applications must include a comprehensive business plan offering clear evidence of focus on the identified emerging market.
• Based on the appropriateness of the application the TTC will decide which applicants are best suited to attend; this process is entirely at the discretion of the TTC.
• Selected EE’s will be required to package their products to ensure the marketability of their products and services. Where possible the TTC and NTB will facilitate and encourage the integration of the EE’s products into the mainstream marketing channel in terms of packaging.
• Together with the EE, NTB will develop a programme of meetings with appropriate operators in advance of the workshops/roadshows to ensure that maximum benefit is derived from their participation.
• The EE must be willing to contribute financially to the costs of participation in the workshop/roadshow and any related activity. These costs will be determined in line with the resources available to the TTC, funding agents and from any external funding sources funneled via the NTB.
• EE’s will be assisted for a maximum of two consecutive years to attend the workshops/roadshows in any single market. The performance of the EE during their first year of participation will be closely scrutinised to determine support for the second year of participation.
• EE’s are at liberty to approach funding agencies independently to fund participation as required in terms of their growth and development.
International Trade Fairs
Given the difficulties for new players to penetrate the established British and German markets, applicants will need to demonstrate that they have already established relationships with a variety of British or German operators; and/or that their products/services are significantly aligned with British or German markets to be considered for WTM and/or ITB. The MSP will not prioritise participation at these trade shows for EE’s but will rather consider applications on an ad-hoc basis where there is a clearly demonstrated alignment with these markets.

Criteria for participation:
• EE’s will be invited to submit application forms and motivations to participate at WTM and/or ITB. Applications must include a comprehensive business plan offering clear evidence of focus and alignment with the British or German markets.
• Based on the appropriateness of the application the TTC will decide which applicants are best suited to attend; this process is entirely at the discretion of the TTC.
• Selected EE’s will be required to package their products to ensure the marketability of their products and services. Where possible the TTC and NTB will facilitate and encourage the integration of the EE’s products into the mainstream marketing channel in terms of packaging.
• Together with the EE, NTB will develop a programme of meetings with appropriate operators in advance of the show to ensure that maximum benefit is derived from their participation at either WTM or ITB.
• The EE must be willing to contribute financially to the costs of participation in WTM and/or ITB and any related activity. These costs will be determined in line with the resources available to the TTC, funding agents and/or from any external funding sources funneled via the NTB.
• EE’s will be assisted for a maximum of two consecutive years to attend WTM and/or ITB in any single market. The performance of the EE during their first year of participation will be closely scrutinised to determine support for the second year of participation.
• EE’s are at liberty to approach funding agencies independently to fund participation as required in terms of their growth and development.

Monitoring and Evaluating of the BEE program
The Namibia Tourism Board will review the success of the program after the end every financial year. Both negative and positive contribution of the program will be highlighted. A board report will need to be submitted by both the Marketing and the Industry Services Departments in terms of the achievements and the drawbacks of the programme.

After thorough evaluation of the performance of the Business, and if the business is not doing satisfactorily recommendation whether to do a refresher course and new MSP programme will be made to the Board for endorsement. If the performance is above satisfactory level, meaning the business is doing exceptionally well new entrants will be taken for the next intake. The process will then repeat itself.
MEMORANDUM OF AGREEMENT

MADE AND ENTERED into by and between

NAMIBIA TOURISM BOARD (NTB)

herein represented by Digu //Naobeb in his respective capacities as Chief Executive Officer of the Namibia Tourism Board being duly authorized thereto in terms of section 3 (a) of Act 21 of 2000 (in this agreement called the "Namibia Tourism Board" and in abbreviated form "NTB")

AND

A Namibian citizen with identity No: __________________________________________

Domiciled at No: __________________________________________________________

P.O. Box ________________________________________________________________

Telephone No: ______________________ Cell No: __________________________

(hereinafter referred to as the “Students”)  
In this Agreement jointly called the "parties"

WHEREAS

The Namibia Tourism Board has identified an Namibia Tourism Board Accredited Tourism programme (in this Agreement called "programme") as a Black Tourism Empowerment initiative;

the Namibia Tourism Board has entered into an Agreement with the Polytechnic of Namibia to develop course material and train SMMEs for purpose of the programme;

the student has been identified as a trainee in terms of the programme; and the Namibia Tourism Board will pay for the training of the Students by Polytechnic of Namibia.

