



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Annual Report

2019

Academic Crest



The parts of the crest either represent national symbols or elements of a unique Namibian landscape and culture. The colours have been selected to represent the national spectrum as influenced by the heritage from the Namibian flag:

Red: represents Namibia's most important resource, its people. It refers to their heroism and their determination to build a future of equal opportunity for all.

Blue: represents the clear Namibian sky as well as the Atlantic

Ocean, the country's precious water resources and rain.

Gold: represents life and energy (the sun).

Parts of the Crest

1. The Atom is one of the most basic recognisable symbols of science. Positioned under the sun it symbolises science and technology as the foundations of illumination at the university.
2. The Arch is the threshold of knowledge. It is the gateway to the future and encourages a thirst for knowledge and discovery. Namibia becomes the threshold for new development – the entering of a new era .
3. The Ribbon is derived from the diverse traditional cultures of Namibian dress, amongst the Damara, Herero, Himba and Ovambo groups; it is an extension of the red band representing 'people'. It is a symbol of achievement and prestige, and recognises traditional cultures and the pageantry associated with it. The ribbon epitomises flexibility and adaptability which NUST exemplifies and enables the students to achieve greater knowledge.
4. The Sun represents the outcome of scientific and technological innovation and enlightenment. Education is a form of discovery, energy and life that this symbol should manifest through its embodiment of the sun.
5. The Shield is the symbol of learning institutions (traditional) - signalling tradition, strength and readiness.
6. The red Band represents the people and also blood, which gives life. People are the lifeblood of the university and the country. It refers to their heroism and determination to build a future of equal opportunity for all. The position of the red band represents the 'crossing of the threshold'.

Table of Content

 4	List of Abbreviations and Acronyms	 34	Student Achievements
 5	The Campus Community in Figures	 35	Community Engagement
 7	Council Chairperson's Foreward	 38	Highlights of the Year
 8	Acting Vice-Chancellor's Review	 40	Council and Management
 9	Office of the Registrar	 41	Campus Map
 13	Administration and Finance	 42	Audited Financial Statements
 24	Academic Affairs		
 30	Research and Innovation		





List of Abbreviations and Acronyms

AGM	Annual General Meeting	PDU	Programme Development Unit
AI	Artificial Intelligence	PEPFAR	Presidents Emergency Plan for Aids Relief
ATOMMS	Assessment Towards Motivation Mastering STEM	P3ICL	Protecting, Preserving and Promoting Indigenous Cultures and Languages
AR	Augmented Reality	PMR	Professional Management Review
BOSEC	Belgian Organisation for Security Certification	QVS	Qualifications Verification Systems
BUSH	Biomass Utilisation by Sustainable Harvest	RDM	Research and Data Management
CDAC	Centre for Development of Advanced Computing	RTDS	Real Time Digital Simulators
CED	Centre for Enterprise Development	SCIONA	Skeleton Coast IONA Transfrontier Park for Technology and Conservation
CEIT	Centre of Excellence in Information Technology	SDFN	Shack Dwellers Federation of Namibia
CEU	Cooperative Education Unit	SGID	Small Group Instructional Diagnosis
CPD	Continuous Professional Development	STEM	Science, Technology, Engineering and Mathematics
CRA	Central Records and Archives	STEAM	Science, Technology, Engineering, Art-Design and Mathematics
COLL	Centre for Open and Lifelong Learning	TLU	Teaching and Learning Unit
DAAD	German Exchange Service	UNAM	University of Namibia
DREAMS	Determined, Resilient, Empowered, AIDS-Free, Mentored and Safe	UNICEF	United Nations Children's Fund
EID	Employability Improvement Project	USA	United States of America
EMED	Emergency Medical Care	USAID	United States Agency for International Development
FCI	Faculty of Computing and Informatics	VTC	Vocational Training Centre
FHAS	Faculty of Health and Applied Sciences	WIL	Work Integrated Learning
FNRSS	Faculty of Natural Resources and Spatial Sciences	WITS	University of Witswatersrand
GIZ	German Society for International Cooperation	WiSci	Women in Science
HPC	High Performance Computing	WPI	Worcester Polytechnic Institute
HP-GSB	Harold Pukewitz – Graduate School of Business		
ITS	Integrated Tertiary Software		
IUM	International University of Management		
JICA	Japan International Cooperation Agency		
LIST	Library and Information Skills Training		
LMS	Learning Management System		
MAWF	Ministry of Agriculture, Water and Forestry		
MHETI	Ministry of Higher Education, Technology and Innovation		
MIE	Managed Integrity in Education		
MIIR	Management, Information and Institutional Research		
MoA	Memorandum of Agreements		
MOOC	Massive Open Online Course		
MoU	Memorandum of Understanding		
MTC	Mobile Telecommunications Limited		
NHAG	Namibian Housing Action Group		
NIMT	Namibian Institute of Mining and Technology		
NPC	National Planning Commission		
NQA	Namibian Qualifications Authority		
NQF	Namibian Qualifications Framework		
NUST	Namibia University of Science and Technology		



Campus Community in Figures



1994
Polytechnic established by Act No. 33 of 1994 of Parliament



65 535
E-journals



1995
Polytechnic attains autonomy



92 000
Subscription to e-journals



2015
NUST established by Act No.7 of 2015 of Parliament



N\$10 215 800
Library Acquisition Budget



06
Faculties



89
International Partnerships



20
Academic Departments



09
Centres of Excellence



932
Employees



11 235
Student enrolment



2 645
Graduates in 2018



64 268
Printed volumes in Library



80
Printed journals in Library



216 694
E-books

Faculties	Departments
Computing and Informatics	Computer Science
	Informatics
Engineering	Civil and Environmental Engineering
	Electrical and Computer Engineering
	Mechanical and Marine Engineering
	Mining and Process Engineering
Health and Applied Sciences	Health Sciences
	Mathematics and Statistics
	Natural and Applied Sciences
Human Sciences	Communication
	Education and Languages
	Social Sciences
Management Sciences	Accounting, Economics and Finance
	Hospitality and Tourism
	Management
Natural Resources and Spatial Sciences	Marketing and Logistics
	Natural Resources and Agricultural Sciences
	Architecture and Spatial Planning
	Geo-Spatial Sciences and Technology
	Land and Property Sciences

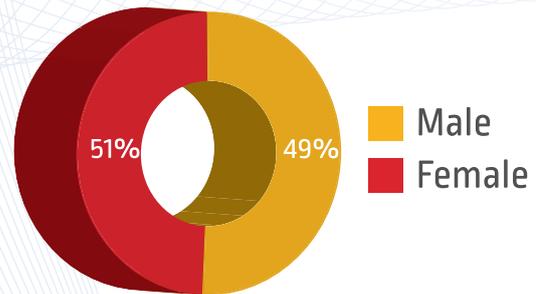
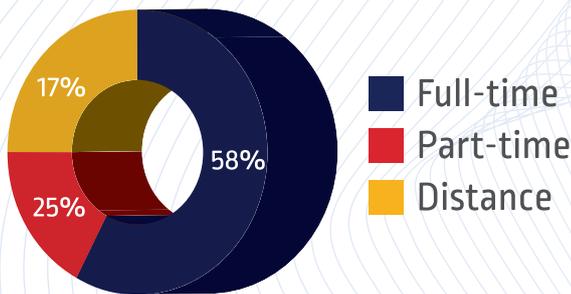
Enrolment Figures

Overall Enrolment

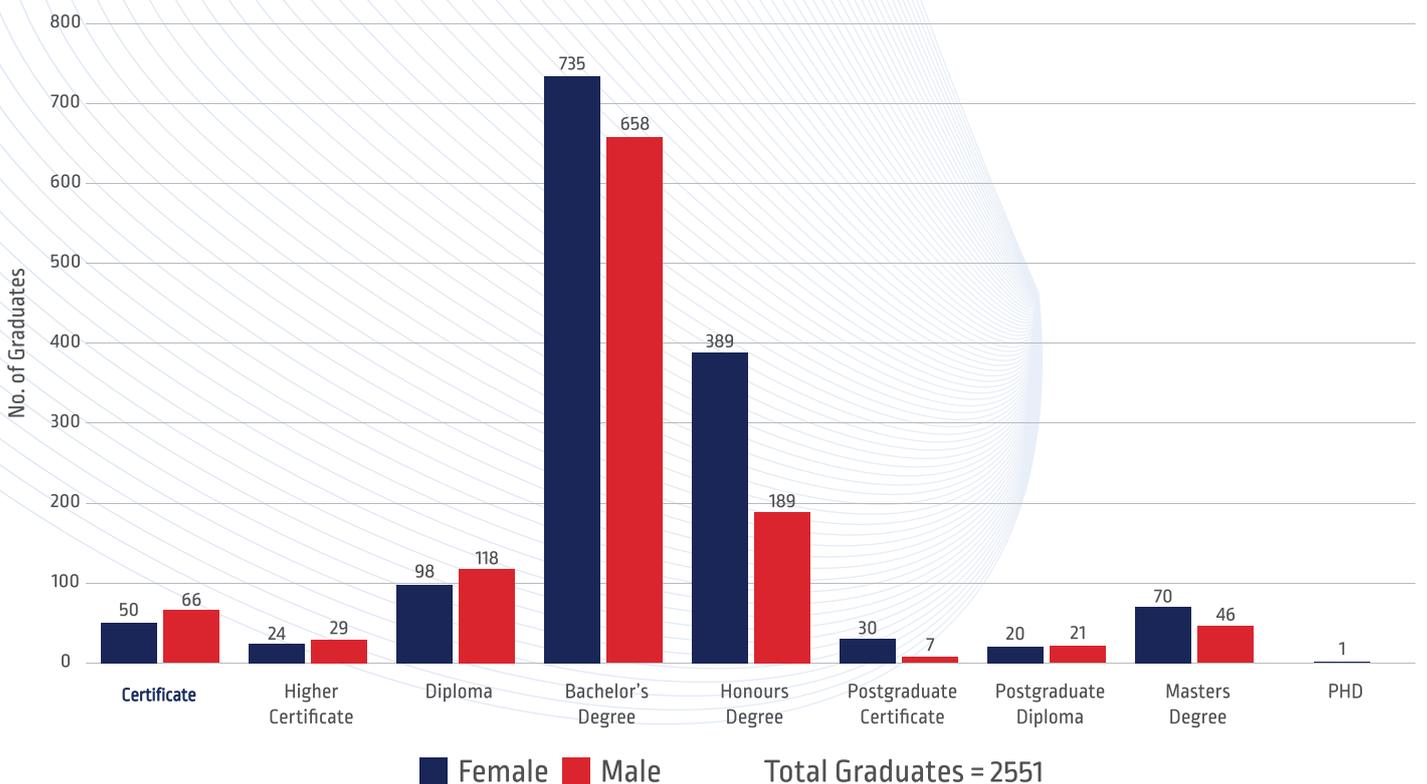
Faculty	Number			Percentage		
	Female	Male	Total	Female	Male	Total
Computing and Informatics	332	871	1203	6%	15%	11%
Engineering	328	988	1316	6%	17%	12%
Health and Applied Sciences	565	405	970	10%	7%	9%
Human Sciences	859	724	1583	16%	13%	14%
Management Sciences	3010	2089	5099	54%	37%	45%
Natural Resources and Spatial Sciences	439	625	1064	8%	11%	9%
Total	5533	5702	11235	100%	100%	100%

Enrolment by Offering Type and Gender

Study Mode



Graduation



Acting Vice-Chancellor's Review

Mr Morné du Toit

"...We are on the brink of a new era that will require us to reimagine the way we live our lives."



'Catalysing Youth Empowerment for the Fourth Industrial Revolution,' was indeed a befitting theme for the year 2019, particularly as we are on the brink of a new era that will require us to reimagine the way we live our lives. During the year, and looking to the future, the University is focused on producing graduates with skills that are relevant and can keep up with the fast-paced technological advancements. This ensures that our alumni can truly contribute to the growth of the domestic and global economies.

At the graduation ceremonies in April and October 2019, 3 341 certificates were issued at undergraduate and postgraduate levels and I am proud to say a significant number of these qualifications was in the STEM fields. Amongst the cohort of the October ceremony, were graduates from FH Aachen University of Applied Sciences in Germany, who were awarded the Bachelor of Civil Engineering Double Degree. Under this programme, students are afforded the opportunity to take part in exchange opportunities and obtain qualifications endorsed by both universities. This is one of the many shining examples that highlights NUST's commitment to international partnerships, thus demonstrating the Institution's internationally recognised standards.

On the research front, the University's focus continues to be inclined towards applied research, with an emphasis on addressing current challenges being faced locally and/or abroad. For example, the Biomass Utilisation by Sustainable Harvest (BUSH) project aims to develop and test innovative, climate-friendly technologies for bush control as well as to develop capacities for biomass utilisation in Namibia. Climate change is a key topic around the world, and it is of the essence that institutions of higher learning play their part in mitigating this phenomenon.

Equally important, our University continues to strive towards becoming more student centred so as to ensure that we produce well-rounded global citizens. Many students come from impoverished backgrounds and bettering their lives is our social responsibility. Therefore, we have a number of interventions that we aim to improve on in this area. This includes running feeding schemes and raising awareness on social issues such as gender based violence. Furthermore, it is of utmost importance that our staff members are also well taken care of for them to be able to deliver quality service. For this reason, a town hall meeting was held during the year, affording staff the opportunity to voice their concerns in a free and conducive environment. Such a two-way communication platform is pivotal, in order to collectively take the Institution to the next level.

Yours faithfully

Mr Morné du Toit - BCom, BCom Hons, MCom, CA (SA)
Acting Vice-Chancellor



Registrar

Mr Maurice Garde

Office of the Registrar

The Office of the Registrar continues to serve students across the campus community as well as actively seek new opportunities to provide a positive and learning experience for students from registration to graduation. The Office is responsible for academic administration, including faculty, assessment, student recordkeeping and meetings administration.

Moreover, the supervision of the Institution's governance structures, including the development of rules and statutes and the facilitation and recordkeeping of meetings and decisions, as well as the dissemination thereof, fall under this division.

The following are the division's focal areas:

- Strategic management of the Registry and Secretariat to Governance Bodies, as well as contributing to strategic management of the institution as member of the Executive Committee.
- Processing of applications, admissions and registration of students, including student recruitment.
- Faculty administration.
- Overseeing governance and committee work, including setting student rules and regulations.
- Assessment administration.
- Organising and managing graduation and promotion processes.
- Institutional Timetabling.
- Managing Central Records and Archives.



Examinations

23 715 examinations were organised, and 67 960 examination scripts were processed. The Office continues to work hard to provide exemplary customer service that is prompt, courteous and exceeds expectations. However, it is a goal of the division to continually improve service delivery through the following:

- Continued roll out for current and prospective students, a designated call centre staffed by students. This has led to an increase in responses from 24% to 89% to stakeholders and the development of service and management skills among students who are employed in the call centre.
- Increasing participants in the Student Ambassador Programme. In 2019, student leaders that have been trained and inducted, are on hand to support the university's recruitment efforts off campus and assist the institution on campus by providing campus tours, assisting at events such as graduation, registration of participants at formal events, etc.
- Professional training of staff is critical and important for succession planning. In this regard workshops were held and understudies appointed. In addition, in-house training for the unit's staff was held.

The Office has experienced a year of budgetary challenges owing to revenue shortfalls. Therefore, much effort is invested by the Office in streamlining processes and conserving resources to maximise on the Institution's critical academic role. As a critical element of the Unit's strategic plan, special attention was given to identifying and eliminating the duplication of services across campus. Furthermore, opportunities for creating or improving efficiency were identified for operationalisation.

Alumni and NUST Foundation

The Alumni office and NUST Foundation were established with the aim of bringing together and connecting with all NUST graduates as they can play a vital role in the development of the University. The Office coordinates efforts to establish an Alumni association, that is, a platform for graduates to network, create job opportunities for current students and assist the university in fundraising activities aimed at capacitating the Institution to build better facilities and enhance campus amenities. In 2019, a number of activities took place and the Alumni Office completed a draft constitution that is ready for adoption by the Alumni in 2020. Furthermore, it organised and held a meeting that was attended by Alumni in October 2019. At this meeting, the alumni had an opportunity to review the constitution and a number of suggestions were made. The office is now planning to host an Annual General Meeting in March 2020, where the association will be launched.

A database consisting of more than 30 000 graduates was completed and is now in the final stages of being updated with current contact details of the Alumni.

Stakeholder engagement initiatives were launched, and a number of activities were undertaken. This included meetings

with FNB, Nedbank, Olthaver & List, and Standard bank. FNB responded promptly and made a donation. Telecom Namibia also approached us and donated portable Wi-Fi devices.

The NUST Foundation is also in the process of being established and a Fulbright scholar has been appointed to support the Foundation's development.

Faculty Administration

During the year under review, significant progress was made in the decentralization of faculty support, with half of the Faculty Officers now placed directly within Faculties to support students. This has led to more efficient service provision for students. The academic structure is continuously updated strictly in accordance with Senate resolutions.

Highlights

The Faculty Officers for Health and Applied Sciences, Engineering as well as Computing and Informatics have been moved to these respective faculties. This has streamlined service provision to departments. Close to 40 new and revised programmes were approved by Senate during the year. Subsequently, respective programme and course codes were created.

The Office successfully maintained the academic structure for registration as well as the calculation criteria in preparation for examinations. Significant progress has been made with online registration.

In addition, the Office manages all Electronic Qualification verifications with QVS and MIE.

Examinations

During the year under review, the Examinations Department was not only responsible for formal assessment at NUST, but also for assisting in administering examinations for the Institution's distance education/off-campus examinations. This included the setting up of venues, receipt, duplication, and distribution of examination papers for examination sessions as well as the preparation of marks for BOSEC. The Examinations Department also had to deal with the administration of extra time for students with special needs. During and after the examinations, the Examinations Department is responsible for the capturing of examination marks on ITS, and the release of examination results. Results are released electronically on the institution's website, intranet, and through Short Message Service (SMS). Students can access the website and obtain their marks using a password. The Department administered the Supplementary Examinations in January and July within a very limited time.



Examination Statistics

Examination Month of June 2019: 26965 results were released for students who wrote 1st opportunity examinations.

Examination Month of July 2019: 7201 results were released for students who wrote 2nd opportunity examinations.

Examination Month of November 2019: 26779 results were released for students who wrote 1st opportunity examinations.

Examination Month of January 2020: 7015 results were released for students who wrote Supplementary/2nd opportunity examinations.

Graduation

2524 certificates were issued during the April Graduation Ceremony in 2019.

817 certificates were issued during the October Graduation Ceremony in 2019.

The Examination Department once again played a key role at the graduation ceremonies in April and October 2019. The Department sent information to candidates about the venue, dates and general rules for the graduation ceremony. For security reasons, the Institution has decided to have Certificates printed offshore. The new NUST certificates contain all the modern security features thereby improving the integrity of the certificates and protecting the value of qualifications. The Department coordinated and facilitated the printing process by compiling the printing lists of undergraduate and postgraduate qualifications. The Department is responsible for the receipt of the printed certificates and for the actual handing over of diplomas and degrees to the students during the graduation ceremonies. The Department is also responsible for the issuing of qualifications to students who could not attend the graduation ceremonies. A register is kept in hard copy format for internal control measures.

Central Records and Archives

The Central Records and Archives (CRA) Department is an administrative and support section located in the Office of the Registrar. Record capturing and keeping, and registration processes have become increasingly automated in recent years. Therefore, the Department's role in data and record management has increased dramatically. Due to this evolving role, the Unit has become a leader in the management of academic and administrative records.

The unit is entrusted with the creation, maintenance and preservation of thousands of academic records for current and former students along with all institutional records. The responsibility for their safe keeping entails both utilization of leading-edge technologies, as well as secure, multi-layer systems for conservation and retrieval of older records. During 2019, continuous improvements were made to the management of records and archives of the institution. These

include:

- Ongoing maintenance of the Records Management Toolkit (Filing System, Retention Schedule and Vital Records Programme).
- Finalising the NUST Retention Schedule and establishing retention periods for NUST records based on their administrative, fiscal, legal and historical value.
- Obtaining approval for the NUST Retention Schedule and a List of Other Archives from the National Archives of Namibia according to the requirements of the latter.
- Initiating the transfer of approximately 200 linear meters of NUST records to the Central Records and Archives for appraising and archiving.
- Finalising the re-issue of approximately 440 boxes of finance records stored off-site at the Document Warehouse for transfer to the Records Centre of the National Archives of Namibia in order to save on storage costs.
- Finalising the destruction of approximately 200 linear meters of HR Part time staff files as well as approximately 100 linear meters of Correspondence Files according to the NUST Retention Schedule and the National Archives of Namibia requirements.
- Approximately 350 - 400 student files were requested by stakeholders in 2019.
- Conducting a feasibility study and drafting a Digitisation Plan for the digitisation of student records.
- Finalising the capturing of applications for admission and biographical data.
- Verification of student data for promotional purposes.
- Conducting a survey on the distribution of internal and external mail in order to improve on customer service for stakeholders.

Governance and Committee Work

The Department's Governance and Committee Work is an administrative and support section within the Unit responsible for supervising the governance functions of the Institution's governance structures, facilitating and keeping records of meetings and decisions, as well the dissemination of such information. The Department provides secretarial services to the governance functions of the University.

The Department has successfully set up an Agenda e-system for Senate, Council and other committees along with an online file management system for committee files and documents. Agendas are no longer printed but sent to all the members via an online link. Members bring their tablets/laptops to meetings and retrieve the agenda online. On the direction of Council, the Unit coordinates a full review of all University committee structures emanating from both Council and Senate.

Institutional Timetabling

The Institutional Timetabling Department supervises and co-ordinates the timetabling functions within the Namibia University of Science and Technology. This Department endeavours to ensure the co-ordinated optimal use of the Institution's physical and learning facilities and to govern



the utilisation of teaching facilities within the Institution. This involves managing and allocating spaces that have been designated for teaching, learning and other uses in the Institution. These are recorded on the Central Timetabling System database.

The Department operates within the confines of the approved Timetabling Policy, the Venue Booking Procedures and the Institutional Building Naming Protocol. It coordinates operations of the Timetabling Committee, which consists of Faculty and Departmental Timetablers, that serves as a Management Information System and is responsible for planning and control purposes. Business Processes were developed, circulated and approved. System data are updated, software upgraded and training sessions are administered successfully. Visits to lecture venues are done on an ongoing basis. Staff and students are advised on where and how allocation and timetabling issues are dealt with and by whom.

This department has aligned the timetabling process with the Institutional Calendar to enhance an adherence to deadlines, accommodate academic activities and also to minimise the instability of classes at the beginning of each semester.