1 Namibia Tourism Board SMMEs Agreement
NOW THEREFORE the Parties hereto agree as follows:

1

INTENTION OF THE PARTIES

1.1 It is the intention of the Parties that this Agreement shall be the vehicle to train the student as a black tourist SMMEs in the field of tourism in general, and the importance thereof.

1.2 The roles, rights, duties and obligations of the Parties are set out hereunder.

2

SCOPE AND DURATION OF TRAINING

2.1 The training that the students will receive will consist of:

2.2 Polytechnic will present the lectures relating to the Module identified in clause 2.1.

2.3 NTB will, subject to the terms and conditions of this Agreement, pay the Modules Costs reflected above on behalf of the Student. No payment in respect of a second or later Module will be made unless the Student passed the previous Modules. The NTB will grant the student two opportunities to rewrite the modules at own costs thereafter the student will be required to reimburse the costs of the module.

2.3.1 The pass mark for each of the module shall be a minimum of 65% (sixty five percent), should the student fail to obtain the pass mark he/she will be required to pay the Modules fee back to the Namibia Tourism Board.

2.3.2 Should the student fail a module, he or she shall be entitled to re-write such Examination upon the conditions that Polytechnic may put in its sole discretion.
DUTIES OF STUDENT

3.1 The duties of the Student are -

3.1.1 to attend lectures arranged diligently and faithfully;

3.1.2 to study diligently and faithfully

3.1.3 to diligently and faithfully prepare for, and execute assignments

3.1.4 to prepare to and write examinations; and

3.1.5 to procure stationary and all other study aids and materials at own cost.

3.2 Should the student fail any Module he or she shall, if he intends completing the Course, rewrite such Module at his or her cost, inclusive of any possible lecture costs.

3.3 The student is obliged not to proceed with further Module prior to passing the previous Modules of the course.

3.4 The Student shall be obliged to pass the Course within 3 (three) months from the date of commencement.

3.5 Upon passing the course it shall be duty of the student-

3.5.1 To at all times act as a Professional as a Tourism Operator and generally to act in such a way as to enhance Tourism Industry in Namibia;

3.5.2 to act, or omit to act, in such a way that it may be illegal or reflect negatively on the Tourist Industry and / or NTB.

3.5.3 to continually strive to improve his/her qualities as a Tourist Operator whilst enjoying the Namibia Tourism Board recognition.

3.5.4 to keep statistics of his or her operations as tourist operator and to provide NTB therewith at reasonable intervals.
DUTIES OF NTB

NTB, shall-

4.1 pay the Course fees to Polytechnic provided for in clause 2.3;

4.2 once a Candidate has passed the Course-

4.2.1 enter full details of the students on passing of the course onto a database and website operated by NTB, identifying him/her as a tourist operator for marketing purposes;

4.2.2 call on the student on passing the course on a rotational basis as and when there is a request to NTB from a tourist for his/her service;

4.2.3 facilitate the services of a tourist operator with local and international tourism companies who take on new tourism activities;

4.2.4 facilitate the successful student to link up with formal tourism organisations, especially in terms of the tourism activities in Namibia,

4.2.5 facilitate the successful student to link up with the Namibia Community Based Association (NACOBTA) and other public and Private sector organizations.

4.2.6 market the student's services to operate and be known within Namibia & internationally and

4.2.8 provide the successful student with two professional, specially designed, once-off sets of uniforms and one set of name badges free of charge, which items shall remain the property of NTB.

4.2.9 the duties expected from NTB in terms of this clause shall be of a standard that can reasonably be expected from Namibia Tourism Board under the circumstances prevailing at the time
RIGHTS OF NTB

In consideration for the benefits conferred upon him/her in terms of this Agreement the students hereby irrevocably grant the following rights:

5.1 Should the student fail to complete any Module of the Course or the Course itself or fail to obtain the required pass mark (65%) any monies paid by NTB on behalf of the student shall be immediately become repayment by the student to NTB, and in such event-

5.1.1 any amounts due to NTB shall bear interest at the interest at the prime interest rates of Standard Bank, Bank Windhoek, or other Commercial Banks from date of payment by to date of payment;

5.1.2 the student hereby irrevocably consent that any amount or amounts certified by the Chief Executive of NTB shall be conclusively be deemed to be a liquidated amount.