Cooperation between the department and relevant stakeholders such as Management, Academics and Faculty Administration is established and is continually enhanced.

Applications, Admissions and Registration

The Institution has long recognised the importance of admitting carefully selected students who can flourish personally and academically at university. The Unit recently created an Admissions and Recruitment Division to optimise institutional support for student recruitment. The new team is comprised of the Office of the University Registrar with support from the Marketing and Communications and International Relations Units. These offices form a critical foundation of services that together offer a cooperative base to assist prospective students as they pursue their objectives.

During the year under review, the Unit completed a situational analysis for the recruitment of both domestic and international students. This resulted in the establishment of the Senate Sub-Committee on Enrolment Management. The development of the admissions website was completed to identify processes and services that can be linked to optimise student support. A core cross-functional planning committee comprised of key staff members from each office now meets regularly to share the details of major functions of each office in order to promote understanding and to identify specific ways to maximize services. During the year under review, all registrations continued to be completed online, including for first-year students. E-administration was improved by the introduction of automatic communication with applicants via email and sms. Applicants are also able to track their applications on the student kiosk. A total of 12 438 applications were received, of which 18% were postgraduate applications.





Acting Deputy Vice-Chancellor:

Ms Mamijoo Tjejamba

Administration and Finance

The Office of the Deputy Vice-Chancellor for Administration and Finance oversees the overall administrative operations of the University. This covers Human Capital, which is our biggest asset, the Finance Department, Student Affairs and Facilities. The Office remains committed to the cause and the results presented in this report truly reflect our ongoing efforts to uphold the highest standards of financial governance, operational integrity, and institutional accountability. The report serves not only as a record of our activities, but also as a reaffirmation of our dedication to prudent resource management in service of the public interest.

The 2019 financial year at the University started off on a positive note, both operationally and fiscally. Financially, we had a substantial cash reserve brought forward from 2018 and we could support the operations of the Institution. However, this changed significantly during September 2019 when the University received notification that the allocated N\$500 million Government subsidy would be cut by N\$100 million to accommodate the higher-than-expected demand for student financial aid through the Namibia Student Financial Aid Fund (NSFAF). As such, we had to go back to the drawing board and realign our budgeted activities with the available and anticipated resources. Additionally, there was another subsidy cut by the end of the 2019/20 fiscal year when the expected last payment of N\$75 million was redirected by the line ministry. Despite these hurdles, the University remained focused on prudent financial management, strengthening its governance frameworks, and laying the groundwork for long-term institutional sustainability.

The NUST Council continued to provide strategic oversight as it ensured we sailed effectively. In executing its governance responsibilities, the Council was supported by several committees - including the Audit and Risk Committee, the Finance Committee, and the Remuneration Committee, among others, and these structures ensured that NUST maintained a high level of compliance, accountability, and transparency throughout the year.

The external audit of the 2019 financial records commenced in April 2020 and was delayed due to the global lockdowns

brought on by the COVID-19 outbreak during late March 2020. Nevertheless, the audit concluded with an unqualified opinion, affirming the integrity of the University's financial reporting. Deloitte & Touche, who had been serving as external auditors, formally resigned after the approval of the 2019 financial statements.

Of concern has been that NUST recorded a deficit of N\$281 million for the 2019 financial year, up from N\$250 million in the previous year. This increase was largely attributed to a sharp reduction in the subsidy received from the Government, which fell to N\$325 million from N\$821 million in 2018. This funding shortfall significantly affected the Institution's ability to implement budgeted activities, forcing the deferral or cancellation of several initiatives and capital projects. Nonetheless, essential work such as the completion of the Postgraduate Centre (High-Tech Transfer Plaza Select) was finalised with available resources.

The Council and University Management continued to engage the line ministry on sustainable and adequate funding for higher education institutions in Namibia.

Despite the fiscal challenges, tuition and registration fees showed resilience with a 9.2% growth during the year under review. The University's financial position at the end of 2019 reflected a strong asset base, with Property, Plant, and Equipment valued at over N\$1.76 billion. However, liquidity pressures remained evident with net current assets declining to N\$84 million from N\$400 million in the previous year.

Student debt continued to be a critical area of focus. A significant number of our student population are self-funding; this is about 48% of the total student population. This student population is enrolled with a minimal registration deposit, with the balance due monthly and settled by the end of the semester. With the prevailing economic conditions locally and regionally, a considerable amount of cash remained tied up

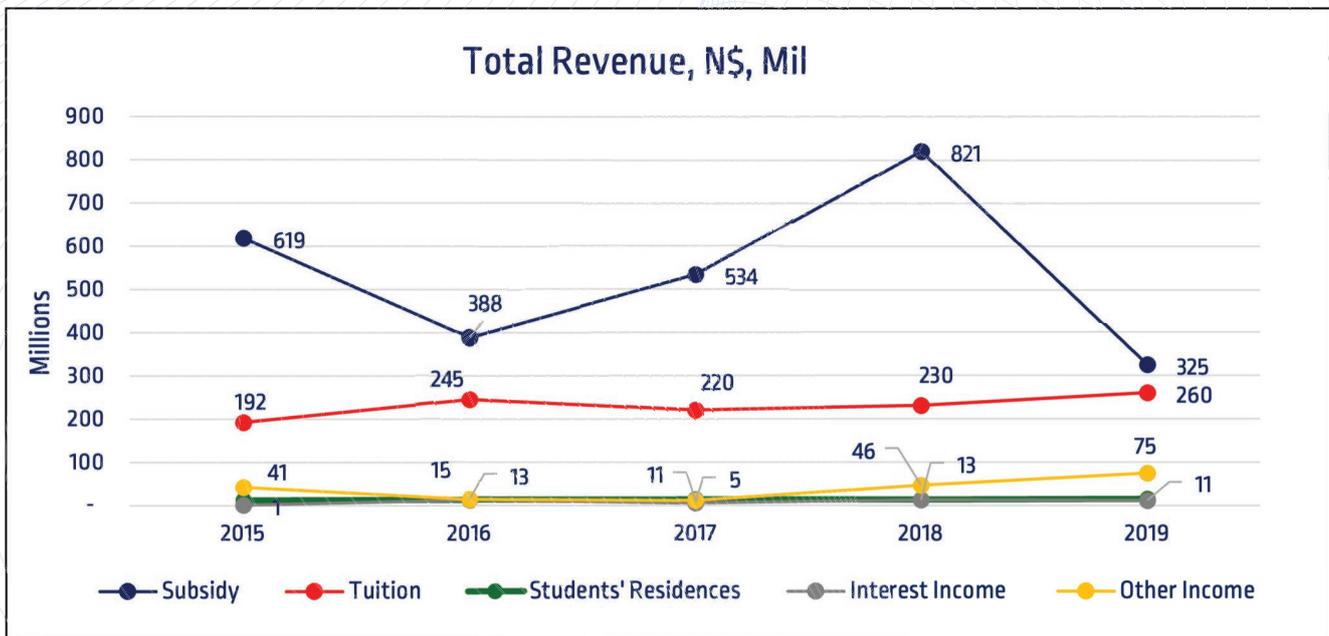
in student debt at year-end, amounting to N\$61 million (2018: N\$51 million). The average credit period on tuition debt is 126 days (2019: 180 days). No interest is charged on outstanding tuition. The Institution recognised a loss allowance of 100% against all receivables over two years past due because historical experience has indicated that these receivables are generally not recoverable.

Financial Matters

Results from Operations

The total revenue recorded for the year increased mainly due to the 'recovery' in the allocated subsidy of N\$503 million compared to N\$325 million of the previous year.

Graph 1: Total Revenue from 2015 – 2019

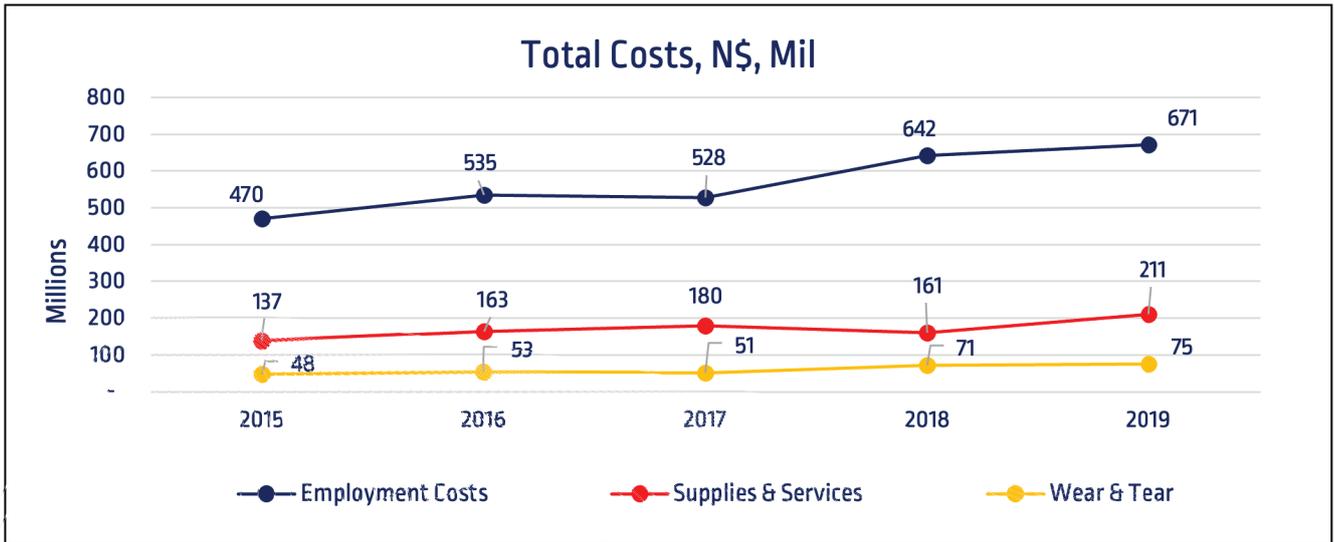


Generally, the significant movements in the overall operations of the University were in the subsidy allocated and tuition generated. The interest received plummeted due to negative interest rates in the financial markets - to N\$1 million

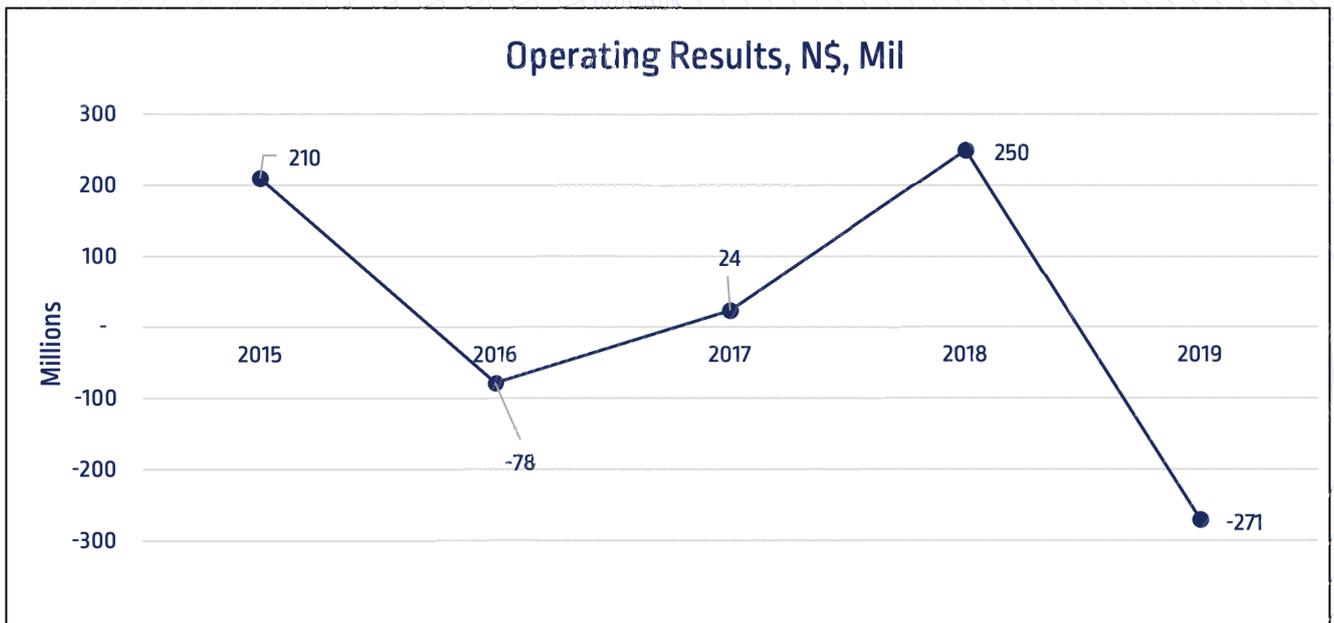
compared to N\$11 million recorded in 2019. Equally, the income recorded from the other streams significantly reduced during the year to a total of N\$10 million compared to N\$75 million as recorded in 2018.



Graph 2: Total Operating Expenses from 2015 -2019



Graph 3: Annual Operating Results (2015 - 2019 financial years)



The chart above clearly confirms how the subsidy drives the operations of the University.

Financial Position

Extract from the Statement of the Financial Position:

	2019, N\$	2018, N\$
PPE	1 758 881 846	1 729 817 958
Net Current Assets	84 019 271	400 342 080
Non-Current Liabilities	722 356 436	756 571 825
Equity and Liabilities	1 120 544 681	1 373 588 212

As Bursar, I acknowledge the resilience of the University community during what was undoubtedly a difficult financial year. The ability of the Institution to maintain operational continuity, finalise key projects, and uphold high standards of governance and reporting during a period of major financial adjustment speaks to the strength of our systems and the commitment of our leadership. NUST remains focused on financial sustainability, stakeholder engagement, and strategic growth. We continue to work collaboratively with the Council, management, Government, and partners to ensure that the Institution remains a beacon of academic excellence and innovation in Namibia and beyond.





Human Resources

Following the 39% reduction in the University's budget allocation for the 2019/2020 financial year, austerity measures were put in place, which directly affects our capacity to meet human capital needs, to address the existing paucity of skills, to retain quality staff and secure appropriate funding and other key resources among other things. As a result, the Department has developed more innovative approaches and strategies to address our human resource needs, shape our human capital, enhance employee engagement and facilitate performance excellence.

This year focus has been placed on the introduction of Performance and Talent Management systems aimed at enhancing capacity to achieve its goals through planned development and performance reinforcement strategies, structures and processes that will lead to organisational effectiveness and human resource optimisation. In light of this, the challenge was that of managing the change process to facilitate the acceptance of newly introduced systems. The changes have been delivered through a multitude of support models, which include training programs, workshops, and project based engagements, at departmental platforms and through TLU seminars.

Achievements

Implementation of a Performance Management System (PMS) for administrative staff

The Department is at an advanced stage of implementing a Performance Management System (PMS) for administrative staff, with the Institution-wide PMS trial run currently underway. Great progress has been made with the PMS trial and groundwork for its launch across the institution is scheduled for 01 February 2020. To date, 95% of our administrative staff has completed the electronic signature process. The creation of the Performance Agreement access folder is done for all departments and the linking of supervisors to the folders is currently at 92%. We expect to finalise the processes of capturing electronic signatures and linking supervisors to their respective PMS shared folders by 13 December 2019.

Succession Planning

Succession planning is part of the Talent Management Framework and the HR Team led efforts to introduce a Succession Planning Model and Framework for management positions and other critical roles at NUST. Council approved succession planning policy in April 2019 and implementation is underway following the completion of work force development plans for each faculty and department at NUST. The policy prescribes a multi-level succession-planning model that spells out its scope of implementation. The aim is to develop

capacity at Lower, Middle and High Management levels as well as in the areas of scarce and critical skills. It further prescribes the formation of a Succession Planning Committee and lays out the roles and responsibilities of committee members. The policy also provides guidelines for the identification and development of a Succession Pool, funding and prescribes a Personal Development Plan (PDP) that will be used as a tool for planning and implementing staff development interventions.

Implementation of the Graduate Talent Acceleration (GTA) programme

This programme is part of a broader strategy to support capacity building efforts at the grassroots level of the academe, specifically in academic disciplines where the country and NUST in particular, are experiencing a shortage of human resource capacity at Master's and Doctoral Levels. The programme targets Master's Degree graduates that have completed their first degree at NUST, and intend to pursue doctoral studies.

This proactive and systematic approach to capacity building and in particular, the appointment of Staff Development Fellows (SDFs) under the GTA programme, creates a platform where NUST is able to identify and develop its own home-grown talent up to Professor level, thereby compensating for skills shortages in the short, medium and long terms. This is in turn essential for business continuity and sustainability of the University.

In piloting the programme, the HR Department has collaborated with the Faculty of Natural Resources and Spatial Sciences through its Department of Architecture and Spatial Planning. The first intake of Staff Development Fellows comprises of two NUST Bachelor of Architecture Honours graduates who both hold a Master's degree in Architecture from the University of Johannesburg, South Africa. The programme is going to be rolled out across the institution in scarce skills disciplines, particularly in the STEM fields.

Health and Safety

NUST regards the continuous improvement and maintenance of a healthy and safe working and learning environment as crucial to the welfare of students and staff. As such, the University appointed a Manager for Health and Safety who is expected to develop standards for Occupational Health and Safety (OH&S) Management Systems to help achieve this. A safety climate survey and OH&S policy were developed for approval and implementation in 2020.

Job Evaluation

The Department is engaged in an institution-wide job evaluation process of all administrative posts. In this regard, the Human Resources Team has embarked on a job analysis and re-design exercise to ensure that individual jobs are aligned to departmental and institutional objectives, and has reviewed the re-alignment of roles to prepare the University for a culture of effective succession planning. This job evaluation process will be completed by February 2020.

Recruitment and Retention

Due to austerity measures put in place by the University, recruitment efforts focused mostly on filling academic posts and the resignations of permanent administrative staff. All academic positions were advertised, nationally and internationally. Namibians filled 34 of these and 12 were filled by non-Namibians. Four positions could not be filled due to the scarcity of suitably qualified academics with relevant doctoral degrees, research profile and postgraduate supervision experience. Administrative positions were advertised nationally and Namibians filled nine of these.

Twenty-eight (28) staff members resigned from the University, which is less than 14 the previous year. These include 7 administrative staff (Namibians) and 21 academic staff (11 non-Namibians and 10 Namibians). Furthermore, seven staff members retired during the past year. The recruitment costs (including the relocation of non-Namibians) amounted to N\$3,9 million.

Promotions

This year, twenty-five academic staff members (20 Namibians and 5 non-Namibians) and five administrative staff members (Namibians) were promoted to higher positions.

Long Service Awards

As an expression of gratitude, one of the highlights of the University is the recognition of our long serving staff members. This year, the University honoured 146 long serving staff members as shown in the table below.

Staff members by years of service

Number of Years	Number of Staff Members
5 years	68
10 years	46
15 years	23
20 years	4
25 years	0
30 years	2
35 years	3

Staff Profile as at 31 December 2019

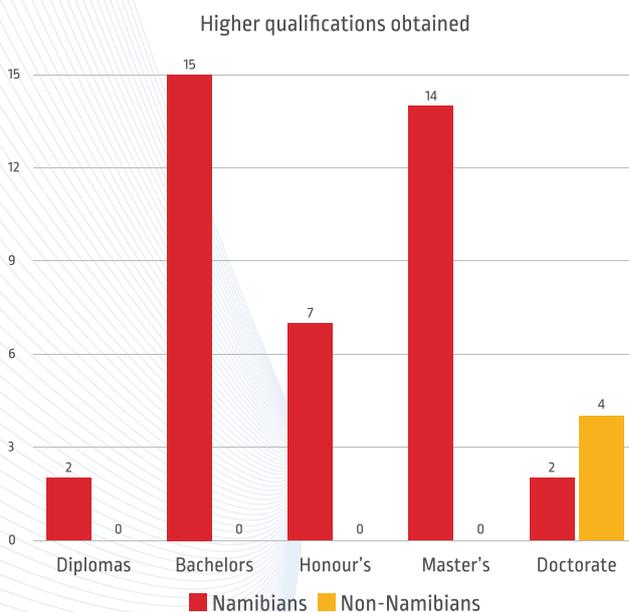
Staff Development and Training

The University's mandate to deliver additional post-graduate offerings and strengthen research capacity is contingent on availability of highly qualified Faculty. One of the strategic imperatives for the HR Department thus, is to facilitate our Faculty members to upgrade their qualifications. During 2019, six (6) staff members (2 Namibian and 4 non-Namibian) obtained Doctoral Degrees and fourteen (14 - all Namibians) obtained Master's Degrees. The University currently employs 117 academics with Doctorates and 310 with Master's Degrees. Sixteen (16) staff members (13 Namibians and 3 Non-Namibians) have enrolled for doctoral studies and fourteen (Namibians) for master's programmes.

Staff Development Funding

NUST has spent N\$1 400 000.00 on scholarships to enable staff members pursue their Master's and Doctoral studies at accredited universities during the 2019 academic year. In addition, one hundred and twenty two (122) beneficiaries (35 staff members and 87 dependents) have studied under the staff rebate and staff development option. These tuition fee rebates allow them to pursue further studies at NUST and/or the University of Namibia (UNAM). Eight (8) staff members were afforded paid study leave and eight (8) sabbatical leave during the 2019 academic year.

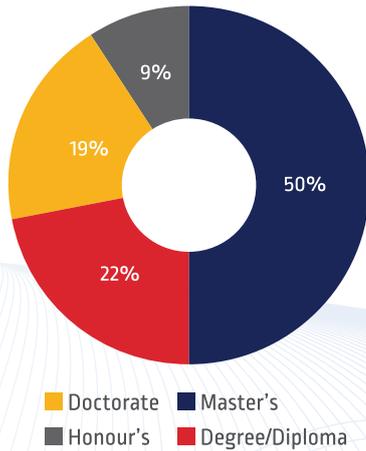
NUST currently funds sixteen (16) staff members (8 academics and 8 administrative staff) studying towards a Master's Degree and ten (10) (6 academics and 4 administrative staff) towards a Doctoral Degree.



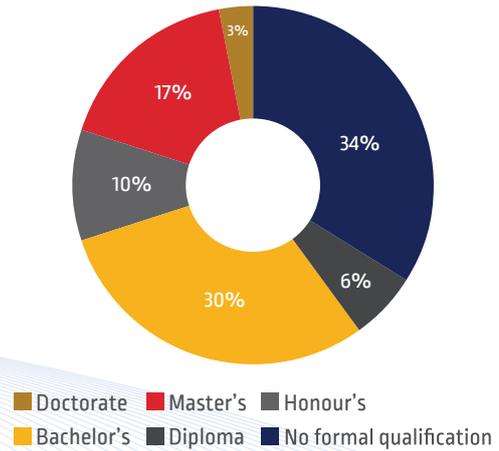
During 2019, 14 staff members obtained their Master's degrees and six their Doctorates.



Academic Qualification Profile



Administrative Qualification Profile



NUST Staff Wellness Day

Wellness day themed “#HealthyMe” was held on 19 September 2019 at the Suiderhof Primary School Sports Grounds. A variety of activities formed part of this fun-filled event and various teams took part. The event saw an increase in sponsors such as the NUST Sports Club, Red Bull Namibia and NUST Hotel School, who contributed greatly to the success of the day. The aim of the Wellness Programme is to promote a good workplace balance and encourages our staff to lead a healthier lifestyle.

NUST Toastmasters Club

The NUST Toastmasters Club was revamped to facilitate professional development. It now consists of a number of pathways that enable club members to select a professional development path from such options as Leadership and Presentation Skills among others. The Club went further to incorporate new members from both the students and staff communities at NUST. It continues to attract a growing number of committed members. The Club also obtained its first Competent Communicator Certification during the 2019 academic year.



Information and Communication Technology

Data Centre

Implementation of Microsoft Identity Manager

The University Community's user identities are currently stored in a number of database systems, which is problematic because duplicated entries may contain errors. While the ITS System Student database is the authoritative source of student information such as student numbers or biographical information, a system called Active Directory (AD) stores authentication data for access to computers, Wi-Fi and the student e-mail system (Outlook 365). User accounts for Active Directory were until now created by manually exporting student accounts from the ITS system into a file. The file needed further manual adaptation before the accounts could be imported into AD. This activity had to be carried out after registration thereby delaying student account creation on AD.

A solution to this delay and manual intervention was to automate the process of creating student accounts in AD by implementing the Microsoft Identity Management system or MIM as it is known in the industry. MIM allows the synchronisation of identity data between different systems such as AD, ITS Human Resources, Student Database Systems, e-mail systems, etc.

The MIM synchronisation rules are configured to look at newly registered students in the ITS student database and create their accounts in the student AD based on pre-configured criteria. This operation is performed about an hour after a student has registered on the ITS system. Similarly, changes to student accounts in ITS are also automatically transferred to AD.

Business Systems Processes (BSP)

Implementation of ITS Integrator 4.1

The institutional Enterprise Resource Planning platform in use at NUST, the ITS system, was updated to the latest version, Integrator 4.1. Notably, the new system allows for different types of data such as web pages to be presented.

This new version has proven to be appropriate for the university's needs and business processes, and the enriched web based functionalities allow for comprehensive and easy to produce reports.

Integrator has also improved its interface with other systems that provide functionalities outside the core ITS Integrator scope, for example, Time Tabling.

Another new innovative feature is the improved remote accessibility of the ITS system via mobile devices, thanks to the new responsive user interface that adapts itself automatically to cater for different brands of mobile devices and screen sizes.

ICT Services

Virtual Desktop Infrastructure

Following extensive research and testing, the concept of Virtual Desktop Infrastructure was applied to the largest computer laboratory of the university, which accommodates 180 Thin Clients. A Virtual Desktop Infrastructure (VDI) is a technology used to create a virtualised desktop environment on a remote server, wherein a desktop operating system – Often Microsoft Windows – is run and managed in a central server. The virtual desktop image is delivered over a network to an IT device such as a terminal tablet, even a smartphone, which allows the user to interact with the operating system and its applications as if both were running locally. Following extensive research, the Nutanix / Inuvika environment was adopted. It is proving to be extremely successful and popular with both students and academics using these laboratories.

Compared to a traditional desktop environment, the Nutanix/ Inuvika platform has resulted in the reduction of capital and operating costs by about 40%. The Luderitz campus will be the first NUST remote centre to use this solution.

The university is in the process of extending the platform to 90% of its computer laboratories.

Trainee programme

The ICT Support Trainee Programme is running successfully and continues to attract interesting talent. Our star this year is Pius Shambabi, currently employed as ICT Services Technician.

Having transformed from an unemployed "man on the side of the road" to holder of a Bachelor's Degree Honours in Computer Science: Cyber Security, Pius Shambabi adds meaning to the adage "hard work and dedication pays off".

Pius was accepted into the DICT in 2013 on the ICT Support trainee programme after joining the "Men on the Side of the Road" (MSR) project, a non-profit organisation that opens access to education, training and employment opportunities for underprivileged and unemployed people.

The ICT Support Trainee Programme provides individuals with technical ICT support skills through a combination of theoretical and practical training. This presents them with an opportunity to develop a career in the IT field.

Before successfully completing the trainee programme, Pius obtained his international A+ and N+ examination certificates. After he completed the trainee programme, the department offered Pius an opportunity to assist with the completion of some campus-wide departmental projects on a contract basis.

In 2015, Pius applied for the position Junior ICT Support Officer, which had become vacant and he was successful. In 2016, he enrolled for a Bachelor's Degree of Computer Science



at NUST, majoring in Cyber Security and graduated in 2019. Driven by enthusiasm, he then obtained an Honours degree in Computer Science Honours in Digital Forensics in 2020 from NUST.

Given his great interest in Cyber Security, Pius participated in the following competitions representing NUST:

- Namibia National Cyber Security Competition (NNCSC) - October 2017 - 3rd place.
- International Collegiate Cyber Defence Invitational (ICCDI), (co-Hosted by NUST and Highline College In WA, USA) - July 2018.
- Namibia National Cyber Security Competition (NNCSC) - October 2018 - 1st place.

- Namibia and NUST at the South African National Research Network (SANReN) Cyber Security Challenge 2018, (Cape Town, South Africa) - December 2018.
- International Collegiate Cyber Defence Invitational (ICCDI), (co-Hosted by NUST and Highline College In WA, USA) - August 2019 - 1st Place
- Namibia National Cyber Security Competition (NNCSC) - October 2019 - 1st Place.

Pius is also going to be part of a team that represents Namibia and NUST at the SANReN Cyber Security Challenge in Johannesburg in December 2019.

Pius is a dedicated, committed and focused individual and DICT is immensely proud of his work and all his achievements.

Student Services

Introduction

During the year under review, our small but diverse team guided students through various aspects of their university experience such as identity formation, career exploration, leadership skills mentoring, and much more. We are here to report on how we have been using our collective energy and creativity to make a difference in the lives of NUST students. In addition, the Department of Student Services (DSS) also recognizes the cooperation and contribution of its sister Departments and Faculties in building a student friendly and supportive environment. Together, we all strive to be responsive to a wide variety of student needs and challenges.

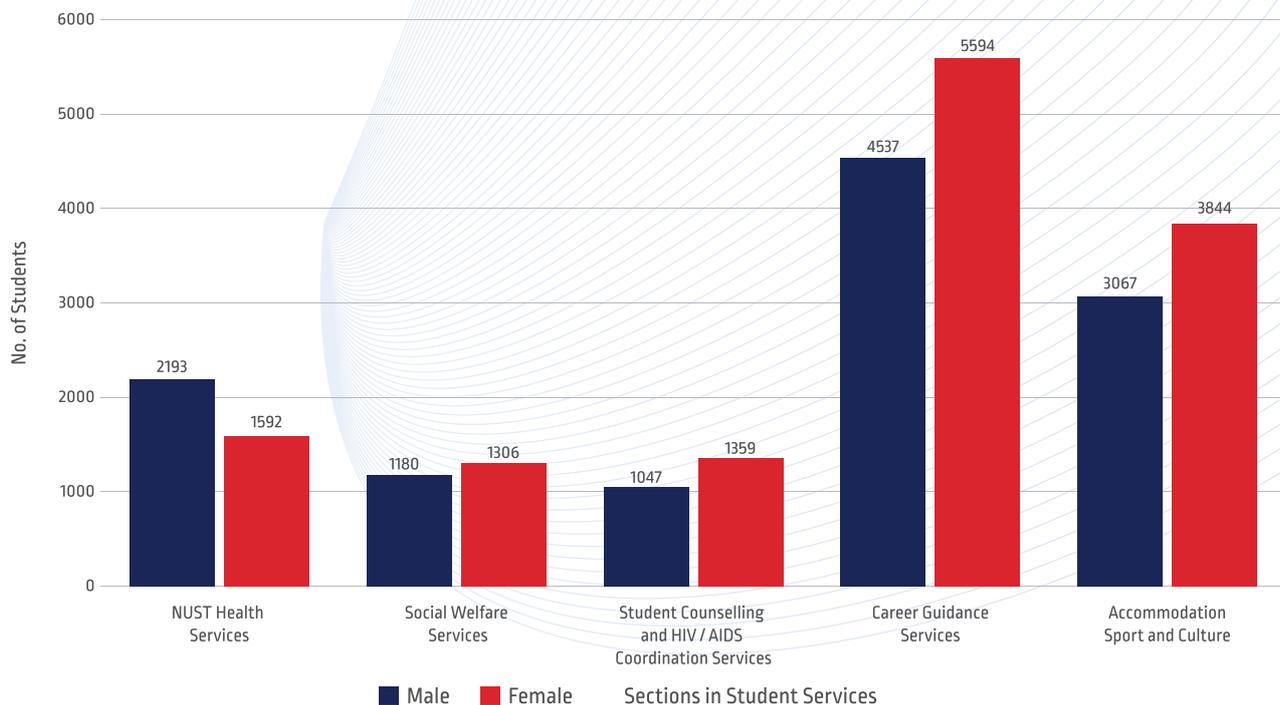
In keeping with the Department's mission, we remain steadfast in our commitment to create a co-curricular experience that supports and challenges students to learn and grow in an inclusive and diverse community. It goes without saying that

we are deeply committed to both providing conditions and creating opportunities that allow each student to grow and reach their full potential.

We are proud of our ongoing efforts to provide students with opportunities for engagement and leadership development. These affordances prepare our students for a successful life after graduation and to be responsible global citizens. Every year the DSS records noteworthy individual achievements that demonstrate our collective dedication to the constant improvement of our campus environment and broader community through community outreach initiatives.

The Department's biggest challenge during 2019 was the mounting concern over our students' social welfare and general mental health. The Department thus, strives to develop robust student wellness services, maintain a healthy campus climate, and keep the institution's co-curricular programmes as well as student support services, dynamic and forward looking.

Student Profile



Student Services Sections

NUST Health Services

This section provides quality primary health care and services to students. It focuses on the prevention of illness, promotion of a healthy lifestyle and general hygiene. In 2019, NUST Health Services conducted health development workshops that focused on Family Planning and Sexually Transmitted Infections (STIs). It also facilitates First Aid Training to Housing Committee (HC) members, the Student Representative Council (SRC) and Sports Representatives.

Moreover, the NUST Health Services section obtained a Health and Facilities License from the Ministry of Health and Social Services and Dispensing Licenses from the Namibia Medicine Regulatory Council. This enables our Registered Nurses to keep on delivering important health services such as Pap smears, Breast Examinations, Hepatitis and Tetanus Toxoid Clinics and more, to our students.

In addition, the NUST Health Services section, in conjunction with the Faculty of Health and Applied Sciences, commemorated World TB Day on 09 April 2019 on campus.

Social Welfare Services

The Social Welfare Services section focuses on social challenges faced by students and caters for their mental health. It conducted social welfare development workshops on Relationships, Date Rape and Sexual Harassment, Stress Management and Self-esteem. Furthermore, it provided social welfare development programmes on New Student Orientation, Violence Against Women and Children, Alcohol and Substance Abuse as well as Mental Health Awareness. In conjunction with the NUST Mental Health Committee, the Social Welfare Section also implemented a Mental Health awareness campaign throughout the year, which concluded with a two-day Mental Health Awareness Programme meant to promote mental health awareness amongst the university community. The theme of the Campaign was "Look Deeper". Together with Institutional Planning office, the Social Welfare Section also organised three platforms where students and the public discussed rape/sexual harassment. At these platforms, numerous presenters delivered short presentations related to the theme.

Student Counselling and HIV/AIDS Coordination Services

This section provides academic and HIV/AIDS counselling. It uses counselling as a means of psychological intervention and provides both individual and group counselling. Student Counselling conducted academic development workshops that focused on Studying Skills, The First Friday Leadership and Student Leadership Training. Having realized the overwhelming responsibilities that student leaders assume, the section organized a three-day Student Leadership Development Workshop for the Student Representative Council (SRC) and the Housing Committee from 10-12 January 2019.

HIV/AIDS remains the number one cause of death in Namibia. According to Ms Lisa Johnson, the US Ambassador who officiated as keynote speaker at the 2019 HIV/AIDS and wellness campaign, more than two-hundred thousand people in Namibia are living with HIV. The good news though is that new HIV infections have decreased significantly since 2004. The Ambassador's clarion call U=U, which echoed the event's theme "Knowledge is Power," was one of the key empowering messages. The acronym stands for undetectable equals untransmittable. This means that if you are HIV positive, and you take your HIV medication daily, you will become virally suppressed and therefore, cannot pass on HIV to someone else. That it is said U=U, Undetectable equals Untransmittable.

Career Guidance Services

The Career Guidance Services section provides students with career guidance counselling and conducts workshops aimed at developing CV Writing and Job-Hunting Skills. It also hosts Career Guidance Events such as the Career Fair and Mock Interviews.

For instance, during the NUST Career Fair of 2019, all participants received sound career and job searching advice from seasoned corporate recruiters. The unit also organized the first ever NUST Student Financial Aid Expo in October 2019.

Accommodation, Sport and Cultural Services

Sporting activities provide students with a well-balanced and stimulating extra-curricular environment. The section facilitates opportunities for students to participate in a variety of sports. The participation of some of the institution's sport codes in South African events provides NUST students with an opportunity to compete with fellow regional students, which broadens their sporting experiences. For instance, the university's male soccer and women's netball teams travelled to Cape Town in August 2018 for a tournament against Cape Peninsula University of Technology (CPUT). Our soccer team also played a soccer match against AJAX in Cape Town, while the hockey and rugby teams also participated in the USSA games in Durban and Bloemfontein, respectively. In addition to sporting activities, cultural engagements provide students with a platform to express their cultural heritages. Extra-curricular activities are vital to each student's education and growth. The cultural festival, which is an annual event, runs for a week. It affords students fun and entertainment, which culminates in the crowning of Miss and Mr NUST in a glittering beauty pageant.

Hostel and Kitchen Services

This section provides students with a wide range of nutritional meals and also ensures a clean-living environment, as well as the maintenance of hostel and kitchen facilities.

The institution was honoured to host 70 pupils for the Women in Science Girls Steam Camp (WiSci) in July. This year only Namibian scholars attended the camp. No major complaints were received, which was only possible because of the commitment and dedication of various departments at the institution.



Conclusion

In keeping with the academic mission and strategic objectives of the institution, the Department strives to cultivate a supportive, caring and friendly campus for students, faculty, staff and the public. Given the limited available resources, we

have learned to do better with less. The key issue for us is to focus on the student—on his or her learning and holistic development, well-being and retention. Our programmes and services are designed to address our students' best interests.





Deputy Vice-Chancellor:

Dr Andrew Niikondo

Academic Affairs

This marks the third year of NUST's transformation into a fully-fledged university of science and technology. Students' experiences as well as teaching and research approaches have been transformed accordingly. This begins right from when a student is enrolled until they become part of the University's alumni. For instance, methods of teaching have been transformed from traditional to digital platforms that use augmented and virtual reality.

Guided by the theme, 'Catalysing Youth Empowerment for the Fourth Industrial Revolution,' all of the University's six faculties have aligned their goals to the Institution's vision of becoming a world-class knowledge generation hub. Success in this endeavour requires, amongst others, high quality courses that are aligned with the government's 'Growth at Home' industrial strategy, the National Development Plans and Vision 2030.

Quality teaching and learning

Despite the severe shortage of financial resources, great strides have been made in enhancing the quality of curricula for academic programmes offered by the institution with a particular focus on design, delivery and resourcing. To this effect, the major milestone is that the Curriculum Framework was revised, while the Policy on Joint and Double Degrees, as well as the Programme Development and Review Policy, were developed and approved by Senate.

The identified and prioritised academic programmes were reviewed across Faculties and constructive recommendations were implemented. In order to ensure adherence to national standards, the alignment of the academic programmes to specifications set for different NQF levels is of paramount importance. To enable the institution to execute its set strategic goals, the Programme Development Unit (PDU) provided technical guidance and support to academic departments in the development of new, as well as the revision of existing programmes and qualifications, as outlined in Figures 1 and 2.

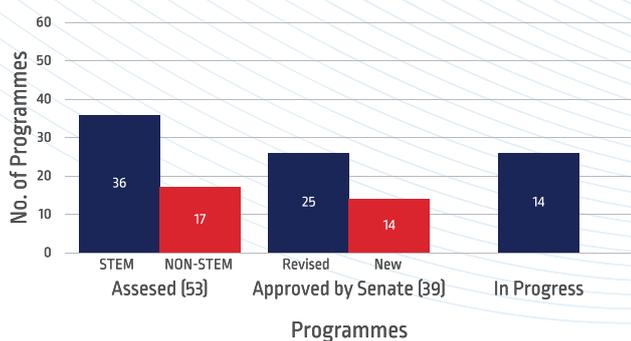


Figure 1. Programmes reviewed by PDU

Figure 1 indicates the academic programmes that were assessed and quality assured (new and existing) by the Unit in 2019. A total of 53 programmes, of which 36 are STEM and 17 non-STEM, were assessed. Furthermore, 39 of the total programmes were approved by Senate. Of these, 25 were revised and 14 were new. The remaining 14 programmes, (inclusive of revised and newly developed), are at advanced stages in the process of approval by Senate.

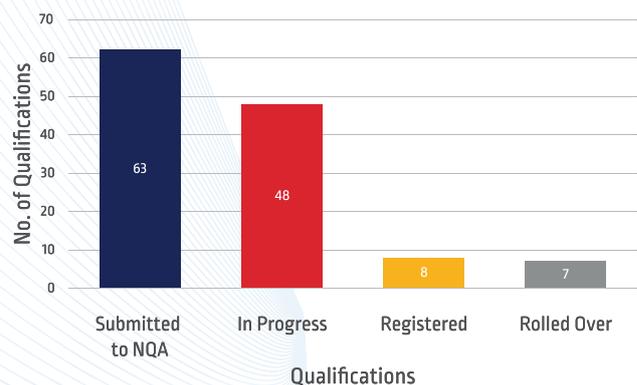


Figure 2. Qualifications submitted to NQA for registration

As indicated in Figure 2, NUST submitted a total of 63 qualifications to the NQA for registration. Consequently, 8 qualifications were registered, 7 were rolled over and 48 qualifications have reached an advanced stage in the process of registration on the NQF.



Technology In Teaching And Learning At Nust

In teaching and learning, digital learning tools and software used in classrooms allow for the expansion of course offerings and enhancement of student experiences. They also improve the development and sharing of learning materials that support teaching and learning. Their incorporation in teaching and learning is expected to adequately enable the development of skills required in the 21st century. In addition, technology increases student engagement, motivation and accelerates learning.

Online learning opportunities and the use of open educational resources and other technologies have increased the institution's throughput as they accelerate learning, reduce costs associated with instructional materials or programme delivery and maximise beneficiation during lectures.

The Teaching and Learning Unit (TLU) plays a strategic role in the realisation of the University's objectives and aspirations, especially in advocating for, promoting and implementing innovative teaching strategies that have the power to transform students into the leaders of the 4.0 industrial revolution. Strategies to this end are highlighted below.

Content Development Lab

TLU has established a plan to develop a quality content development lab with the support of cutting-edge authoring programmes such as Adobe Suite, iSpring, Camtesia, etc. This lab will support the implementation of fully online programmes at NUST, as articulated in the NUST Strategic Plan (2019 – 2023). For example, this year, the TLU has started to improve the teaching and learning of two courses (Basic Science and Mathematics), which have a high failure rate, using technology for blended learning. The Department of Health Sciences has also started designing the Bachelor of Emergency Medical Care Honours, which is going to be offered fully online, starting in 2021.

Blended learning at graduate level

Blended learning describes the way e-learning is combined with traditional classroom methods and independent study to create a hybrid teaching methodology which accommodates the institution's increasingly diverse student population. The approach is not only confined to undergraduate programmes but is also applied at graduate levels.

In order to strengthen the Harold Pupkewitz Graduate School of Business' (HPGSB) delivery platform for courses currently based on the part-time block release model, it has been unanimously agreed by the School and the TLU to move all courses, including research supervision, to the blended mode of delivery. This move will ensure that the students are served in an effective manner.

Currently, two courses have successfully been migrated to

the blended mode platform, with positive feedback from students. Through this teaching mode, the School ensures timely availability of quality learning materials to students, anywhere, at any time and provides timely assessment and feedback to students. Similarly, the School has moved research supervision processes, as articulated in its research handbook, to the e-based platform. This is aimed at providing a common communication mechanism for students and their supervisors. Thus far, for the academic year 2019, the TLU setup 123 new courses on the eLearning platform.

Technology Solutions at NUST

NUST has invested in innovative technology solutions that facilitate effective learning, with the aim to transform students into highly technologically skilled citizens. The current technology eco-system uses the following systems: (1) MyNUST (LMS), (2) ePortfolio application, (3) Turnitin, (4) Online data collection for research purposes, (5) Massive Open Online Course (MOOC) platform, (6) Webex for virtual classroom, and (7) TLU portal.

In the current academic year, the TLU has strengthened the usage of the above existing technology solutions to capacitate teaching staff and support students reach their full potential and realise academic success. This is manifested in the introduction of a new paradigm of learning, that is, transformative learning. This paradigm goes beyond the "What" and the "How" typical of instrumental learning. Transformative learning adds the dimension of the "Why", a game changing approach meant to support students develop thinking and innovative skills.

The Faculty of Computing and Informatics (FCI) established the Centre of Excellence in Information Technology (CEIT) and started offering certificate programmes such as Big Data Technology, Ethical Hacking and Advanced Web Technologies (NQF7). These programmes complement the Oracle certification offering already in place.

The CEIT received two fully equipped laboratories, four servers, videoconferencing classroom, books and a CADC PARAM supercomputer to complement the existing High-Performance Computing (HPC) and enhanced Data Science capabilities. These were donated by the Government of India under the Namibia-India bilateral agreement. The CEIT's core areas are in Cybersecurity, Big Data, Artificial Intelligence and Advanced Software Development. Five Namibian Master Trainers were trained in India in the areas of Cybersecurity, Big Data, Advanced Software Development and High-Performance Systems Administration. They complement the CEIT team which includes two Indian Master Trainers, one of whom is the CEIT Centre Head. One more Namibian Master Trainer and one Indian Master Trainer are expected, while the appointment of the Namibian Deputy Centre and Secretary is finalised.