5.2 to cancel this Agreement in the event that the student fails to comply with any provision of this Agreement, after giving the student the chance to state his/her case to the CEO of NTB without any notice and in such event to:

5.2.1 cancel the SMMEs Course of the Namibia Tourism Board status;
5.2.2 cancel all rights conferred upon the student in clause 4; and
5.2.3 demand return of the items referred to in clause 4.2.8

6

TERMINATION

6.1 Every Party hereby acknowledges in favour of the other party that it entered into this Agreement in the outmost of faith and will do everything reasonably necessary to ensure the success of the Project.

6.2 This Agreement will terminate upon the qualification of the student as SMME Tourist Operator but may be renewed at the option of the parties in its original or amended form if reduced to writing and signed on behalf of the Parties hereto as a renewal of this Agreement.

6.3 Clause 3 and 4 shall survive the termination of this Agreement by 36 (thirty six) months.

5

Namibia Tourism Board SMMEs Course Agreement
CANCELLATION

Should any dispute arise between parties, they hereby undertake to endeavour to settle such dispute through negations between their respective Chief Executive Officers and failing such, by way of mediation. The Mediator will, in such event, be appointed by the Minister of Environment and Tourism.

INDEMNITY

Each party hereby expressly indemnifies the other party to this Agreement against any claims, costs or damages of whatsoever nature which arise through actions or omissions for which such party is in laws liable for.

DOMICILIA

9.1 The parties hereby elect as their respective domicilia citandi et executandi for purposes of this Agreement:

9.1.1 NTB
1st Floor, Channel Life Towel, 39 Post Street Mall, Windhoek

9.1.2 The student the address given on page 1 of this Agreement.

9.2 Any notice addressed by a party to the other party shall either be fixed or sent by e-mail in the first instance and a written copy therefore be delivered by hand to the other party's physical address at the latest on the first working day following that on which the notice was, or should have been given.

9.3 Any party to this Agreement may, by giving the other party notice in terms of clause 9.2, change any of the facts given in clause 9.1.1 or 9.1.2 above and such amended address will then become the party concerned new domicilium citandi et executandi.
SOLE AGREEMENT

10.1 this Agreement constitutes the sole agreement between the parties.

10.2 the student acknowledges that he/she was not moved to enter into this Agreement by any warranty, representation or any other matter that is not reflected in this Agreement. In particular the student acknowledges that no warranties or representations were made on or behalf of NTB regarding:

10.2.1 the standard or content of the Course

10.2.2 the appropriateness of the Course to the local situations; and

10.2.3 the ability of Polytechnic to present the Course.

11 VARIATION AND NOVATION

No indulgence shown, extension given or right waived shall act as an estoppel by representation, a variation of this Agreement, a notation therefore or a waiver of the rights of the party so acting or omitting so to act.

This Agreement can only be varied or amended by further written Agreement to that effect entered into by the two parties.
AUTHORITY TO SIGN BY AFFIXING HIS/HER SIGNATURE TO THIS AGREEMENT

The persons signing on behalf of a Party hereby expressly warrants their authority to do so on behalf of the party they sign for in favor of the other parties.

SIGNED at WINDHOEK on this __________ day of __________ 2009 in the presence of the undersigned witnesses:

AS WITNESSES:

1. ____________________________ ____________________________
   NTB

2. ____________________________ ____________________________
   NTB

SIGNED at WINDHOEK on this __________ day of __________ 2009 in the presence of the undersigned witnesses:

AS WITNESSES:

1. ____________________________ ____________________________
   Student

2. ____________________________
MEMORANDUM OF AGREEMENT

MADE AND ENTERED into by and between

NAMIBIA TOURISM BOARD (NTB)

herein represented by MANFRED GAEB in his respective capacities as Strategic Executive of the Namibia Tourism Board being duly authorised thereto in terms of section 3 (a) of Act 21 of 2000 (in this agreement called the "Namibia Tourism Board" and in abbreviated form "NTB")

AND

A Namibian citizen with identity No:

Domiciled at No:

P.O. Box

Telephone No: Cell No:

(hereinafter referred to as the "SMMEs")

In this Agreement jointly called the "parties"

WHEREAS

The Namibia Tourism Board has identified a Namibia Tourism Board Mini Road Shows (in this Agreement called "programme") as a Black Tourism Empowerment initiative; the Namibia Tourism Board has entered into a strategic partnership with Air Namibia to assist SMMEs to participate in Mini Road Shows in Germany and Switzerland in order to access the international market;

the SMME has been identified as a beneficiary in terms of the programme; and the Namibia Tourism Board and Air Namibia will pay for all major costs associated with an international Road Show, however SMMEs will be expected to pay N$5 500 as their contribution towards the cost of Return Air Ticket, Accommodation, Local Transportation and Entry fees to events and exhibitions.
1 Namibia Tourism Board SMMEs Agreement

NOW THEREFORE the Parties hereto agree as follows:

1

INTENTION OF THE PARTIES

1.1 It is the intention of the Parties that this Agreement shall be the vehicle to enable SMMEs to participate in the Mini Road Shows to access international tourism markets.

1.2 The roles, rights, duties and obligations of the Parties are set out hereunder.

2

SCOPE AND DURATION OF THE SUPPORT PROGRAMME

2.1 The objectives of the Road Shows are to create a platform for SMMEs to:

2.1.1 Network with international operators.

2.1.2 Stimulating entrepreneurial spirit amongst SMMEs.

2.1.3 Forming strategic businesses and alliances.

2.1.4 Expose them to the following international marketing platforms: trade fair participation, media roundtables and workshops.

2.1.5 Enhancing skills and knowledge of SMMEs in business management.

2.1.6 Trigger additional business for SMMEs.

2.1.7 Create international business and awareness.

2.2 The SMMEs are expected to participate in all Road Show activities, should the SMME representative fail to attend the Road Shows s/he will be required to repay the Namibia Tourism Board costs incurred towards staging of the Mini Show.
DUTIES AND OBLIGATIONS OF PARTICIPATING SMMEs

3.1 SMMEs to attend must:

3.1.1 punctually participate in all activities of the Road Show.

3.1.2 diligently and faithfully attend the Road Show.

3.1.3 be willing and able to share the cost of assistance.

3.1.4 be duly registered with Namibia Tourism Board

3.1.5 be a Direct Tourism Enterprise

3.1.6 not have contravened NTB Act and its regulations in the last 2 years

3.1.7 be able to demonstrate growth potential

3.1.8 be owned and managed 100% by Previously Disadvantaged Namibians

3.2 Following participation at the Road Show it shall be the duty of the SMMEs -

3.2.1 not to act, or omit to act, in such a way that it may be illegal or reflect negatively on the Tourist Industry and / or NTB.

3.2.2 to continually strive to improve his/her business as a Tourism Enterprise whilst enjoying the Namibia Tourism Board recognition.

3.2.3 to keep statistics of his or her operations as tourism enterprise and to provide NTB therewith at reasonable intervals.
DUTIES OF NTB

NTB, shall-

4.1 pay towards cost of Return Air ticket, Accommodation, Local transportation and Entry fees to events and exhibitions.

4.2 once a SMME has participated in the Road Show-

4.2.1 enter full details of the SMME on onto a database and website operated by NTB, identifying him/ her as a SMME tourism enterprise for marketing purposes;

4.2.2 call on the SMME on a rotational basis as and when there is a request to NTB from a tourist for his / her service;

4.2.3 facilitate the services of SMMEs with local and international tourism companies who take on new tourism activities;

4.2.4 facilitate the SMMEs to link up with formal tourism organisations, especially in terms of the tourism activities in Namibia,

4.2.5 facilitate SMMEs to link up with the Namibia Community Based Association (NACOBTA).