Small Group Instructional Diagnosis

The TLU identified an innovative approach called, “Small Group Instructional Diagnosis (SGID)” to engage students in diagnosing challenges associated with passing gatekeeper courses at NUST. SGID is a feedback process aimed at collecting midterm feedback from students. The process uses small focus groups of students to identify the strengths of the course, areas of concern, and suggestions to address concerns. Consequently, based on the students’ feedback, lecturers will institute improvements in teaching which will benefit the students.

Subsequently, the TLU developed an eight-stage research-based process in SGID, which is meant to identify the possible reasons for students not passing the gatekeeper courses. The benefits of the strategy are enormous, and this approach will be piloted with some identified courses in the next academic year. If the strategy is successful, it will be extended to other gatekeeper courses.

Academic Staff Development

In pursuit of its broader vision and mission, NUST seeks to nurture excellence in teaching and learning, research, community engagement and academic leadership. In this regard, the institution provides support for a broad range of academic roles and pathways and seeks to attract, retain and develop a diversity of academic talent. Hence, the academic complement in the FCI was enhanced through the addition of five Namibian Master Trainers. One of the staff members obtained a Master’s degree, two obtained PhD degrees, while more staff members were certified in Ethical Hacking and Oracle. Institution wide, a number of staff members are enhancing their career opportunities through advanced studies. Some have enrolled for the Master’s and PhD programmes either at NUST, or other institutions.

The Faculty of Engineering organised a training workshop on Real-Time Digital Simulation (RTDS) to expose senior academic staff members in the Department to Hardware-in-the loop RTDS. Recently, the Faculty procured an OP4510 RTDS instrument from OPAL Technologies, for the purpose of establishing a postgraduate laboratory, in order to promote excellence in teaching, learning, research and innovation. It is expected that the use of this novel and innovative simulation platform, one of a few in the country, will enhance the research output of the Department.

Various initiatives for staff orientation were rolled out in the Faculty of Health and Applied Sciences to promote student-centred approaches in the classroom and to improve general teaching, learning and assessment. These include: the ATOMMS (Assessment Towards Motivation Mastering STEM) project, Blended Learning course, tutor and lecturer orientation, mark capturing workshop, Moodle training, a workshop on the setting of examination question papers and the moderation of these question papers and answer scripts, Work Integrated Learning (WIL) coordination and classroom management for class representatives.

All Faculties have hosted regular workshops and training sessions on a number of relevant topics, such as the supervision of post-graduate students, improvement of writing skills and contemporary teaching techniques. The Faculty of Management Sciences has Five (5) staff members enrolled for the Master in Accounting at the University of the Witwatersrand (WITS) and had all their classes via Skype. This resulted in a significant cost benefit to the Faculty and may be used as a guideline for future staff development training.

This year, TLU conducted the following professional development interventions to support faculty:

Continuous Professional Development Programmes		
Programme name	Number of training sessions	Number of trained academics
Instructional skills workshop	1	10
Academic staff induction workshop	3	43
Webex training	3	34
Smartboard training	1	15
eLearning Mini-Workshop through Webex and face-to-face	2 (1 training per semester for 5 weeks each, including one done through Webex)	48
Assessment training: · Cognitive and knowledge dimension matrix · Assessment Rubric	1 Department trained 1 seminar	39
Postgraduate Certificate in Higher Education (PGCHE)	2 courses this academic year (courses 1 and 2)	43 (the same cohort attended courses 1 and 2)
Great Teachers Workshop (GTW)	1	56
ATOMMS Workshop, in collaboration with Prof Obed Norman from San Jose State University, USA	2	10 lecturers from INSTEM



Programme name	Number of training sessions	Number of trained academics
One on one customised training	78	78 lecturers were trained in a one-on-one approach on many topics ranging from how to use technology to teaching methods and strategies
Training of other non-teaching Departments at NUST	4	TLU trained the staff from CED, CEU, Library and COLL

The CPD methodologies implemented by the TLU ensure that lecturers at NUST maintain and enhance the knowledge and skills they need to deliver a professional teaching service to the students and community.

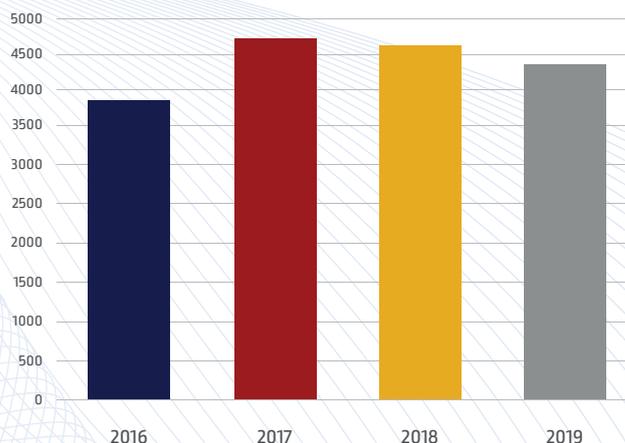
Library And Information Services

Equipping our students to be globally competitive is always central to the priorities and actions the library sets for itself each year. It recognises the necessity of transforming and re-applying its services, spaces and knowledge resources to align with our students' needs and expectations.

The department made significant advances towards diversifying its services in addition to the fact that the department is a valuable support structure for teaching, learning and research, this year it entered the e-learning domain by developing its first online module. The need for our students to be knowledgeable information users and creators, was raised. In response to this, the Academic Integrity short course was created on the institution's e-learning platform, Moodle.

In tandem with online learning, the department continued to offer face-to-face training through the Library and Information Skills Training (LIST) sessions throughout the year. 4 423 Students and staff members received information literacy training from the Faculty Librarians. This year, Librarians also travelled to the Regional Centres where they offered LIST sessions to distance students. These sessions were well received and will probably continue next year.

Number of Students and Staff that received Information Literacy Training



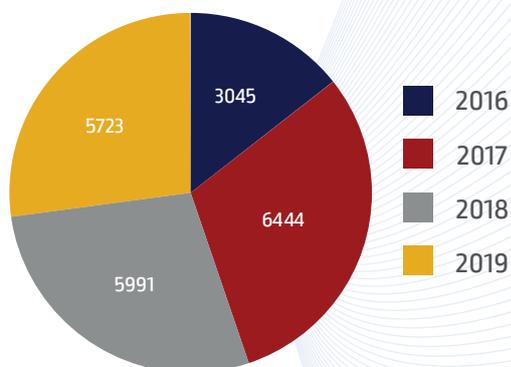
Even though the physical collections of the Library are continuously developed, the online collections have also grown significantly. The Library currently subscribes to 13 e-resource databases, which contain more than 65 000 full-text journals and 216 694 e-books, representing a 16% growth from 2018.

An increasing number of requests to digitise and preserve publications and reports, have been received by our Digital Collections unit. We believe this is a growing trend, as the realisation of the importance of having access to information, even if it is historical in nature, is becoming more prevalent.

We are looking forward to seeing Research Data Management (RDM) take off at NUST. We aim to ensure our Faculty Librarians familiarise themselves with the key aspects of RDM. The Faculty Librarians also carried out a survey among southern African universities to inform decisions about budgeting, choice of tools, data handling and publishing procedures. This is expected to inform the establishment of RDM services in preparation for an approved RDM Policy for the institution.

The Library continues to reach out to our student community through exciting competitions and social media. This year we had a Blind Date with a Book, which had the students participating in games and winning small prizes. We are also proud to announce that we have reached our 1000th Facebook follower mark.

Articles Sent to Researchers



Research support is also an area of focus for the department and this year, 5 723 articles were sent to researchers (students and staff). The slight decrease in the number of articles could be due to increased information and technological literacy of researchers, who are now more equipped to find their own articles.

Teaching Excellence

In 2019, NUST's academic staff were recognised with Teaching Excellence Awards for their outstanding performance in teaching and learning. The three categories used to evaluate teachers are:

- Category A (Cat A): Early career teaching award (less than 4 years);
- Category B (Cat B): Mid-career teaching award (4-8 years);
- Category C (Cat C): Advanced (more than 8 years).

Early this year in February 2019, a ceremony to award the teaching staff that excelled in their teaching was conducted and the overall winners at institutional level were as follows:

- Cat A: Ms Jennilee Kohima, from the Faculty of Natural Resources and Spatial Sciences
- Cat B: Mr Geraldo Jansen, from the Faculty of Management Science
- Cat C: No winner for this category

Employability, Innovation and Enterprising

Under this attribute, students are expected to develop skills that are transferable between workplaces. The core skills needed to meet this attribute are:

- Working effectively and professionally with diverse communities
- Communication
- Analytical and critical thinking as well as problem solving competences in diverse contexts
- Digital literacy
- Innovation, enterprise and creativity

These skills can be honed in a variety of ways and will be tailored to fit different academic programmes. Opportunities for developing such skills include internships, placements, field trips, experiments, real world problem solving and project work. Importantly, students must also be challenged to reflect on their experience and be allowed to articulate what they have learnt through feedback or assessments. To ensure that students are more employable, a range of initiatives have been developed and implemented, with significant input from employers across a range of industries.

The Cooperative Education Unit (CEU) has been instrumental in engaging the local industry and advocating for Work Integrated Learning (WIL) placements for students through various initiatives. These are as follows:

Stakeholders Engagement for Work Integrated Learning (WIL)

Engaging industry and establishing partnerships with various key entities across regions in Namibia is part of the CEU's deliverables. The following table gives a statistical overview of students placed in industry and Memoranda of Agreements (MoA) signed between 2018 and 2019:

	2019	2018
Number of students placed in industry	1 323	887
MoAs signed	17	22

Note: There are 80 active MoAs in total.

This year, the Unit conducted three regional industry roadshow visits in the northern, north – eastern and western parts of Namibia. Forty-five (45) public and private companies as well as local authorities and municipalities were engaged to negotiate Memoranda of Agreements (MoA's). They were also lobbied to support student WIL placement and encouraged to attend mentorship workshops conducted by the CEU, for industry mentors.

In addition, the regional visits advocated for industry to collaborate with NUST in various areas such as research and development, participation in the NUST Career Fair and synergistic exchanges. Internally, the Unit had meetings with thirty-one (31) WIL Coordinators, six Faculty Deans together with their Associate Deans to discuss CEU activities, share success stories and challenges encountered during the coordination and administration of WIL. In addition, a student awareness campaign was conducted at the lower campus in collaboration with NUST FM to inform students and the NUST community about CEU services.

Pre-WIL preparation

This year, the Unit enhanced its Pre-WIL preparation course with an Employability Improvement Programme that emerged from collaboration between NUST and the Japan International Cooperation Agency (JICA). The Employability Improvement Programme is designed to improve the quality of workplace-based learning during WIL. It is also expected to develop more employable graduates for the labour market, as well as to nurture the student's lifelong carrier path. To date, 15 Pre-WIL Employability Improvement work-readiness workshops have been conducted and five hundred and sixty-five (565) students participated in the workshops.

Industry Recognition Breakfast

This year, the CEU hosted an industry recognition Breakfast under the theme "Appreciating Partnerships". Sixty (60) industry partners, excluding NUST senior management and WIL Coordinators, attended the function. CEU acknowledged and appreciated industry partners for hosting NUST students during their WIL placement between 2017 and 2019.

Among the corporates who hosted students on WIL, winners were identified in three categories, namely, placement across all Faculties, Faculty specific placements and students' placement programme initiator. The first-place award in the category, placement across all faculties, was awarded to the Ministry of Health and Social Services which hosted 348 students, followed by the City of Windhoek with 245 and the MVA Fund with 179. In second place were those in the category, Faculty specific placement. The award went to



EMED Rescue, AEMS Ambulance and Lifelink, each of which received 175 students. The third-place award, across faculties, was awarded to the Namibia Institute of Pathology and Namibia Blood Transfusion Service, both of which hosted 63 students, followed by the Ministry of Agriculture, Water and Forestry with 56.

An award for internship programme initiator was given to Mobile Telecommunication for placing 60 students. During the recognition breakfast, CEU conducted a real time industry feedback survey. The survey investigated the alignment between NUST's WIL programmes and industry requirements, employers' satisfaction levels with the undergraduates' level of employability skills, employers' opinions on the most important skills and competencies for undergraduates in the future. Employability skills expected from NUST graduates were also examined to determine what NUST should do to support students better during WIL. The results of the survey will inform programme development, Pre-WIL curricula and enhance the coordination of WIL at NUST.

National and International Collaborations

At NUST, we highly value national and international partnerships and collaborations. They bring together different perspectives, expertise, and insights, adding value to our teaching, learning and research. The majority of our national and international partnerships were created this year on an Institutional, Faculty, Unit, Centre or individual levels, based on a common interest in a particular topic regarding teaching, exchange programmes and research, as outlined below:

National collaborations

Nationally, CEU engaged the Ministry of Higher Education, Training and Innovation, the National Planning Commission as well as JICA Namibia, through the framework of bilateral cooperation between the government of Namibia and Japan to extend the Employability Improvement Project (EIP). The discussions focused on the need for support in terms of additional training material and human resources for NUST to roll out the EIP project regionally, and to train other institutions of higher learning in Namibia (e.g. UNAM).

As such, a new grant application which was endorsed by the MHETI and NPC was submitted to JICA Namibia within the framework of bilateral cooperation between the government of Namibia and Japan. Furthermore, CEU engaged the Mobile Telecommunication Cooperation (MTC) with a view to making it part of the National Internship Committee. The MTC National Internship initiative launched this year was established to encourage corporates to support UNAM, IUM, NUST, VTC and NIIMT students with WIL placement opportunities. Sixty (60) NUST students secured WIL placement opportunities in government agencies, public and private companies with a monthly allowance of N\$3000.00 paid by MTC to students for the duration of their internship.

Moreover, the Unit collaborated with Mercy HR&Psychometrics to capacitate industry mentors with mentorship and coaching techniques through a series of workshops. About twenty-five (25) industry mentors, inclusive of three (3) WIL Coordinators, two (2) staff members from the NUST Human Resources department and four (4) CEU staff members, attended the workshops. They were capacitated with tools to perform the mentorship function during WIL/Internship placement to ensure that students are effectively mentored during WIL placements.

International collaboration

At NUST, we take cognisance of the fact that pedagogy and research are becoming ever more international. Whether international collaboration is meant to gain access to specialised equipment, develop new ideas or tap into new sources of funding, academics are reaching out to and collaborating with their counterparts around the world. In this regard, the FCI offers Machine Learning/Deep Learning training funded by the Machine Learning Indaba in order to enhance capacity in AI, Big Data and Machine Learning. The Faculty also held a machine learning hackathon and a Dara Big Data Hackathon organised jointly with the University of Manchester.

The owner of Belkasoft Digital Forensics Software, located in Silicon Valley, visited the Faculty since it is the only customer in Africa that uses the Digital Forensics software for teaching purposes. During the course of the year, NUST hosted visitors from various reputable universities and organisations worldwide seeking to establish collaborations, strengthen existing collaborations and initiate other academic activities. These include B360, Health Fox, Finland, University of Ferrara, Italy, WPI, Worcester, USA, Zimbabwe High Commissioner, B2 Gold, UNICEF, USAID, Lincoln University, University of Venda and University of Stellenbosch, to mention a few.

Summary

NUST is making solid progress towards achieving its goals, as set out in the Strategic Plan. The institution's Boards of Studies and Senate are willing to support and guide the academic activities of the University on this important journey, and we are greatly encouraged by the impressive progress made so far. The academic arm of the University is tracking well against all key measures, allowing it to embark on new plans for growth, innovation and technology-based pedagogy.



Deputy Vice-Chancellor:

Prof Pramanathan Govender

Research and Innovation

Building a Research Culture

Soliciting and managing external funds is critical to meeting the Institutional vision of strengthening research development activities. To achieve this end, the Projects Services Unit was established in 2012 to facilitate project development and management of grants across the Institution. This Unit is strategically placed to support the acquisition of third party research funding and ensuring minimal legal, financial, ethical and reputational risks to the Institution. The Unit further works on professionalisation in the field of research and grant management.

Resource Mobilisation Efforts

A total of 61 grant applications were submitted in collaboration with faculties, centres and institutes, which is a substantial increase compared to the previous year (33). The 61 applications have a total value of approximately N\$210 million, of which the Institutional allocation is N\$66 million. This variation in values is indicative of active collaboration with external stakeholders in resource mobilisation. Of the 61 grant applications, ten applications were successful, five unsuccessful and 46 are still pending. The secured funding from the 10 successful projects amounts to N\$75 million Institutional value.

Grants Management

The total number of active projects is 52 with a combined project project value of N\$504 million. The grants are classified and managed according to the defined institutional niche areas, namely: Sustainability, Technology, Energy and Indigenous Knowledge. However, many of the projects are relevant to multiple niche areas and themes, involving multiple faculties, centres and institutes at the University. A significant number of the projects are implemented in collaboration with other national and international Higher Education Institutions, civil society organisations and state actors such as government line ministries et cetera as concerted efforts are put in place to promote interdisciplinary and transdisciplinary research. Figure 1 illustrates the spread of projects across the niche areas and shows that most of the projects fall under the niche area of sustainability.

Research Niche

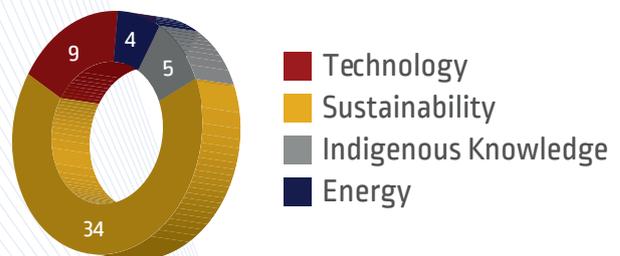


Figure 1. Projects per research niche area

The donor profile of third party funded projects is illustrated in Figure 2. This shows that a large part of the funding comes from the European Union on the international front and the National Commission on Research Science and Technology at the national level.

Funding Source

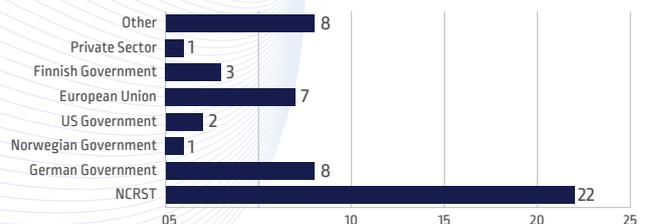


Figure 2. Profile of funding sources



Research Grant Opportunities

The focus of donors continues to be on transnational and applied research, with an emphasis on addressing “real-time” challenges. Furthermore, donors frequently require co-funding and sustainability strategies to be in place to ensure ownership and continuity beyond their grant funding. Increasingly, donors place emphasis on collaboration between national, regional and international partners. For the latter, focus is more on fair practices in collaborative research approaches. The funding opportunities were primarily in climate change, agriculture, indigenous knowledge and technology options, with emphasis on the science-policy-development interface.

Institutional Planning

The Department of Institutional Planning, through the Management, Information and Institutional Research (MIIR) office, assisted departments/units/centers/institutes to conduct institutional research aimed at improving services. Furthermore, to enhance institutional evidence-based planning and reporting, MIIR acquired and offered training to the NUST community on the Jaspersoft Business Intelligence tool. Jaspersoft is used to produce statistical reports, analytics, dashboards etc.

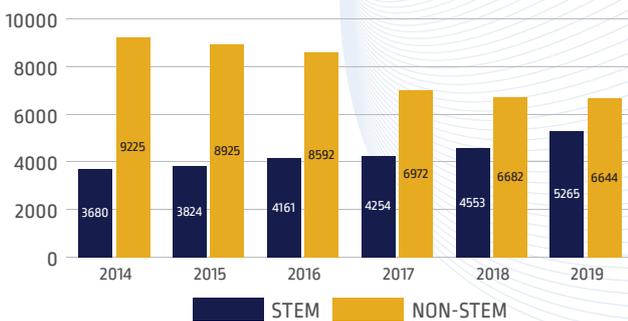
To benchmark the Institution against other universities, the Department participated in the 2019 U-Multirank university ranking. U-Multirank is a multidimensional, user-driven approach to international ranking of higher education institutions. It compares the performances of universities in the five dimensions of university activity such as:

1. Teaching and learning
2. Research
3. Knowledge transfer
4. International orientation
5. Regional engagement.

Results from data collected this year will be disseminated to relevant stakeholders for evidence-based planning in 2020.

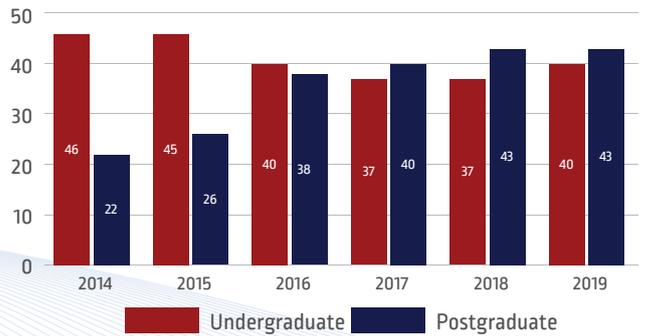
Enrolment

Enrolment in the STEM areas has increased at a slow but steady pace. Enrolment increased from 3 680 in 2014 to 5265 in 2019.



Qualifications

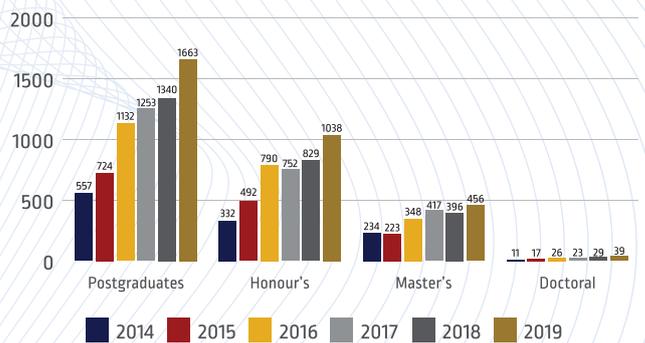
The total number of qualifications in STEM fields increased from 22 in 2014 to 43 in 2019.



The University’s postgraduate profile has improved significantly in terms of enrolment and qualifications. Master’s qualifications offered have increased from 15 in 2014, to 24 in 2019. Furthermore, the number of doctoral qualifications increased from 2 in 2014 to 5 in 2019.

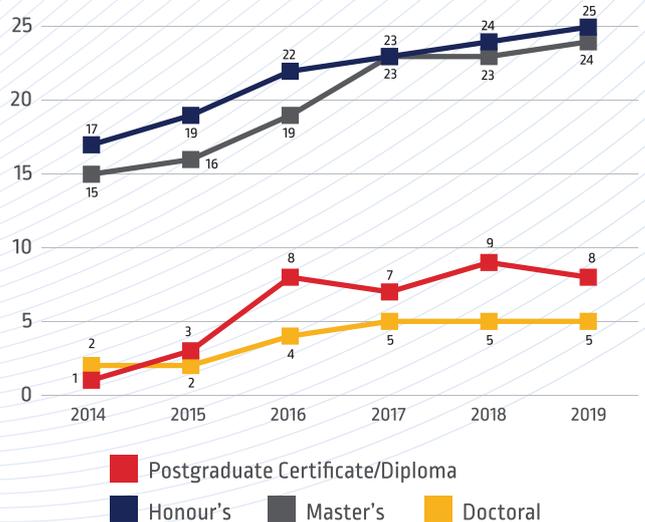
Enrolment

Postgraduate enrolment increased from 573 in 2014 to 1663 in 2019



Qualifications

The total number of postgraduate qualifications increased from 35 in 2014 to 62 in 2019.





Innovation

Biomass Utilisation by Sustainable Harvest (BUSH) Project

The Biomass Utilisation by Sustainable Harvest (BUSH) Project focusses on technology development, applied research and capacity development in Bush Control and Biomass Utilisation through multi-disciplinary skills. Bush encroachment is one of the key agricultural challenges in Namibia, and the initiative is focussed on finding solutions to these national problems.

The project is a three-year initiative (2018-2021) between the Namibian and German governments implemented by the Ministry of Agriculture, Water and Forestry (MAWF) and the German Society for International Cooperation (GIZ). The funding provided to the University is approximately N\$ 3.7m. It is being used to implement various sub-projects. The overall objective is to develop and test innovative, climate-friendly technologies for bush control as well as to develop capacities for biomass utilisation in Namibia.

The project further aims to contribute towards positioning the country as a research centre of excellence in biomass utilisation in order to support the development of the regional biomass-economy sector. If successful, the envisioned BUSH Centre of Biomass Research and Development at the University will be the first of its kind in Africa.

SCIONA

The study aims to strengthen cross-border management and wildlife enforcement by co-design and to implement conservation monitoring technologies within the Iona-Skeleton Coast Transfrontier Park. It is funded by the European Union and NUST's main partners are the Instituto Superior de Ciências de Educação da Huíla, Angola and the Higher Institute of Education Sciences of Huíla, ISCED, Angola.

One of the studies under this project is concerned with the issue of dying zebras. The persistent and unprecedented drought in western Namibia continues to strike down livestock in the SCIONA study area. Researchers under this project visited the area to evaluate giraffe habitat and reported 11 carcasses of Hartmann's mountain zebras close to water holes in the Orupembe conservancy. Zebras are often the last species to die during a drought, and in this area, competition between zebras and cattle for the last pastures probably resulted in the deaths. SCIONA will also continue to engage cattle farmers and conservancies to improve benefits from wildlife and tourism to supplement marginal agriculture in the area.

Protecting, Preserving and Promoting Indigenous Languages and Culture (P3ICL)

The P3ICL Project is in its second year and aims to identify endangered indigenous languages in Namibia and collect cultural expressions to preserve them for future development. The project team travelled to Ruacana and Corridor 17 and 18 for data collection. The P3ICL was also launched in Tsumkwe, where the team met the elders, regional councillors, and traditional chiefs of the San community who were very excited about the project. A lively discussion around which dialect to study ensued and project members were advised to choose !Kung. The team spent seven days in the area collecting data.

Counting Wildlife

Staff from the Faculty of Natural Resources and Spatial Sciences (FNRS), in partnership with Bush Skies Aerial Photography, and local ecologists, conducted a wildlife census and monitoring training project in Ghana. The project, sponsored by the European Union, focused on the Mole National Park, Ghana's largest wildlife refuge, covering an area of 4 840 km². The aim was to develop specialised techniques to count wildlife over large areas. Through the use of infrared camera traps, the team was able to confirm the presence of a number of carnivores, including leopard, spotted hyena and civet. Four species of primates were also recorded. The University is hopeful that the project will lead to a long-term relationship, in which students and researchers from Namibia and Ghana can share expertise and resources to preserve the continent's unique wildlife.

Augmented Reality (AR) Souvenirs

The Faculty of Computing and Informatics' (FCI) inclusive and collaborative local Tech Innovation Hub, is fully funded by the Finnish Embassy in Namibia (from November 2017 to October 2019). The Hub has been providing innovation services including to people and communities that are excluded from innovation processes. One of the inclusive innovation projects

involved members of the different San groups in Namibia, in the production process of augmented reality fridge magnets from the onset. Having observed a trend among travellers collecting fridge magnets, the curiosity about the traditional San practices as well as the potential of emerging technologies with a relatively simple implementation effort such as augmented reality, investment was made into the product development.

Members of the San youth in Windhoek produced a first set of prototypes and conducted a tourist market survey to determine the desired fridge magnet's images and associated media. Together with the Donkerbos San community the magnet imagery and media was conceptualised and produced by the Hub. The augmented reality apps were developed and uploaded on on-line app stores and the first set of magnets has been sold at a conference in Windhoek.

DREAMS Project

The Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe (DREAMS) project, focuses on averting new HIV infections amongst Adolescent Girls and Young Women. The five-year project is funded by the United States President's Emergency Plan for AIDS Relief (PEPFAR), through the USAID and implemented by Project Hope Namibia. DREAMS interventions are currently being implemented at selected schools, based on HIV prevalence and other risk factors affecting females between 10 to 24 years of age.

NUST, through the Faculty of Health and Applied Sciences (FHAS), is one of the sub-awardees, whose role is to promote Science, Technology, Engineering and Mathematics (STEM) education amongst the target group. This is an area that enhances critical thinking, increases science literacy and systematically promotes innovation. Although the official launch of the STEM component of the project took place in the year under review, the NUST team along with its various partners, has already trained about 40 teachers in the Tsumeb district and 50 in the Omuthiya and Onandjokwe districts.



Augmented Reality (AR) Souvenirs



Prof Francis Smita

*Julia Ndjene**

Student Achievements

Elao Martin, an alumnus of the Department of Architecture and Spatial Planning received recognition for being an outstanding Master's student at the University of Johannesburg's Graduate School of Architecture. He was awarded the Regional Corobrik Architectural Student of the Year Award, for his thesis titled 'Reimagining Kitintale's Landscape through Clay Brick Making.' The study focused mainly on Uganda's illegal brick making activities in the Kampala wetlands. Martin explored how the wetlands can be reimagined to create a more sustainable relationship between the fragile ecosystem and human settlements.

Four students, namely, **Mohammed Shehu**, **Licky Erastus**, **Karin Amukugo-Fröhlich** and **Attlee Gamundani**, from the Faculty of Computing and Informatics graduated with doctoral qualifications. This brings the total number of candidates to graduate from the Institution at this level to six.

Six (6) students from FH Aachen University of Applied Sciences in Germany, were awarded the Bachelor of Civil Engineering Double Degree programme under the Faculty of Engineering. This was made possible through an international partner agreement between NUST and FH Aachen. Students in the Civil Engineering Double Degree programme are afforded the opportunity to take part in exchange opportunities and obtain qualifications endorsed by both universities.

Julia Ndjene, a Bachelor of Engineering in Electronics and Telecommunications student, invented a smart coffee machine. She wanted to make a contribution to the coffee brewing industry by designing a machine that simplifies the preparation process. Regular smart coffee machines are only 'timer programmable,' meaning one can only time the machine to switch on or off at a predetermined time. However, Julia's machine, went a step further, as it responds to text messages. This establishes two-way communication between the machine and its user. All one needs to do is make sure there is water and coffee in the machine before sending it instructions via a mobile phone text message.





*Managing Rangelands for Sustainable Food Production in Namibia**

Community Engagement

The University has a long-standing tradition of incorporating community-based learning into its curricula. This provides support for faculty members who wish to engage students in service to local communities in ways that enhance their learning.

Representatives from the Department of Communications and Marketing visited the towns of Okakarara to give career guidance to hundreds of learners in the area. The visit, which was also extended to the village of Otjinene, formed part of the Ritja Career Fair. The Fair is held regularly across rural schools, with the sole aim of encouraging learners to make informed career choices.

Under the theme 'Managing Rangelands for Sustainable Food Production in Namibia,' the Department of Agriculture and Natural Resources Sciences hosted a Summer School. The School was held in partnership with the University of Hohenheim, Germany, with support from the German Academic Exchange Service (DAAD). Thirty (30) staff members

and postgraduate students in the field of agriculture from NUST, Hohenheim, and the University of Namibia (UNAM), took part in the Summer School. As part of the activities, participants had the opportunity to travel around the country and interact with farmers on matters concerning the management of rangelands, amongst other things.

A public dialogue that endorses the #MeTooNamibia movement, a global campaign that was launched on campus to express zero tolerance towards sexual harassment and assault, was established. The MeToo hashtag has trended in at least 85 countries, including India, Pakistan and the United Kingdom. The University is currently developing a strategy on how to create a culture of zero tolerance towards any form of sexual violence within the campus community and to provide a platform and enabling environment for the #MeTooNamibia movement to thrive. Workshops are held on a regular basis to sensitise students, both male and female, about sexual harassment.



#MeToo

Students belonging to a computer society known as Muhoko, recently visited Rocky Crest High School in Windhoek to share their programming knowledge. Members of this Society are students in the Faculty of Computing and Informatics (FCI). The outreach initiative forms part of a series of visits that have enabled the students to give high school learners insight into careers in computer programming.

More than 60 teenage girls from across Namibia took part in the annual Women in Science (WiSci) Girls - Science, Technology, Engineering, Art-Design, and Mathematics (STEAM) Camp. The overall aim of the initiative is to overcome gender disparities in the enrolment of students in science related fields of study. During the 10-day camp, participants were exposed to various training opportunities related to careers in STEAM, ranging from architecture, recycling waste material, computer programming, cyber security, chemistry, microbiology and water purification, to learning how to make biltong and yoghurt.

The University, through the Department of Institutional Planning, assisted Mount View High School, located in Okahandja Park, with regards to the school's feeding scheme. To this end, the team collected funds and provided monthly

food parcels to enable the supply of daily lunch packs for students at the high school. Furthermore, to assist the scholars in developing communication skills, the department requested the University's Toastmasters to facilitate an 'Accelerated Youth Communication and Leadership Program.' Participants in the programme graduated as 'Competent Communicators'. Also, to enhance engagement with the high school, the University's Centre for Enterprise Development staff provided the Mount View teachers with skills development courses; the Student Services Department provided transport for the Mount View High School's Grade 11s and 12s to attend the NUST Career Fair; and the Mathematics Tutoring Centre at the Faculty of Health and Applied Sciences, tutored pupils from Grade 9 to 12.

The Faculty of Engineering's annual NUST Brain Match quiz competition for secondary schools has become a very popular event. The aim of the competition is to encourage learners to pursue careers in STEM fields. Questions are supplied by staff members and they range from general knowledge about Namibia to hard-core science fields such as physics, chemistry, renewable energy and mathematics. The Windhoek International School has won this competition for two years in a row.





Highlights of the year

MARCH



The University received three Diamond Arrow Awards in the following categories: Best Institution of Higher Learning; Best Institution offering Executive Education; and Institution doing the most for Arts and Culture, in Namibia. An independent nationwide survey is conducted annually, where the perceptions of respondents are evaluated and measured, based on their customer service experiences. The Institution has won PMR awards for 18 consecutive years.

MAY



Through a partnership with the Shack Dwellers Federation of Namibia (SDFN), and the Namibia Housing Action Group (NHAG), local and central government, and the private sector, the University won the 2019 SDI Community-Led Habitat Award. The accolade was in the category of 'Best Partnership,' after the partners entered their submission titled 'A Multiple Partnership Approach for Community-led Housing and Services in Namibia.' The project created awareness amongst communities regarding their development needs and it facilitated interaction between the communities and the local authority.

SEPTEMBER



The University won first place (Bronze Category) for an outstanding exhibition at the Sixth National ICT Summit. The event, which is the flagship summit of the Ministry of Information and Communication Technology, took place under the theme: 'Accelerating Digital Transformation.' The stall was shared by the Innovation Design Lab (IDL) and the Faculty of Computing and Informatics (FCI).

SEPTEMBER



A new department aimed at strengthening relations with the Institution's graduates was opened. Referred to as the Alumni and NUST Foundation, the Department is responsible for fundraising initiatives. The Alumni section of the Department will bring together all NUST graduates as they play a vital role in the development of the University. The Office will also coordinate efforts to establish an Alumni association that would provide a platform for graduates to network, create job opportunities for current students and assist the university in fundraising resources for building better facilities and campus amenities. The Alumni office has completed drafting a constitution that is ready for presentation to the Institution's Alumni for adoption.

SEPTEMBER



The Centre of Excellence in Information Technology (CEIT) was established as part of efforts by the Namibian and Indian governments to enhance cooperation in education. The Centre offers courses such as Big Data Technologies; Advanced Web Technologies; as well as Ethical Hacking and Information Security, jointly developed by NUST and India's Centre for the Development of Advanced Computing (CDAC). The facility is equipped with state-of-the-art computing infrastructure with two fully functional training labs and video conferencing facilities. The Institution has also acquired a third supercomputer, the CDAC PARAM supercomputer, which has high performance computing applications



Council and Management

The Council Members	
Ms Florette N. Nakusera (Chairperson of Council)	Dr Michael Humavindu (Vice-Chairperson of Council)
Mr Morné du Toit	Ms Emma Kantema-Gaomas – Council Member
Ms Elizabeth Ujarura Kamutuezu	Hon Muesee Kazapua – Council Member
Mr Conrad Lutombi	Ms Katrina Thomas – Council Member
Mr Tomas Koneka Iindji	Ms Kadiva Hamutumwa – Council Member
Ms Mamijoo Tjejamba Administration and Finance	Dr Andrew Niikondo – Deputy Vice-Chancellor: Academic
Prof Pramanathan Govender	Dr Erling Kavita – Senate Representative to Council
Mr Shiwana Ndeunyema – Staff Representative: Administrative	Mr Epafra Penda Shilongo – Staff Representative: Academic
Ms Lelian David	

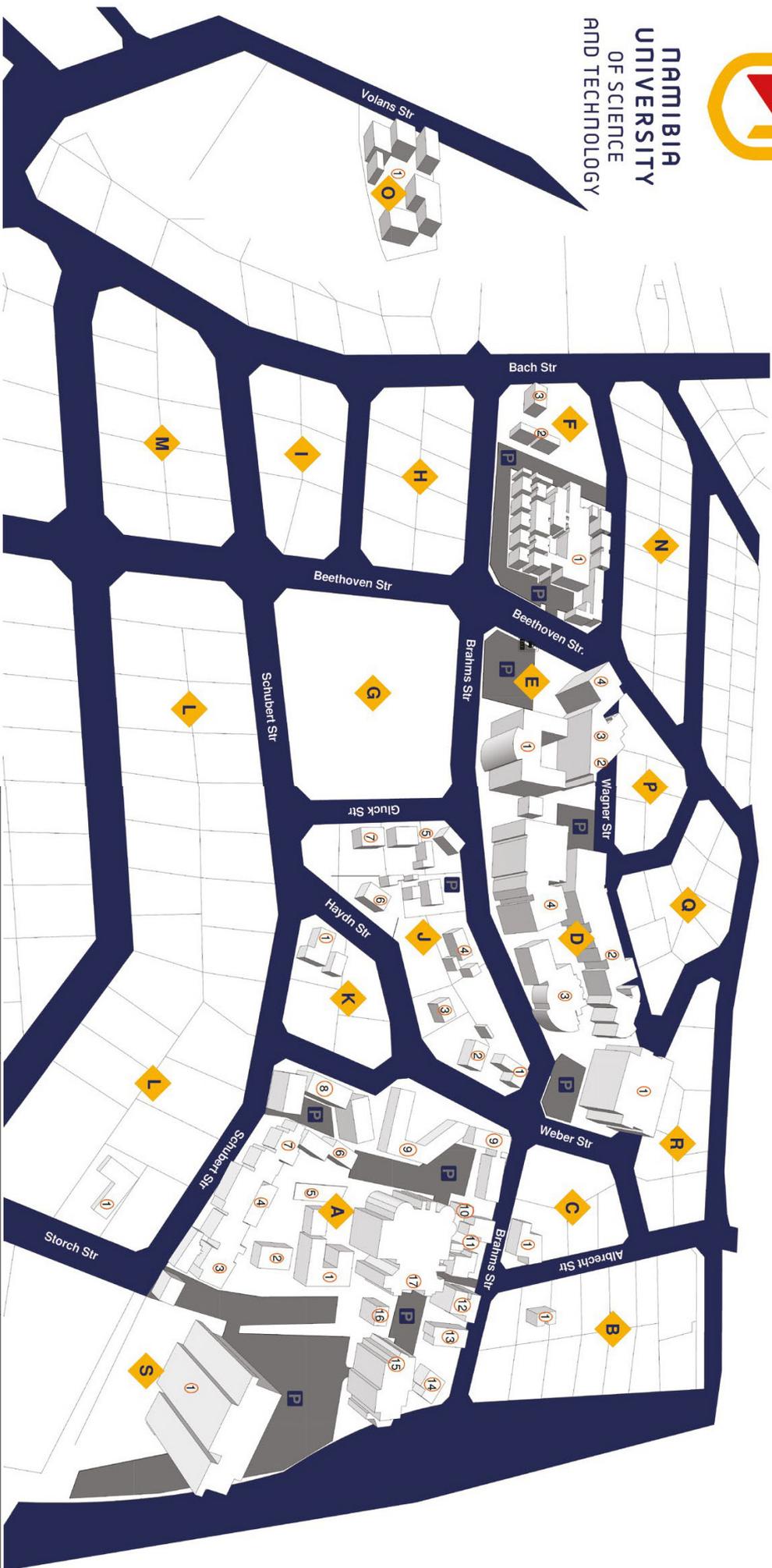
The Executive Management	
Designation	Name
Acting Vice-Chancellor	Mr Morné du Toit
Acting Deputy Vice-Chancellor: Administration and Finance	Ms Mamijoo Tjejamba
Deputy Vice-Chancellor: Academic Affairs	Dr Andrew Niikondo
Deputy Vice-Chancellor: Research and Innovation	Prof Pramanathan Govender
Registrar	Mr Maurice Garde

Deans	
Faculties	Name
Computing and Informatics	Prof Anicia Peters
Engineering	Dr Samuel John
Health and Applied Sciences	Dr Onesmus Shuungula
Human Sciences	Prof Alinah Segobye
Management Sciences	Prof Harold Campbell
Natural Resources and Spatial Sciences	Prof Rolf Becker

Extended Management	
Units, Centres and Institutes	Name
Information and Communication Technology	Mr Laurent Evrard
Bursar	Ms Mamijoo Tjejamba
Institutional Planning	Ms Neavera Tjivikua
Marketing and Communications (Acting)	Ms Jordaania Andima
International Relations	Dr Marius Kudumo
Quality Assurance Unit	Ms Himeesora Kaimu
Centre for Enterprise Development	Mr Godwin Chisenga
Centre for Open and Lifelong Learning	Dr Delvaline Möwes
Cooperative Education Unit (Acting)	Ms Martha Namutuwa
Programme Development Unit	Dr Colen Tuaundu
Projects Services Unit	Dr Anna Matros-Goreses
Alumni and NUST Foundation	Mr Kaitira E Kandjii



**NAMIBIA
UNIVERSITY
OF SCIENCE
AND TECHNOLOGY**



BLOCK A	A1. Elisabeth Haus (OVU) A2. Sander Haus A3. Administration Building A4. Land Management A5. Centre for Open and Lifelong Learning A6. Department Student Services A7. Monnesa Residence A8. Hogler Residence A9. Shangri-La Residence A10. Clinic A11. Vocational Training A12. Openheimer House A13. Dawakos House A14. Centre for Enterprise Development	A5. Lecture Building A6. Information Centre and Kiosk A17. Office Building	BLOCK B	A15. Faculty of Health and Applied Sciences E2. Mining Engineering Building 3. Civil Engineering Building E4. Architecture Building	BLOCK C	F1. Hotel School C1. Foundation House C1. Pre-Fabricated Classrooms F3. Namibia Energy Institute	BLOCK D	1. Library and Information Services 2. Engineering Building 3. Auditorium Building 4. Science and Technology Building	BLOCK E	Proposed in Campus Development Framework	BLOCK F	J1. Teaching and Learning Unit J2. Haydn Street No. 9 J3. Design Lab J4. Namibia Energy Institute J5. Namibia Business Innovation Institute J6. Namibia German Institute for Logistics J7. Gluck Street No. 5	BLOCK G	Proposed in Campus Development Framework	BLOCK H	Proposed in Campus Development Framework	BLOCK I	Proposed in Campus Development Framework	BLOCK J	Proposed in Campus Development Framework	BLOCK K	Proposed in Campus Development Framework	BLOCK L	Proposed in Campus Development Framework	BLOCK M	Proposed in Campus Development Framework	BLOCK N	Proposed in Campus Development Framework	BLOCK O	Proposed in Campus Development Framework	BLOCK P	Proposed in Campus Development Framework	BLOCK Q	Proposed in Campus Development Framework	BLOCK R	Proposed in Campus Development Framework	BLOCK S	Proposed in Campus Development Framework
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**NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 December 2019

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Contents

	Page
General Information	2
Council's Responsibilities and Approval	3
Independent Auditor's Report	4 - 5
Council's Report	6 - 11
Statement of Financial Position	12
Statement of Profit or Loss and Other Comprehensive Income	13
Statement of Changes in Equity	14
Statement of Cash Flows	15
Accounting Policies	16 - 32
Notes to the Annual Financial Statements	33 - 54
 The following supplementary information does not form part of the Annual Financial Statements and is unaudited:	
Detailed Income Statement	55 - 56

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

General Information

Country of incorporation and domicile	Namibia
Nature of business and principal activities	Tertiary Institution
Council Members at the date of this report	Ms Florette Nakusera Dr Michael Humavindu Ms Kadiva Hamutumwa Mr Tomas Iindji Ms Elizabeth Kamutuezu Hon Muesee Kazapua Mr Conrad Lutombi Ms Katrina Thomas Dr Eroid Naomab Dr Andrew Niikondo Ms Miriam Dikuua Dr Colin Stanley Prof Sifiso Nyathi Dr Erling Kavita Ms Juanita Frans Mr Epafra Shilongo Ms Martha Ambambi
Business address	13 Jackson Kaujeua Street Windhoek West Windhoek Namibia
Postal address	Private Bag 13388 Windhoek Namibia
Bankers	First National Bank of Namibia Limited
Auditors	Deloitte & Touche Registered Accountants and Auditors Chartered Accountants (Nam)
Secretary	Prof Sifiso Nyathi

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Council's Responsibilities and Approval

The Council is required in terms of the Namibia University of Science and Technology Act 7 of 2015 to maintain adequate accounting records and is responsible for the content and integrity of the Annual Financial Statements and related financial information included in this report. It is their responsibility to ensure that the Annual Financial Statements fairly present the state of affairs of the Institution as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

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

The Council acknowledges that it is ultimately responsible for the system of internal financial control established by the Institution and places considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Institution and all employees are required to maintain the highest ethical standards in ensuring the Institution's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Institution is on identifying, assessing, managing and monitoring all known forms of risk across the Institution. While operating risk cannot be fully eliminated, the Institution endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is of the opinion, based on the information and explanations given by Management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the Annual Financial Statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Council has reviewed the Institution's cash flow forecast for the year to 31 December 2023 and, in light of this review and the current financial position, they are satisfied that the Institution has or had access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Institution's Annual Financial Statements. The Annual Financial Statements have been examined by the Institution's external auditors and their report is presented on pages 4 to 5.