4.2.6 market the SMMEs services to operate and be known within Namibia & internationally and

4.2.7 the duties expected from NTB in terms of this clause shall be of a standard that can reasonably be expected from Namibia Tourism Board under the circumstances prevailing at the time
4 Namibia Tourism Board SMMEs Agreement

5

RIGHTS OF NTB

In consideration for the benefits conferred upon him/her in terms of this Agreement the SMMEs hereby irrevocably grant the following rights:

5.1 Should the SMME fail to participate in the Road Shows any monies paid by NTB on behalf of the SMME shall be immediately become repayable by the SMME to NTB, and in such event-

5.1.1 any amounts due to NTB shall bear interest at the prime interest rates of Standard Bank, Windhoek, from date of payment by? to date of payment;

5.1.2 the student hereby irrevocably consent that any amount or amounts certified by the Strategic Executive: Industry Services Department of NTB shall be conclusively be deemed to be a liquidated amount.

5.2 to cancel this Agreement in the event that the SMMEs fails to comply with any provision of this Agreement, after giving the SMMEs the chance to state his/her case to the Strategic Executive: Industry Services Department of NTB without any notice and in such event to:

5.2.1 cancel the SMMEs of the Namibia Tourism Board status;
5.2.2 cancel all rights conferred upon the SMMEs in clause 4; and

6 TERMINATION

6.1 Every Party hereby acknowledges in favour of the other party that it entered into this Agreement in the outmost of faith and will do everything reasonably necessary to ensure the success of the Project.

6.2 This Agreement will terminate upon participation by the SMME in the Road Shows and after it is established by both parties that the SMME marketed its product sufficiently in international tourism arena, and is generating income from such contacts. However, this agreement may be renewed at the option of the parties in its original or amended form if reduced to writing and signed on behalf of the Parties hereto as a renewal of this Agreement.

6.3 Clause 3 and 4 shall survive the termination of this Agreement by 36 (thirty six) months.
CANCELLATION

Should any dispute arise between parties, they hereby undertake to endeavour to settle such dispute through negotiations between their respective Chief Executive Officers and failing such, by way of mediation. The Mediator will, in such event, be appointed by the Minister of Environment and Tourism.

INDEMNITY

Each party hereby expressly indemnifies the other party to this Agreement against any claims, costs or damages of whatsoever nature which arise thorough actions or omissions for which such party is in laws liable for.

DOMICILIA

9.1 The parties hereby elect as their respective domicilia citandi et executandi for purposes of this Agreement-

9.1.1 NTB
   1st Floor, Channel Life Towel, 39 Post Street Mall, Windhoek

9.1.2 The SMMEs the address given on page 1 of this Agreement.

9.2 Any notice addressed by a party to the other party shall either be faxed or sent by e-mail in the first instance and a written copy therefore be delivered by hand to the other party's physical address at the latest on the first working day following that on which the notice was, or should have been given.

9.3 Any party to this Agreement may, by giving the other party notice in terms of clause 9.2, change any of the facts given in clause 9.1.1 or 9.1.2 above and such amended address will then become the party concerned new dominicilium citandi et executandi.
SOLE AGREEMENT

10.1 this Agreement constitutes the sole agreement between the parties.

10.2 the SMME acknowledges that he/she was not moved to enter into this Agreement by any warranty, representation or any other matter that is not reflected in this Agreement. In particular the SMME acknowledges that no warranties or representations were made on or behalf of NTB regarding:

10.2.1 the standard or content of the Road Shows

10.2.2 the appropriateness of the Road Shows to address the local needs; and

10.2.3 the ability of Organisers to stage the Road Shows.

VARIATION AND NOVATION

No indulgence shown, extension given or right waived shall act as an estoppel by representation, a variation of this Agreement, a notation therefore or a waiver of the rights of the party so acting or omitting so to act.

This Agreement can only be varied or amended by further written Agreement to that effect entered into by the two parties.
AUTHORITY TO SIGN BY AFFIXING HIS/HER SIGNATURE TO THIS AGREEMENT

The persons signing on behalf of a Party hereby expressly warrants their authority to do so on behalf of the party they sign for in favour of the other parties.

SIGNED at WINDHOEK on this ____________ day of ____________ 2009 in the presence of the undersigned witnesses:

AS WITNESSES:

1. ____________________ ______________
   NTB

2. ____________________ ______________
   NTB

SIGNED at WINDHOEK on this ____________ day of ____________ 2009 in the presence of the undersigned witnesses:

AS WITNESSES:

1. ____________________ ______________
   SMME

2. ____________________