The Annual Financial Statements set out on pages 6 to 56, which have been prepared on the going concern basis, were approved by the Council on 13 April 2023 and were signed on their behalf by:

Approval of the financial statements



Ms Florette Nakusera
Chairperson



Dr Eroid Naomab
Vice-Chancellor

INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Opinion

We have audited the financial statements of Namibia University of Science and Technology ("the Institution") set out on pages 12 to 54, which comprise of the statement of financial position as at 31 December 2019, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Namibia University of Science and Technology as at 31 December 2019, and its financial performance and cash flows for the year ended in accordance in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Entity in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Revised July 2016), parts 1 and 3 of the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards) (Revised July 2018) and other independence requirements applicable to performing audits of financial statements in Namibia. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Council is responsible for the other information. The other information comprises of The Councils' responsibilities and approval, the Council's Report and the Detailed Income Statement which we obtained prior to the date of this auditor's report. The other information does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not and will not express an audit opinion or any form of assurance conclusion thereon.

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

Responsibilities of the Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards the requirements of the Namibia University of Science and Technology Act 7 of 2015, and for such internal control as the Council determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.



**INDEPENDENT AUDITOR'S REPORT
TO THE COUNCIL OF THE NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY (continued)**

Responsibilities of the Council for the Financial Statements (continued)

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expression an opinion on the effectiveness of the Institution's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- Conclude on the appropriateness of the Council's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institution's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institution to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we have identified during our audit.



Deloitte & Touche

Registered Accountants and Auditors

Chartered Accountants (Namibia)

Per: H de Bruin

Partner

Windhoek

14 April 2023

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Council's Report

The Council has pleasure in submitting the Annual Financial Statements of Namibia University of Science and Technology for the year ended 31 December 2019.

1. Incorporation

The Institution was incorporated on 16 November 2015 and obtained its certificate to commence business on the same day.

2. Nature of business

Namibia University of Science and Technology was incorporated in Namibia as a tertiary institution. The institution operates in Namibia.

Namibia University of Science and Technology ("NUST" or "Institution"), NUST was established on 16 November 2015 under the Namibia University of Science and Technology Act No 7 of 2015. The Institution was previously known as Polytechnic of Namibia governed by the Polytechnic of Namibia Act of 1994. The Polytechnic of Namibia Act of 1994 was repealed by the Namibia University of Science and Technology Act 7 of 2015 that transformed the Institution into a University from 16th November 2015.

NUST's stated mission is to promote national competitiveness by providing multiple opportunities for excellent education, applied research, innovation and service.

There have been no material changes to the nature of the Institution's business from the prior year.

3. Review of financial results and activities

The Annual Financial Statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Namibia University of Science and Technology Act 7 of 2015. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the Institution are set out in these Annual Financial Statements.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Council's Report

4. Council Members

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

At date of approval

Non-Executive:

Council Members	Position	Nationality	Changes
Ms Florette Nakusera	Chairperson	Namibian	Appointed 01 November 2019
Dr Michael Humavindu	Vice-Chairperson	Namibian	Re-appointed 01 November 2019
Ms Kadiva Hamutumwa	Council Member	Namibian	Appointed 01 November 2019
Mr Tomas Iindji	Council Member	Namibian	Appointed 01 November 2019
Ms Elizabeth Kamutuezu	Council Member	Namibian	Appointed 01 November 2019
Hon Muesee Kazapua	Council Member	Namibian	Appointed 01 November 2019
Mr Conrad Lutombi	Council Member	Namibian	Appointed 01 November 2019
Ms Katrina Thomas	Council Member	Namibian	Appointed 01 November 2019

Executive:

Dr Eroid Naomab	Vice-Chancellor	Namibian	Appointed 01 January 2021
Dr Andrew Niikondo	Deputy Vice-Chancellor: Academic Affairs	Namibian	No change
Ms Miriam Dikuua	Deputy Vice-Chancellor: Administration and Finance	Namibian	Appointed 15 March 2022
Dr Colin Stanley	Acting Deputy Vice- Chancellor: Research, Innovation & Partnerships	Namibian	Appointed 01 November 2021
Prof Sifiso Nyathi	Registrar and Secretary to Council	Namibian	Appointed 01 April 2022
Dr Erling Kavita	Senate Representative	Namibian	Appointed 01 September 2019

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Council's Report

4. Council Members (continued)

Ms Juanita Frans	Administrative Staff Representative	Namibian	Appointed 01 June 2020
Mr Epafras Shilongo	Academic Staff Representative	Namibian	Appointed 01 November 2019
Ms Martha Ambambi	President: Student Representative Council	Namibian	Appointed 01 January 2023

Council Members in office during the period under review:

Non-Executive:

Adv Esi Schimming-Chase	Chairperson	Namibian	Resigned 14 June 2019
Mr Goms Menette	Vice-Chairperson	Namibian	Term ended 30 October 2019
Ms Linda Aipinge	Council Member	Namibian	Term ended 02 August 2019
Mr Samuel Januarie	Council Member	Namibian	Term ended 02 August 2019
Mr Michael Mutonga	Council Member	Namibian	Term ended 02 August 2019
Ms Kondjeni Nkandi	Council Member	Namibian	Term ended 02 August 2019
Mr Markus von Jeney	Council Member	Namibian	Resigned 14 June 2019

Executive:

Dr Tjama Tjivikua	Vice-Chancellor	Namibian	Term ended 31 March 2019
Dr Andrew Niikondo	Deputy Vice-Chancellor: Academic Affairs	Namibian	No change
Prof Pramanathan Govender	Deputy Vice-Chancellor: Research & Innovation	South-African	No change
Mr Morné du Toit	Deputy Vice-Chancellor: Administration & Finance	South-African	No change
	Acting Vice-Chancellor		Appointed 01 April 2019 until 31 December 2019
Ms Miriam Dikuua	Acting Deputy Vice-Chancellor: Administration & Finance	Namibian	Appointed 01 April 2019 until 14 July 2019
Ms Mamijoo Tjejamba	Acting Deputy Vice-Chancellor: Administration & Finance	Namibian	Appointed 15 July 2019 to 31 December 2019

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Council's Report

4. Council Members (continued)

Mr Salomo Mbai	Senate Representative	Namibian	Term ended 31 August 2019
Dr Erling Kavita	Senate Representative	Namibian	Appointed 01 September 2019
Mr Matchwell Lizazi	Administrative Staff Representative	Namibian	Term ended 02 August 2019
Mr Shiwana Ndeunyema	Administrative Staff Representative	Namibian	Appointed 01 November 2019
Mr Gabriel Neliwa	Academic Staff Representative	Namibian	Term ended 02 August 2019
Mr Epafra Shilongo	Academic Staff Representative	Namibian	Appointed 01 November 2019
Mr Juno Angula	President: Student Representative Council	Namibian	Term ended 31 December 2019
Mr Maurice Garde	Registrar and Secretary to Council	Irish	No change

Movements in Council Membership up to date of Approval of the Annual Financial Statements:

Executive:

Mr Morné du Toit	Acting Vice-Chancellor	South-African	Appointed 01 April 2019, resigned 18 May 2020
	Deputy Vice-Chancellor: Administration & Finance		Resigned 30 September 2020
Dr Andrew Niikondo	Acting Vice-Chancellor	Namibian	Appointed 19 May 2020 until 31 December 2020
Prof Pramanathan Govender	Deputy Vice-Chancellor: Research, Innovation & Partnership	South-African	Resigned 31 January 2022
Ms Mamijoo Tjejamba	Acting Deputy Vice-Chancellor Administration & Finance	Namibian	Appointed 15 July 2019 to 18 May 2020 Appointed 01 October 2020 to 14 March 2022
Mr Maurice Garde	Registrar and Secretary to Council	Irish	Resigned 04 November 2020
Ms Selma Heelu	Acting Registrar and Secretary to Council	Namibian	Appointed 10 July 2020, resigned 31 May 2021
Mr Wynand Diergaardt	Acting Registrar and Secretary to Council	Namibian	Appointed 01 June 2021 until 31 March 2022

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Council's Report

4. Council Members (continued)

Student Representative Council:

Ms Lelian Davids	President	Namibian	Term ended 31 December 2020
Ms Pamela Gertze	President	Namibian	Term ended 31 December 2021
Ms Martha Ambambi	President	Namibian	Appointed 01 January 2023

5. Events after the reporting period

i. Covid-19 and its impact on the activities of the University

The World Health Organisation declared a global health emergency in January 2020 and in March 2020 it declared the spread of COVID-19 a global pandemic. The pandemic broke out in Namibia and the first case was reported on 14 March 2020.

The University, as directed by Government during the early stages of the breakout of the pandemic had a total shut down of its face-to-face activities. The impact of this was that the University had to immediately migrate all academic activities to online or remote teaching and learning modes. The process was slowed down by information communication technological challenges at that time. This resulted in the University having to extend the 2020 academic year to March 2021 to allow for more time for academic activities that were disrupted by the national lockdown.

Also, the Council approved, with 75% credit, the cancellation of tuition by those students negatively affected by the migration to online or remote teaching, be this due to unavailability of devices, internet connectivity or adaptability to the teaching mode. This amounted to N\$2,4 million loss of revenue for the 2020 financial year. During the 2021 financial year, though similar national health regulations and restrictions remained applicable, no such reprieve or cancellation was approved by the Council. The 2021 academic activities were planned in such a way that all were completed within the same year. The Institutional holidays and recesses were shortened to accommodate this.

ii. New Campus in Eenhana

Establishing the Eenhana Satellite Campus aligns with achieving the University's strategic objective of maintaining a local presence and extending national and international reach. Furthermore, this is in line with the Ohangwena Regional Development Plan and embedded in the strategic mandate of the Ministry of Higher Education, Technology, and Innovation (MHETI). It addresses the national key priorities: poverty eradication, industrialisation, reduction of income disparities, economic growth, wealth and diversified employment creation, and national cohesion and inclusivity. These national priorities form part of the Sustainable Development Goals (SDGs) as well as the Harambee Prosperity Plan and Vision 2030.

iii. Legal challenge over the Vice-Chancellor's recruitment process

The recruitment process of the Vice-Chancellor was challenged in the High Court of Namibia. On 15 June 2022 Judge Hannelie Prinsloo dismissed the case in favour of NUST with cost to the defence.

Management is not aware of any post year end event that significant even that would have material impact on the figures presented herein. These Annual Financial Statements were approved by the University Council on 13 April 2023.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Council's Report

6. Going concern

The Council believes that the Institution will be a going concern for the foreseeable future and has prepared these financial statements on a going concern basis. Having stated this, the University continues to face liquidity challenges which the University manages on a stringent basis. Consideration was given to the following:

i. Liquidity and cash flow risks

The Institution recorded a deficit of N\$280,763,689 (2018: N\$250 025 808 surplus) and total comprehensive deficit of N\$252 855 689 (2018: N\$241 453 631 surplus) in the current financial year. This is attributable mainly to the significant decrease of the subsidy received of N\$325 000 000 (2018: N\$821 204 108) during the current year.

The University has adopted, as one of its key strategic position, to gradually increase its own revenue streams and so reduce reliance on Government funding during the 2021 – 2025 strategic period. Own revenue would mainly be from a steady increase in enrolment, industry focused research projects, strengthening the business or commercial leg of the University divisions, amongst others. The allocations received as operational subsidy in the subsequent financial years are as follows: N\$504 mil (2020), N\$493 mil (2021), N\$455 mil (2022). The subsidy for the 2023 financial year has not been confirmed yet at the time of this report.

The long-term sustainability of the Institution is dependent on continued sufficient Government funding. Both Council and Management will continue to engage the Ministry of Higher Education, Technology and Innovation to ensure sufficient funding for the Institution to continue operating as a going concern.

7. Secretary

The University's Secretary during the year under review was Mr Maurice Garde. He resigned on 04 November 2020. Ms Selma Heelu was appointed in an acting capacity from 10 July 2020 until 31 May 2021. Mr Wynand Diergaardt took over from 01 June 2021 until 31 March 2022 when the substantive Registrar and Secretary to Council, Prof Sifiso Nyathi, was appointed effective from 01 April 2022.

8. Auditors

Deloitte & Touche auditors were appointed as the University's external auditors for a period of five years ending December 2021. On 25 April 2022, the firm tendered its resignation to take effect after the approval of the 2019 Annual Financial Statements. The University has commenced with the procurement of the external audit services as prescribed by the Public Procurement Act, Act 15 of 2015.

9. Control Environment

There had been undue delays to complete the 2019 audit mainly due to challenges of internal capacity that led to the weak internal control environment within the Finance Department. This environment had been further degraded by the extended instability in the University's top management structure for a period of 18 months since April 2019. The stability in the structure had been restored with the substantive appointments in the key positions and Management is committed to addressing controls with the Department.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Statement of Financial Position as at 31 December 2019

Figures in Namibia Dollar	Note(s)	2019	2018
Assets			
Non-Current Assets			
Property, plant and equipment	4	1,754,797,690	1,729,817,957
Right-of-use assets	5	4,084,156	-
		1,758,881,846	1,729,817,957
Current Assets			
Inventories	7	847,785	1,147,631
Trade and other receivables	8	80,703,482	344,556,856
Investments at fair value	9	46,150,029	44,505,154
Cash and cash equivalents	10	155,292,467	193,810,631
		282,993,763	584,020,272
Total Assets		2,041,875,609	2,313,838,229
Equity and Liabilities			
Equity			
Revaluation Reserves		810,143,782	834,693,594
Accumulated surplus		310,004,135	538,894,618
		1,120,147,917	1,373,588,212
Liabilities			
Non-Current Liabilities			
Lease liabilities	5&11	2,682,256	-
Post-employment benefit liabilities	6	125,305,000	135,812,000
Deferred income	14	511,055,751	521,444,940
Trust funds	12	73,983,881	99,314,885
		713,026,888	756,571,825
Current Liabilities			
Trade and other payables	13	179,581,416	173,279,918
Lease liabilities	5&11	1,949,382	-
Deferred income	14	10,398,274	10,398,274
Trust funds	12	16,771,732	-
		208,700,804	183,678,192
Total Liabilities		921,727,692	940,250,017
Total Equity and Liabilities		2,041,875,609	2,313,838,229

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Statement of Profit or Loss and Other Comprehensive Income

Figures in Namibia Dollar	Note(s)	2019	2018
Revenue	15	618,789,895	1,095,112,855
Other operating income	16	45,942,424	16,227,108
Bad debts written off and Expected credit loss allowance		(32,258,995)	(14,288,821)
Other operating expenses		(924,184,109)	(859,710,298)
Operating (deficit)/surplus	17	(291,710,785)	237,340,844
Investment income	18	11,583,123	12,684,995
Finance costs	19	(636,027)	(31)
(Deficit)/surplus profit for the year		(280,763,689)	250,025,808
Other comprehensive income:			
Items that can not be reclassified to profit or loss:			
Remeasurements on net defined benefit liability/asset	6	27,908,000	(8,572,177)
Other comprehensive income for the year	20	27,908,000	(8,572,177)
Total comprehensive (loss) income for the year		(252,855,689)	241,453,631

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Statement of Changes in Equity

Figures in Namibia Dollar	Revaluation reserve	Accumulated surplus
Balance at 01 January 2018	859,243,406	284,664,755
Surplus for the year	-	250,025,808
Other comprehensive income	-	(8,572,177)
Total comprehensive income for the year	-	241,453,631
Transfer from revaluation reserve	(24,549,812)	24,549,812
Impact of IFRS 9 on date of initial adoption	-	(11,773,580)
	(24,549,812)	12,776,232
Balance at 01 January 2019	834,693,594	538,894,618
Deficit for the year	-	(280,763,689)
Other comprehensive income	-	27,908,000
Total comprehensive Loss for the year	-	(252,855,689)
Transfer from revaluation reserve	(24,549,812)	24,549,812
Impact of IFRS 16 on date of initial adoption	-	(584,606)
	(24,549,812)	23,965,206
Balance at 31 December 2019	810,143,782	310,004,135

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Statement of Cash Flows

Figures in Namibia Dollar	Note(s)	2019	2018
Cash flows from operating activities			
Cash receipts from customers		877,278,839	907,625,371
Cash paid to suppliers and employees		(829,548,851)	(806,797,266)
Cash generated from operations	21	47,729,988	100,828,105
Interest received		11,583,123	12,684,995
Interest paid		(636,027)	(31)
Net cash from operating activities		58,677,084	113,513,069
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(97,621,468)	(63,331,276)
Proceeds on sale of property, plant and equipment	4	37,091	-
Investments		-	(2,275,540)
Net cash from investing activities		(97,584,377)	(65,606,816)
Cash flows from financing activities			
Proceeds from Trust funds	12	(265,262,758)	-
Repayment of Trust funds	12	268,662,911	32,298,383
Post-employment benefit liabilities	6	-	(5,614,000)
Payment on lease liabilities	11	(3,011,024)	-
Net cash from financing activities		389,129	26,684,383
Total cash movement for the year		(38,518,164)	74,590,636
Cash at the beginning of the year		193,810,631	119,219,995
Total cash at end of the year	10	155,292,467	193,810,631

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1. Significant accounting policies

The principal accounting policies applied in the preparation of these Annual Financial Statements are set out below.

1.1 Basis of preparation

The Annual Financial Statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these Annual Financial Statements.

The Annual Financial Statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the principal accounting policies set out below. They are presented in Namibia Dollars, which is the institution's functional currency.

These accounting policies are consistent with the previous period.

1.2 Significant judgements and sources of estimation uncertainty

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

Key sources of estimation uncertainty

Impairment of financial assets

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The Institution uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Institution's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, refer to the individual notes addressing financial assets.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.2 Significant judgements and sources of estimation uncertainty (continued)

Expected credit losses ("ECL")

Trade receivables and general debtors (note 8) inherently expose the University to a credit risk, being the risk that the University will incur financial loss if customers fail to make payments as they fall due. The University has policies to mitigate the risk of financial losses from defaults, for taking on new customers and only extent credit to reputable customers with consistent payment histories. It is the University's policy that all customers who request credit terms are subject to credit verification procedures. The exposure to credit risk and the creditworthiness of customers, is continuously monitored.

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

Trade and other (general) receivables arise from both tuition and other services. As a University, the trade debtors are our students who are funded in the proportion of 44% to 48% mainly by the Namibian Student Financial Aid Fund (NSFAF). A little over 2% of the student population is funded by the industry, leaving the rest to fund for themselves through parents, guardians, etc.

The customer base for general debtors is significantly small and concentrated as credit terms are mainly afforded to Government agencies, non-profit and reputable organisations.

A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a student has had no activity for longer than two years with the University. The account is written off and handed over to an external debt collector. Currently the University does not subscribe to and registered with a credit bureau for listing of defaulting students.

For student debt, the University determines the loss allowance as follows:

- For students registered in the period under review, there is a higher or reasonable expectation of such student returning to continue with studies. As such the loss allowance is estimated at 25% of outstanding debt.
- For students who were not registered in the period under review but only the year before, there is much higher expectation of that student having abandoned the studies and unlikely to return. The loss allowance is set at 50% of the outstanding debt.
- For students who have been away from the University for two years, it is almost certain that they will not return to enter the system again and as such 100% loss allowance is calculated for this population.

For the general debtors, this category has in a single debtor with the material or significant amount, the subsidy for the current year that was received post year end. This was excluded from the determination of the ECL. The remaining balance is a relatively small and concentrated population of customers with relatively very old balances and found not to be recoverable. After approval by Council, the University was granted permission to fully provide for those found not be recoverable, pending approval of the policy for write off.

Useful lives of property, plant and equipment

Management assess the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period.

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

Post-employment benefits obligation

Post-retirement defined benefits are provided for certain existing and former employees. Actuarial valuations are based on assumptions which include employee turnover, mortality rates, the discount rate, the expected long-term rate of return of retirement plan assets, healthcare inflation cost and rates of increase in compensation costs.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.2 Significant judgements and sources of estimation uncertainty (continued)

Going concern

The Council has, at the time of approving the financial statements, a reasonable expectation that the Institution will continue in operations for the foreseeable future, i.e., 12 months from the date of the approval. The University Management has implemented various austerity measures specifically targeted at curbing and reducing unproductive spending. In addition, there is a specific expectation on Management to increase focus on revenue generating activities. As such, the Council continues to adopt the going concern basis of accounting in preparing these financial statements.

Write off of trust funds and suspense accounts

The University provides for non-functional or inoperative trust funds after three years of no movement and if no financial or otherwise expectation and/or obligation exists on its part. These balances are then written off in the fifth year of no movement.

1.3 Property, plant and equipment

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

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

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset, including the capitalisation of borrowing costs on qualifying assets and adjustments in respect of hedge accounting, where appropriate.

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

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

Subsequent to initial recognition, property, plant and equipment is measured at cost less accumulated depreciation and any accumulated impairment losses, except for land and buildings which are stated at revalued amounts. The revalued amount is the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

Property, plant and equipment is subsequently stated at revalued amount, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting year.

When an item of property, plant and equipment is revalued, the gross carrying amount is adjusted consistently with the revaluation of the carrying amount. The accumulated depreciation at that date is adjusted to equal the difference between the gross carrying amount and the carrying amount after taking into account accumulated impairment losses.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

Any increase in an asset's carrying amount, as a result of a revaluation, is recognised in other comprehensive income and accumulated in the revaluation reserve in equity. The increase is recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss.

Any decrease in an asset's carrying amount, as a result of a revaluation, is recognised in profit or loss in the current year. The decrease is recognised in other comprehensive income to the extent of any credit balance existing in the revaluation reserve in respect of that asset. The decrease recognised in other comprehensive income reduces the amount accumulated in the revaluation reserve in equity.

The revaluation reserve related to a specific item of property, plant and equipment is transferred directly to retained income when the asset is derecognised.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.3 Property, plant and equipment (continued)

The revaluation reserve related to a specific item of property, plant and equipment is transferred directly to retained income as the asset is used. The amount transferred is equal to the difference between depreciation based on the revalued carrying amount and depreciation based on the original cost of the asset, net of deferred tax.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the Institution.

Freehold land is not depreciated.

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

Item	Depreciation method	Average useful life
Buildings	Straight line	2%
Plant and machinery	Straight line	10%
Furniture and fixtures	Straight line	6.67%
Motor vehicles	Straight line	20%
Office equipment	Straight line	10%
Computer Equipment	Straight line	33.33%
Hoods and Gowns	Straight line	10%
Lab Equipment	Straight line	10%
Library books	Straight line	10%
Promotional Equipment	Straight line	10%

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

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

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

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

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

1.4 Financial instruments

Financial instruments held by the Institution are classified in accordance with the provisions of IFRS 9 Financial Instruments.

Broadly, the classification possibilities, which are adopted by the Institution, as applicable, are as follows:

Financial assets which are equity instruments:

- Mandatorily at fair value through profit or loss; or
- Designated as at fair value through other comprehensive income. (This designation is not available to equity instruments which are held for trading or which are contingent consideration in a business combination).

Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.4 Financial instruments (continued)

- Fair value through other comprehensive income. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is achieved by both collecting contractual cash flows and selling the instruments); or
- Mandatorily at fair value through profit or loss. (This classification automatically applies to all debt instruments which do not qualify as at amortised cost or at fair value through other comprehensive income); or
- Designated at fair value through profit or loss. (This classification option can only be applied when it eliminates or significantly reduces an accounting mismatch).

Derivatives which are not part of a hedging relationship:

- Mandatorily at fair value through profit or loss.

Financial liabilities:

- Amortised cost; or
- Mandatorily at fair value through profit or loss. (This applies to contingent consideration in a business combination or to liabilities which are held for trading); or
- Designated at fair value through profit or loss. (This classification option can be applied when it eliminates or significantly reduces an accounting mismatch; the liability forms part of a group of financial instruments managed on a fair value basis; or it forms part of a contract containing an embedded derivative and the entire contract is designated as at fair value through profit or loss).

Note 25 Financial instruments and risk management presents the financial instruments held by the Institution based on their specific classifications.

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

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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.4 Financial instruments (continued)

Loans receivable at amortised cost

Classification

Loans to key management personnel, managers and employees (note 23), and loans receivable (note 8) are classified as financial assets subsequently measured at amortised cost.

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

Recognition and measurement

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

They are subsequently measured at amortised cost.

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

Application of the effective interest method

Interest income is calculated using the effective interest method, and is included in profit or loss in investment income (note 18).

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

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

Impairment

The Institution recognises a loss allowance for expected credit losses on all loans receivable measured at amortised cost. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective loans.

The Institution measures the loss allowance at an amount equal to lifetime expected credit losses (lifetime ECL) when there has been a significant increase in credit risk since initial recognition. If the credit risk on a loan has not increased significantly since initial recognition, then the loss allowance for that loan is measured at 12 month expected credit losses (12 month ECL).

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a loan. In contrast, 12 month ECL represents the portion of lifetime ECL that is expected to result from default events on a loan that are possible within 12 months after the reporting date.

In order to assess whether to apply lifetime ECL or 12 month ECL, in other words, whether or not there has been a significant increase in credit risk since initial recognition, the Institution considers whether there has been a significant increase in the risk of a default occurring since initial recognition rather than at evidence of a loan being credit impaired at the reporting date or of an actual default occurring.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.4 Financial instruments (continued)

Write off policy

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

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default, taking the time value of money into consideration.

The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. The exposure at default is the gross carrying amount of the loan at the reporting date.

Lifetime ECL is measured on a collective basis in cases where evidence of significant increases in credit risk are not yet available at the individual instrument level. Loans are then grouped in such a manner that they share similar credit risk characteristics, such as nature of the loan, external credit ratings (if available), industry of counterparty etc.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the Institution has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Institution measures the loss allowance at an amount equal to 12 month ECL at the current reporting date, and visa versa.

An impairment gain or loss is recognised for all loans in profit or loss with a corresponding adjustment to their carrying amount through a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance (note 8).

Credit risk

Details of credit risk related to loans receivable are included in the specific notes and the financial instruments and risk management (note 25).

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.4 Financial instruments (continued)

Trade and other receivables

Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 8).

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

Recognition and measurement

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

They are subsequently measured at amortised cost.

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

Application of the effective interest method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in profit or loss in investment income (note 18).

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

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

Impairment

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

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

Write off policy

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

Credit risk

Details of credit risk are included in the trade and other receivables note (note 8) and the financial instruments and risk management note (note 25).

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.4 Financial instruments (continued)

Derecognition

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

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

Trade and other payables

Classification

Trade and other payables (note 13), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

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

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

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

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 19).

Trade and other payables expose the Institution to liquidity risk and possibly to interest rate risk. Refer to note 25 for details of risk exposure and management thereof.

Trade and other payables denominated in foreign currencies

When trade payables are denominated in a foreign currency, the carrying amount of the payables are determined in the foreign currency. The carrying amount is then translated to the Namibia Dollar equivalent using the spot rate at the end of each reporting period. Any resulting foreign exchange gains or losses are recognised in profit or loss in the other operating gains (losses).

Details of foreign currency risk exposure and the management thereof are provided in the financial instruments and risk management note (note 25).

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.4 Financial instruments (continued)

Financial liabilities at fair value through profit or loss

Classification

The Institution, does, from time to time, designate certain financial liabilities as at fair value through profit or loss. The reason for the designation is to reduce or significantly eliminate an accounting mismatch which would occur if the instruments were not classified as such; or if the instrument forms part of a group of financial instruments which are managed and evaluated on a fair value basis in accordance with a documented management strategy; or in cases where it forms part of a contract containing an embedded derivative and IFRS 9 permits the entire contract to be measured at fair value through profit or loss.

Recognition and measurement

Financial liabilities at fair value through profit or loss are recognised when the Institution becomes a party to the contractual provisions of the instrument. They are measured, at initial recognition and subsequently, at fair value. Transaction costs are recognised in profit or loss.

Fair value gains or losses recognised on investments at fair value through profit or loss are included in other operating gains (losses).

For financial liabilities designated at fair value through profit or loss, the portion of fair value adjustments which are attributable to changes in the Institution's own credit risk, are recognised in other comprehensive income and accumulated in equity in the reserve for valuation of liabilities, rather than in profit or loss. However, if this treatment would create or enlarge an accounting mismatch in profit or loss, then that portion is also recognised in profit or loss.

Interest paid on financial liabilities at fair value through profit or loss is included in finance costs (note 19).

Financial liabilities denominated in foreign currencies

When a financial liability at fair value through profit or loss is denominated in a foreign currency, the fair value of the instrument is determined in the foreign currency. The fair value is then translated to the Namibia Dollar equivalent using the spot rate at the end of each reporting period. Any resulting foreign exchange gains or losses are recognised as part of the fair value adjustment in profit or loss. To the extent that the foreign exchange gain or loss relates to the portion of the fair value adjustment recognised in other comprehensive income, that portion of foreign exchange gain or loss is included in the fair value adjustment recognised in other comprehensive income.

Financial liabilities becoming non-functional or inoperative

The University assesses its financial obligations and towards third parties with respect to credit balances with no functional movement for longer than 3 years. These balances are deposits made by third parties and for which either the contractual obligations had been fulfilled and the close out balances were not written off to profit or loss, or deposits that could not be allocated to debtors' accounts or otherwise be expensed.

Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

1.5 Tax

Current tax assets and liabilities

As NUST is a Public Institution, established under Namibia University of Science and Technology Act 7 of 2015, it is not liable for any income taxes. However, PAYE raised on salaries, is paid over to the Receiver of Revenue on a monthly basis. Also the Institution is liable for collection of other indirect taxes on behalf of the Receiver of Revenue.

1.6 Leases

The Institution assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.6 Leases (continued)

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is "identified", which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the Institution has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.

Institution as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Institution is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Institution recognises the lease payments as an operating expense (note 17) on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

However as an exception to the preceding paragraph, the Institution has elected not to separate the non-lease components for leases of land and buildings.

Details of leasing arrangements where the Institution is a lessee are presented in note 5 Leases (Institution as lessee).

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Institution uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the Institution under residual value guarantees;
- the exercise price of purchase options, if the Institution is reasonably certain to exercise the option;
- lease payments in an optional renewal period if the Institution is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or right-of-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses (note 5).

The lease liability is presented as a separate line item on the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 19).

The Institution remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change in the assessment of whether the Institution will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.6 Leases (continued)

- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- there has been a change in expected payment under a residual value guarantee, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-use assets

Right-of-use assets are presented as a separate line item on the Statement of Financial Position.

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the Institution incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Institution expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are determined consistently with items of the same class of property, plant and equipment. Refer to the accounting policy for property, plant and equipment for details of useful lives.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.6 Leases (continued)

Institution as lessor

Leases for which the Institution is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Lease classification is made at inception and is only reassessed if there is a lease modification.

When the Institution is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Institution applies the exemption described previously, then it classifies the sublease as an operating lease.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated by applying IFRS 15.

Operating leases

Lease payments from operating leases are recognised on a straight-line basis over the term of the relevant lease, or on another systematic basis if that basis is more representative of the pattern in which the benefits from the use of the underlying asset are diminished. Operating lease income is included in other operating income (note 16).

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

Modifications made to operating leases are accounted for as a new lease from the effective date of the modification. Any prepaid or accrued lease payments relating to the original lease are treated as part of the lease payments of the new lease.

1.7 Inventories

Inventories are measured at the lower of cost and net realisable value on the first-in-first-out basis.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

When inventories are sold, the carrying amount of those inventories are recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.8 Impairment of assets

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

Irrespective of whether there is any indication of impairment, the Institution also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period.

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

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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.8 Impairment of assets (continued)

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

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

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

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

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

1.9 Employee benefits

Short-term employee benefits

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

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

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

Defined benefit plans

NUST provides post-employment benefits in the form of a post-retirement medical aid scheme and severance pay benefits for eligible employees and pensioners. The cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out every 2 years.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan.

Past service costs are recognised immediately to the extent that the benefits are already vested, and are otherwise amortised on a straight line basis over the average period until the amended benefits become vested.

Actuarial gains and losses are recognised in the year in which they arise, in other comprehensive income.

The amount recognised in the statement of financial position represents the present value of the defined benefit obligation as adjusted for unrecognised actuarial gains and losses and unrecognised past service costs, and reduces by the fair value of plan assets.

1.10 Provisions and contingencies

Provisions are recognised when:

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

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

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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.10 Provisions and contingencies (continued)

Provisions are not recognised for future operating losses.

1.11 Government grants

Government grants are recognised when there is reasonable assurance that:

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

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

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

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

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

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

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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.12 Revenue from contracts with customers

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business, net of trade discounts and volume rebates, and value added tax.

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions are satisfied:

- the Institution has transferred to the buyer the significant risks and rewards of ownership;
- the Institution retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the institution; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

Revenue from a contract to provide services is recognised by reference to the stage of completion of the contract. In the case of tuition fees, revenue is recognised over the period of instruction.

Tuition Fees

Tuition fees are recognised over the academic period of instruction net of discounts.

Hostel Fees

Hostel fees are recognised over the period of occupation of hostel facilities net of discounts and rebates.

Interest revenue

Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

Rental income

Rental income is recognised in terms of the Institution's policy for recognition of revenue from operating leases as described in the leasing policy note below.

1.13 Borrowing costs

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

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

The capitalisation of borrowing costs commences when:

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

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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Accounting Policies

1.13 Borrowing costs (continued)

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

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

1.14 Translation of foreign currencies

Foreign currency transactions

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

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

In circumstances where the Institution receives or pays an amount in foreign currency in advance of a transaction, the transaction date for purposes of determining the exchange rate to use on initial recognition of the related asset, income or expense is the date on which the Institution initially recognised the non-monetary item arising on payment or receipt of the advance consideration.

If there are multiple payments or receipts in advance, Institution determines a date of transaction for each payment or receipt of advance consideration.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous Annual Financial Statements are recognised in profit or loss in the period in which they arise.

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

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

1.15 Trust funds

When the funds are received from external organisations, the trust fund account is credited and the trust fund bank account debited. When these funds are being applied to fund the activities of the project, the trust bank account is credited and the trust fund debited. The University provides for non-functional or inoperative trust funds after three years of no movement and if no financial or otherwise expectation and/or obligation exists on its part and releases the unused credit to the profit and loss at this stage. These balances are then derecognised in the fifth year of no movement.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

2. Changes in accounting policy

The annual financial statements have been prepared in accordance with International Financial Reporting Standards on a basis consistent with the prior year except for the adoption of the following new or revised standards.

Application of IFRS 16 Leases

In the current year, the institution has adopted IFRS 16 Leases (as issued by the IASB in January 2016) with the date of initial application being 01 January 2019. IFRS 16 replaces IAS 17 Leases, IFRIC 4 Determining whether an Arrangement contains a Lease, SIC-15 Operating Leases - Incentives and SIC 27 - Evaluating the Substance of Transactions Involving the Legal Form of a Lease.

IFRS 16 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to the lessee accounting by removing the distinction between operating and finance leases and requiring the recognition of a right-of-use asset and a lease liability at the lease commencement for all leases, except for short-term leases and leases of low value assets. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged. Details of these new requirements are described in the accounting policy for leases. The impact of the adoption of IFRS 16 on the Institution's annual financial statements is described below.

IFRS 16 has been adopted by applying the modified retrospective approach, whereby the comparative figures are not restated. Instead, cumulative adjustments to retained earnings have been recognised in retained earnings as at 01 January 2019.

Leases where Institution is lessee

Leases previously classified as operating leases

The Institution undertook the following at the date of initial application for leases which were previously recognised as operating leases:

- recognised a lease liability, measured at the present value of the remaining lease payments, discounted at the Institution's incremental borrowing rate at the date of initial application.
- recognised right-of-use assets measured on a lease by lease basis, at either the carrying amount (as if IFRS 16 applied from commencement date but discounted at the incremental borrowing rate at the date of initial application) or at an amount equal to the lease liability adjusted for accruals or prepayments relating to that lease prior to the date of initial application.

The Institution applied IAS 36 to consider if these right-of-use assets are impaired as at the date of initial application.

Impact on financial statements

On implementation of IFRS 16, the Institution recognised N\$ 3,520,142 of right-of-use assets and N\$ 4,104,747 of lease liabilities. The difference of N\$ 584,606 was recognised in retained earnings.

When measuring lease liabilities, Institution discounted lease payments using its incremental borrowing rate at 01 January 2019. The weighted average rate applied is 10.5%.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

3. New Standards and Interpretations

3.1 Standards and interpretations effective and adopted in the current year

In the current year, the Institution has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Plan Amendment, Curtailment or Settlement - Amendments to IAS 19	01 January 2019	The impact of the amendments was not material.
• Long-term Interests in Joint Ventures and Associates - Amendments to IAS 28	01 January 2019	The impact of the amendments was not material.
• Prepayment Features with Negative Compensation - Amendment to IFRS 9	01 January 2019	The impact of the amendments was not material.
• Amendments to IFRS 3 Business Combinations: Annual Improvements to IFRS 2015 - 2017 cycle	01 January 2019	The impact of the amendments was not material.
• Amendments to IFRS 11 Joint Arrangements: Annual Improvements to IFRS 2015 - 2017 cycle	01 January 2019	The impact of the amendments was not material.
• Amendments to IAS 12 Income Taxes: Annual Improvements to IFRS 2015 - 2017 cycle	01 January 2019	The impact of the amendments was not material.
• Amendments to IAS 23 Borrowing Costs: Annual Improvements to IFRS 2015 - 2017 cycle	01 January 2019	The impact of the amendments was not material.
• Uncertainty over Income Tax Treatments	01 January 2019	The impact of the amendments was not material.
• IFRS 16 Leases	01 January 2019	See notes 2, 5 and 11.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

3. New Standards and Interpretations (continued)

3.2 Standards and interpretations not yet effective

The Institution has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the Institution's accounting periods beginning on or after 01 January 2020 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Definition of a business - Amendments to IFRS 3	01 January 2020	Unlikely there will be a material impact
• Presentation of Financial Statements: Disclosure initiative	01 January 2020	Unlikely there will be a material impact
• Accounting Policies, Changes in Accounting Estimates and Errors: Disclosure initiative	01 January 2020	Unlikely there will be a material impact
• IFRS 17 Insurance Contracts	01 January 2023	Unlikely there will be a material impact

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

4. Property, plant and equipment

	2019				2018			
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value		
Buildings	1,913,393,444	(267,241,281)	1,646,152,163	1,864,039,657	(223,902,214)	1,640,137,443		
Motor vehicles	16,231,903	(13,178,492)	3,053,411	15,232,073	(12,782,774)	2,449,299		
Office equipment	43,498,844	(27,865,731)	15,633,113	41,424,668	(24,377,717)	17,046,951		
Other Property, plant and equipment	251,001,943	(161,042,940)	89,959,003	211,785,623	(141,601,359)	70,184,264		
Total	2,224,126,134	(469,328,444)	1,754,797,690	2,132,482,021	(402,664,064)	1,729,817,957		

Reconciliation of property, plant and equipment - 2019

	Opening balance	Additions	Disposals	Write offs	Depreciation	Total
Buildings	1,640,137,443	49,353,788			(43,339,068)	1,646,152,163
Motor vehicles	2,449,299	1,336,252			(732,140)	3,053,411
Office equipment	17,046,951	2,113,567	(5,796)		(3,521,609)	15,633,113
Other Property, plant and equipment	70,184,264	44,817,861	(31,295)	(155,579)	(24,856,248)	89,959,003
	1,729,817,957	97,621,468	(37,091)	(155,579)	(72,449,065)	1,754,797,690

Reconciliation of property, plant and equipment - 2018

	Opening balance	Additions	Write offs	Depreciation	Total
Buildings	1,643,741,000	41,389,564		(44,993,121)	1,640,137,443
Motor vehicles	1,808,777	1,169,642	(101)	(529,019)	2,449,299
Office equipment	13,995,280	3,648,601	1,683,325	(2,280,255)	17,046,951
Other Property, plant and equipment	82,253,089	17,123,469	(5,738,102)	(23,454,192)	70,184,264
	1,744,798,146	63,331,276	(4,054,878)	(71,256,587)	1,729,817,957

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
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4. Property, plant and equipment (continued)

No valuation was performed in the current year as revaluations are done every 3 years. Last valuation performed was in 2017 where an independent valuation of the Institutions's land and buildings was performed to determine the fair value of the land and buildings at 31 December 2017. The valuation was performed by F. A Frank-Schultz (BSc, ND (Property Valuation)) and conformed to International Valuation Standards. The next valuation to take place will be for the year ending 31 December 2020. The latest valuation performed for the financial year ended 31 December 2020 stated the value of land and buildings to be N\$1.955 billion. This valuation was performed by the same valuer.

The properties of the University are not commonly traded and as such the method used is the replacement method; added thereto the professional fees, demolition and any escalation costs, if applicable. Replacement cost is based on the current estimated construction costs and escalation cost is 3.5% of the replacement cost. The valuation method applied is depended on the type of the building, i.e., office, house, lecture room, etc., and the area of its location.

Sensitivity analysis indicators:

Type of building	Replacement value range, N\$/sqm	Market value range, N\$/ sqm.
Residential erf	N\$1,200	Between N\$850 and N\$1,250
Institutional erf	Between N\$600 and N\$650	Between N\$500 and N\$750
Office erf	Between N\$2,500 and N\$3,500	Between N\$2,500 and N\$3,500
Light industrial erf	N\$1,000	N\$1,000

None of the Institution's property, plant and equipment have been pledged as security as at date of the financial report.

5. Right of use asset

Details pertaining to leasing arrangements, where the Institution is lessee are presented below:

Net carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are as follows:

Cost of PPE subject to lease arrangements	11,646,085	-
Accumulated depreciation of PPE subject to lease arrangements	(7,561,929)	-
	4,084,156	-

Additions to right-of-use assets

PPE subject to lease arrangements	2,916,428	-
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Depreciation recognised on right-of-use assets

Depreciation recognised on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 17), as well as depreciation which has been capitalised to the cost of other assets.

PPE subject to lease arrangements	2,352,413	-
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NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
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5. Right of use asset (continued)

Other disclosures

Interest expense on lease liabilities	621,487	-
Impact of IFRS 16 on date of initial adoption	584,606	-
Depreciation	2,352,413	-

All low value short term leases are classified as operating leases under Note 17.

The right of use asset consists of buildings.

Reconciliation of right-of-use asset - 2019

	Cost	Accumulated depreciation	Total
Right of use assets	11,646,085	(7,561,929)	4,084,156

Reconciliation of right-of-use asset - 2019

	Opening balance	Additions	Depreciation	Total
Right of use assets	3,520,142	2,916,427	(2,352,413)	4,084,156

6. Post-retirement benefits

Post-retirement liability

The University provides post-retirement medical aid benefits to its current staff who entered employment before 1 December 2006 by contributing 80% of the medical aid contribution for all continuation members and the active members retiring in the Universities Retirement Fund. This subsidy extends to the continuation members' dependents.

A total number of 180 members (141 active members and 39 retirees) are currently covered by this benefit with an annual contribution of N\$2 437 344 made.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
6. Post-retirement benefits (continued)		
Carrying value		
Opening balance	107,063,000	89,851,000
Interest costs	11,421,000	10,200,000
Current service costs	3,680,000	3,845,000
Actuarial loss/(gain)	(27,908,000)	5,502,000
Benefits payments, withdrawals and actuarial adjustments	(2,289,000)	(2,335,000)
	91,967,000	107,063,000

Valuation method, assumptions and sensitivity analysis

The most recent actuarial valuation of the present value of the defined benefit obligation was carried out at 31 December 2019 by C Hendriks (B.Comm. (Hons) FASSA) of Strategic Actuarial Partners Namibia (Proprietary) Limited. The present value of the defined benefit obligation, and the related current service costs and past service costs, were measured using the Projected Unit Credit Method and the valuation basis complies with IAS 19.

Key assumptions

Discount rates	10.60%	10.60%
Medical inflation	7.70%	9.00%

Sensitivity analysis

The effect of an increase/decrease of one percentage in the assumed medical costs trend rates on the salary increase assumption of the valuation result is as indicated below.

	Impact - 2019
Current service costs	36,800
Interest costs	1,070,630

Severance liability

In accordance with section 35 (1) of the Namibian Labour Act of 2007, severance benefits are payable to an employee if she/she is unfairly dismissed, dies while employed or resigns/retires on reaching the age of 65 years. The statutory termination benefits provided are classified as defined benefits and are determined based on one week's wage for each completed year of service.

On 02 April 2019, the University Council reviewed the qualifying minimum age to qualify for this benefit and reduced it from 65 years to 55 years.

Opening balance	28,749,000	23,651,823
Interest costs	2,998,000	2,192,000
Current service costs	3,457,000	2,758,000
Past service costs	630,000	356,000
Actuarial loss	-	3,070,177
Benefits payments, withdrawals and actuarial adjustments	(2,496,000)	(3,279,000)
	33,338,000	28,749,000

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
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6. Post-retirement benefits (continued)

Valuation methods and assumptions

The actuarial valuation method used to value the liabilities is the Projected Unit Credit Method described by IAS 19 Employee Benefits. Future benefits valued are projected using specific actuarial assumptions and the liability for in-service members is accrued over the expected working lifetime. The most recent actuarial valuation of the severance liability was carried out at 31 December 2019 by C Hendriks (B.Comm. (Hons) FASSA) of Strategic Actuarial Partners Namibia (Proprietary) Limited.

Key assumptions

Normal retirement age	65 years	65 years
Minimum qualifying age	55 years	65 years
Number of qualifying employees	870	892
Average annual salary (N\$)	676,797	547,555
Discount rates used	10.00 %	10.00 %
Salary inflation rate	7.20 %	7.20 %

Sensitivity analysis

The effect of a 1% per annum increase and decrease in the salary increase assumption on the valuation result is as indicated below.

		Impact - 2019
Current service costs		31,624
Interest costs		29,980

Total Actuarial (gains)/losses recognised

Post-retirement medical benefit	(27,908,000)	5,502,000
Severance	-	3,070,177
	(27,908,000)	8,572,177

Total obligation balances

Post-retirement liability	91,967,000	107,063,000
Severance liability	33,338,000	28,749,000
	125,305,000	135,812,000

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
7. Inventories		
Merchandise	3,993	9,471
Consumable stock	971,342	1,290,145
	<u>975,335</u>	<u>1,299,616</u>
Provision for slow moving stock	(127,550)	(151,985)
	<u>847,785</u>	<u>1,147,631</u>
Reconciliation of slow moving stock		
Opening balance	(151,985)	(139,517)
Current year provision	24,435	(12,468)
	<u>(127,550)</u>	<u>(151,985)</u>
8. Trade and other receivables		
Financial instruments:		
Trade receivables	61,020,300	51,096,198
Expected loss allowance - trade receivables	(48,284,365)	(45,829,145)
	<u>12,735,935</u>	<u>5,267,053</u>
Trade receivables at amortised cost	2,451,263	2,103,621
Prepaid expenses	86,363,459	336,718,323
Other receivables	(21,249,220)	-
Expected loss allowance - other receivables		
	<u>402,045</u>	<u>467,859</u>
Non-financial instruments:		
VAT		
	<u>402,045</u>	<u>467,859</u>
Total trade and other receivables	<u>80,703,482</u>	<u>344,556,856</u>
Split between non-current and current portions		
Current assets	80,703,482	344,556,856
Financial instrument and non-financial instrument components of trade and other receivables		
At amortised cost	80,301,437	344,088,997
Non-financial instruments	402,045	467,859
	<u>80,703,482</u>	<u>344,556,856</u>
Reconciliation Expected Credit Loss Allowance		
Opening Balance - Expected Loss Allowance	(45,829,145)	(39,432,631)
Impact of IFRS 9 on date of initial adoption	-	(11,773,580)
Loss Allowances	(23,704,440)	(14,288,821)
Bad Debt - written off	-	19,665,887
	<u>(69,533,585)</u>	<u>(45,829,145)</u>

The expected credit losses on student and general debtors are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the type of debtors, the general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

This Institution applies the simplified method in calculating expected loss allowances.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar 2019 2018

8. Trade and other receivables (continued)

Student Debtors

The average credit period on tuition debt is 180 days (2018: 150 days). No interest is charged on outstanding tuition receivables. The institution has recognised a loss allowance of 100% against all receivables over 2 years past due because of historical experience has indicated that these receivables are generally not recoverable.

General Debtors

The average credit period on general debt is 30 days (2018: 30 days). No interest is charged on outstanding general receivables. The institution has recognised a loss allowance of 100% against all receivables over 2 years past due because of historical experience has indicated that these receivables are generally not recoverable.

Student Debt - ageing - 2019

	Cost	Expected credit loss	Carrying Amount
1 year and less	50,004,168	(37,268,233)	12,735,935
More than 1 year	11,016,132	(11,016,132)	-
	61,020,300	(48,284,365)	12,735,935

General Debtors - ageing - 2019

	Cost	Expected credit loss	Carrying Amount
1 year and less	58,048,090	-	58,048,090
More than 1 year	28,315,369	(21,249,220)	7,066,149
	86,363,459	(21,249,220)	65,114,239

9. Investments at fair value

These investments are held primarily to fund the post-retirement liability. All investments held mature within a period of one year and are measured at fair value are as follows:

Investments at fair value through profit or loss	46,150,029	44,505,154
Designated at fair value through profit or loss:		
Collateral Investments	1,963,887	1,846,735
Investments	44,186,142	42,658,419
	46,150,029	44,505,154
Split between non-current and current portions		
Current assets	46,150,029	44,505,154

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
10. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Bank balances	155,292,467	193,808,631
Petty cash	-	2,000
	155,292,467	193,810,631
11. Lease liabilities - right of use		
Minimum lease payments due		
Not longer than 12 months	2,328,769	-
Due later than 12 months	3,045,330	-
	5,374,099	-
Finance Cost	(742,461)	-
Present value of minimum lease payments	4,631,638	-
Present value of minimum lease payments due		
Amount due for settlement within 12 months	1,949,382	-
Amount due for settlement after 12 months	2,682,256	-
	4,631,638	-
Non-current liabilities	2,682,256	-
Current liabilities	1,949,382	-
	4,631,638	-
Cash flow reconciliation - lease payments		
Opening lease balance	4,104,747	-
Additions	2,916,428	-
Interest	621,487	-
Closing lease balance	(4,631,638)	-
	3,011,024	-

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
12. Trust funds		
NSFAF Bursary Fund Account	6,349,657	25,271,757
General Bursary Fund Account	2,974,992	3,904,553
Geo Spatial	40,161	37,161
Society of Mining Professors	160,000	-
Sustain Dev-Mineral Industry	120,000	-
Prof.Yrjo Neuvo Awards	9,000	9,000
NHRDP - Vocational Training	8,146,156	10,111,818
Study Abroad Africa	11,282	11,282
Vienna University	194,206	181,681
We Care Trust Fund	421,168	421,168
Dean's Fund	69,121	62,771
HIV/AIDS Campaign	3,125	33,943
Namibian - German Center for Logistics	6,264,818	3,019,230
General Bursaries	10,800	10,800
Worster Polytechnic Institute Funding (WPI) Capex Funding	182,584	281,646
Ministry of Mines: Renewal Energy	33,115,829	28,406,868
Waternet Maters Program	38,898	152,083
Masters in Integrated Land Management (MILM)	74,145	74,130
Namibian Prison Service Agreement	1,932,545	2,073,400
POLYSAC	3,393	3,393
Computing & Information S/Club	7,700	8,700
Namibia National Farmers' Union (NNFU)	11,856	11,856
NASA Shadowing	37,555	37,555
Intra - Academic Mobility Scheme Africa, Caribbeanand Pacific (ACP)	870,022	221,832
General Holding Funds Account	34,488,329	24,637,563
Spanish Agreement	220,282	249,886
Computing Workshops	19,884	3,834
Public Management Society	250	250
German Study trip	5,041	5,041
Football Club	9,000	-
LexiNexis textbooks	1,265	15,341
Pupkewitz Foundation Feeding Scheme	37,120	24,447
Media and Communications Society	9,525	9,000
International Student Admin Fee	13,504	22,896
Chess Club	1,480	-
Young Professional Council	25,402	-
NBII Consultancies	12,542	-
Gottengen/ Nust Field Trip	22,095	-
Provision for loss allowance for dormant Trust accounts/funds*	(5,159,119)	-
	90,755,613	99,314,885
Reconciliation		
Opening balance	99,314,885	67,016,502
Movement in funds	(3,400,153)	32,298,383
*Provision for loss allowance for dormant funds (Note 1.15)		
Debit balances	(19,421,669)	-
Credit balances	14,262,550	-
	90,755,613	99,314,885

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018	
12. Trust funds (continued)			
Trust funds ageing - 2019			
	At Amortised cost	Provision for loss allowance for dormant Trust accounts	Carrying Amount
Up to 1 year	16,771,732	-	16,771,732
More than 1 year	79,143,000	(5,159,119)	73,983,881
	95,914,732	(5,159,119)	90,755,613
13. Trade and other payables			
Financial instruments:			
Trade payables	66,639,523		53,975,606
Accrued expenses	9,900,942		22,499,405
Deposits received	13,689,666		12,450,996
Other payables	-		3,307,854
	90,230,131		92,233,861
Total financial instruments	90,230,131		92,233,861
Non-financial instruments			
Accrued leave pay	74,508,465		67,699,020
Accrued bonus	14,842,820		13,347,037
	179,581,416		173,279,918
14. Deferred income			
Non-current liabilities	511,055,751		521,444,940
Current liabilities	10,398,274		10,398,274
	521,454,025		531,843,214
Opening balance	531,843,214		542,241,488
Release for the year	(10,389,189)		(10,398,274)
	521,454,025		531,843,214

Deferred Income comprise of Government Development Budget allocations through the National Planning Commission (NPC) for the establishment of infrastructure for the University and its satellite campuses. These allocations are being recorded as deferred until the official handover of the building to the University. Annually, the University releases an amount equal to the depreciation rate to the Statement of Profit and Loss.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
15. Revenue		
Revenue from contracts with customers - services rendered		
Tuition fees	260,184,295	230,258,895
Hostel fees	15,454,657	13,815,952
Printing income	134,067	1,143,843
Income from the hotel and hotel training	1,515,268	1,457,636
Extra-curricular income	10,075,742	20,883,130
	287,364,029	267,559,456
Revenue other than from contracts with customers - services rendered		
Rental Income	6,425,866	6,349,201
Government subsidy	325,000,000	821,204,198
	331,425,866	827,553,399
	618,789,895	1,095,112,855
16. Other operating income		
Other income	18,227,590	16,227,108
Provision for loss allowance for dormant Trust accounts/funds - note 12	19,421,669	-
Provision for loss allowance for unallocated deposits	8,293,165	-
	45,942,424	16,227,108
17. Operating surplus/(deficit)		
Operating (deficit)/surplus for the year is stated after charging (crediting) the following, amongst others:		
Auditor's remuneration - external		
Audit fees	1,049,878	880,720
Auditor's remuneration - internal audit fees	489,431	-
Payments, other than to employees		
Administrative and managerial services	(17,175)	98,492
Consulting and professional services	5,050,432	6,821,295
	5,033,257	6,919,787
Employee costs		
Salaries, wages, bonuses and other benefits	698,723,727	641,788,020
Council members' fees - for services as Council members	407,049	425,219
Total employee costs	699,130,776	642,213,239
Leases		
Short term leases		
Premises	2,041,980	4,511,973
Equipment	1,846,583	2,154,707
	3,888,563	6,666,680

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
17. Operating surplus/(deficit) (continued)		
Depreciation and amortisation		
Depreciation of property, plant and equipment	72,449,065	71,256,587
Depreciation of right-of-use assets	2,352,413	-
Total depreciation and amortisation	74,801,478	71,256,587
18. Investment income		
Interest income		
Investments in financial assets:		
Bank and other cash	11,583,123	12,684,995
19. Finance costs		
Lease liabilities	621,487	-
Interest paid	14,540	31
Total finance costs	636,027	31
20. Other comprehensive income		
Components of other comprehensive income - 2019		
	Gross	Net
Items that will not be reclassified to profit (loss)		
Remeasurements on net defined benefit liability/asset		
Remeasurements on net defined benefit liability/asset	27,908,000	- 27,908,000
Components of other comprehensive income - 2018		
	Gross	Net
Items that will not be reclassified to profit (loss)		
Remeasurements on net defined benefit liability/asset		
Remeasurements on net defined benefit liability/asset	(8,572,177)	- (8,572,177)

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
21. Cash generated from operations		
(Loss)/profit before taxation	(280,763,689)	250,025,808
Adjustments for:		
Depreciation and amortisation	74,801,478	71,256,587
Interest income	11,583,123	12,684,995
Finance costs	636,027	31
Forex loss	469,472	-
Movements in retirement benefit assets and liabilities	17,401,000	19,351,000
Property, plant and equipment write offs	155,579	4,054,879
Impairment allowance - expense	14,262,550	-
Provision for loss allowance for dormant Trust accounts/funds	(19,421,669)	-
Provision for loss allowance for unallocated deposits	(8,293,165)	-
Impact of IFRS 9 on date of initial adoption	-	(11,773,580)
Changes in working capital:		
Inventories	299,846	(88,928)
Trade and other receivables	263,853,374	(218,003,412)
Trade and other payables	6,301,497	9,088,989
Deferred income	(10,389,189)	(10,398,274)
	47,729,988	100,828,105
22. Commitments		
Authorised capital expenditure		
Already contracted for but not provided for		
• Authorised but not committed	26,000,000	130,000,000
The balance of N\$ 26,000,000 (2018: N\$130,000,000) for the future erection of buildings and improvements to infrastructure will be financed by internal resources and by the grants from the Government.		
23. Related parties		
Related party balances		
Loans to related parties		
Loans to key Management Personnel	1,205,118	1,093,328
Compensation of key Management Personnel: Short-term employment benefits	13,453,738	18,894,018
24. Financing facilities		
A bank overdraft First National Bank of Namibia Limited		
Amount unused	-	49,627,904

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar

2019

2018

25. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

2019

	Note(s)	Fair value through profit or loss - Designated	Amortised cost	Total	Fair value
Investments at fair value	9	46,150,029	-	46,150,029	46,150,029
Trade and other receivables	8	-	80,301,437	80,301,437	80,301,437
Cash and cash equivalents	10	-	155,292,468	155,292,468	155,292,468
		46,150,029	235,593,905	281,743,934	281,743,934

2018

	Note(s)	Fair value through profit or loss - Designated	Amortised cost	Total	Fair value
Investments at fair value	9	44,505,154	-	44,505,154	44,505,154
Trade and other receivables	8	-	344,088,997	344,088,997	344,088,997
Cash and cash equivalents	10	-	193,810,631	193,810,631	193,810,631
		44,505,154	537,899,628	582,404,782	582,404,782

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar 2019 2018

25. Financial instruments and risk management (continued)

Categories of financial liabilities

2019

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	13	90,230,131	-	90,230,131	90,230,131
Lease obligations	5&11	-	4,631,638	4,631,638	4,631,638
Trust funds		90,755,613	-	90,755,613	90,755,613
		180,985,744	4,631,638	185,617,382	185,617,382

2018

	Note(s)	Amortised cost	Total	Fair value
Trade and other payables	13	92,233,861	92,233,861	92,233,861
Trust funds		99,314,885	99,314,885	99,314,885
		191,548,746	191,548,746	191,548,746

Capital risk management

Lease liabilities	11	4,631,638	-
Trade and other payables	13	179,581,415	173,279,918
Total borrowings		184,213,053	173,279,918
Cash and cash equivalents	10	(155,292,467)	(193,810,631)
Net borrowings		28,920,586	(20,530,713)
Equity		1,120,147,918	1,373,588,212
Gearing ratio		3 %	(1)%

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar

2019

2018

25. Financial instruments and risk management (continued)

Financial risk management

Overview

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

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

Credit risk

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

Trade receivable (general debtors) consist of large numbers of customers, spread across diverse industries and geographical areas and ongoing credit evaluation is therefore performed. The institution does have risk exposure to Student Debtors, for the payment of tuition fees and accommodation.

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

		2019			2018		
		Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Investments at fair value through profit or loss	9	46,150,029	-	46,150,029	44,505,154	-	44,505,154
Trade and other receivables	8	149,835,022	(69,533,585)	80,301,437	389,918,142	(45,829,145)	344,088,997
Cash and cash equivalents	10	155,292,468	-	155,292,468	193,880,632	-	193,880,632
		351,277,519	(69,533,585)	281,743,934	628,303,928	(45,829,145)	582,474,783

Liquidity risk

The ultimate responsibility for liquidity risk management rests with the council and framework for the management of short, medium and long-term funding is in place. The Institution manages liquidity risk by maintaining adequate reserves and banking facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and any financial liabilities.

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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
25. Financial instruments and risk management (continued)		
2019		
		Carrying amount
Non-current liabilities		
Lease liabilities	11	2,682,256
Trust funds	12	73,983,881
Current liabilities		
Trade and other payables	13	90,230,131
Lease liabilities	11	1,949,382
Trust funds		16,771,732
		<u>(185,617,382)</u>
2018		
		Carrying amount
Non-current liabilities		
Trust funds	12	99,314,885
Current liabilities		
Trade and other payables	13	92,233,861
		<u>(191,548,746)</u>
Financing facilities		
A bank overdraft at First National Bank of Namibia Limited:		
Unused	-	49,627,904

The University didn't have an overdraft facility for the year under review.

Foreign currency risk

The Institution is exposed to foreign currency risk as a result of certain transactions and borrowings which are denominated in foreign currencies. Exchange rate exposures are managed within approved policy parameters utilising foreign forward exchange contracts where necessary. The foreign currencies in which the Institution deals primarily are US Dollars, Euros and other major currencies.

At the report date, the institution did not carry any foreign currency denominated monetary assets and monetary liabilities.

Interest rate risk

The investment position of the institution and fluctuation on interest rates expose the institution to interest rate risk. Other than ensuring optimum money market rates for short term deposits, the institution does not make use of any financial instruments to manage this risk.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2019	2018
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26. Fair value information

Fair value hierarchy

The institution classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements recognised at fair value. The institution's fair value hierarchy has the following levels:

The table below analyses assets and liabilities carried at fair value. The different levels are defined as follows:

Level 1: Quoted unadjusted prices in active markets for identical assets or liabilities that the Institution can access at measurement date.

Level 2: Inputs other than quoted prices included in level 1 that are observable for the asset or liability either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Assets	Note(s)		
Financial assets mandatorily at fair value through profit or loss			
Investments	9	46,150,029	44,505,154
Total		46,150,029	44,505,154

The following principal methods and assumptions are used to determine the fair value:

The fair value of investments is calculated with reference to the underlying unit price at year-end.

All other financial instruments are carried at amortised cost and the cost approximates the fair value of the instruments.

There was no transfer between levels for the year under review.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Notes to the Annual Financial Statements

27. Pension fund

Pension is provided for employees by an independent retirement fund. The fund is known as the University Retirement Fund to which the Institution contributes. The retirement fund is governed by the Namibian Pension Fund Acts. The Fund is in the nature of a defined contribution plan where the retirement benefits are determined with reference to the employee's contributions to the Fund.

All permanent employees contribute to the Fund. The findings of independent actuaries confirmed that the Fund was financially sound as per valuation performed at 31 December 2019. Current year contributions by the Institution amounted to N\$ 55,729,523 (2018: N\$ 50,022,839).

28. Contingent liabilities

The Institution has provided suretyship in favour of housing loans taken up by staff members at 20% of the bond amount. The Institution estimates this amount to be N\$ 17,088,461 (2018: N\$ 9,472,343). This suretyship lapses as soon as the staff member ceases to be in the employment of the Institution.

29. Events after the reporting period

Management is not aware of any post year end event that significant even that would have material impact on the figures presented herein.

30. Approval of Annual Financial Statements

These Annual Financial Statements were approved by the University Council on 13 April 2023.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Detailed Income Statement

Figures in Namibia Dollar	Note(s)	2019	2018
Revenue			
Tuition fees		260,184,295	230,258,895
Rent received		6,425,866	6,349,201
Income from the Hotel and hotel training		1,515,268	1,457,636
Interest received (trading)		325,000,000	821,204,198
Hostel fees		15,454,657	13,815,952
Printing income		134,067	1,143,843
Extra-curricular income		10,075,742	20,883,130
	15	618,789,895	1,095,112,855
		-	-
Other operating income			
Other income		18,227,590	16,227,108
Provision for loss allowance for dormant Trust accounts/funds		19,421,669	-
Provision for loss allowance for unallocated deposits		8,293,165	-
	16	45,942,424	16,227,108
		(956,443,104)	(873,999,119)
Expenses (Refer to page 56)			
Operating (deficit)/surplus	17	(291,710,785)	237,340,844
Investment income	18	11,583,123	12,684,995
Finance costs	19	(636,027)	(31)
(Deficit)/surplus for the year		(280,763,689)	250,025,808

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements
for the year ended 31 December 2019

Detailed Income Statement

Figures in Namibia Dollar	Note(s)	2019	2018
Other operating expenses			
Administration and management fees		17,175	(98,492)
Advertising		(2,181,445)	(3,628,407)
Auditors remuneration - external auditors	17	(1,049,878)	(880,720)
Auditors remuneration - internal audit	17	(489,431)	-
Bad debts		(32,258,995)	(14,288,821)
Bank charges		(2,389,011)	(2,680,464)
Bursaries and awards		(5,478,289)	(5,150,864)
Chemicals expenses		(148,506)	(218,836)
Cleaning		(4,854,108)	(4,460,861)
Commission paid		(1,277,718)	(965,396)
Conference and workshops		(1,235,287)	(1,716,301)
Consulting and professional fees		(5,050,432)	(6,821,295)
Consumables		(2,329,285)	(1,107,047)
Depreciation		(74,801,478)	(71,256,587)
Donations		-	(60,000)
Employee costs		(699,130,776)	(642,213,239)
Entertainment		(356,365)	(382,562)
Other expenses		(1,782,824)	(1,395,710)
Food supplies		(6,130,481)	(6,890,691)
Fuel and oil		(1,730,839)	(1,542,933)
Gifts		(7,897)	(217,311)
Hire of equipment and motor vehicles		(4,080)	-
Honoraria fees		(8,400)	-
IT expenses		(1,203,671)	(4,259,143)
Trust funds credits - write off	12	(14,262,650)	-
Institutional transformation		(28,574)	(25,394)
Insurance		(2,585,768)	(1,544,979)
Kitchen utensils and housekeeping		(270,913)	(825,552)
Lease rentals on operating lease		(3,888,563)	(6,666,680)
Legal fees		(46,831)	(52,946)
Medical and clinical supplies		(94,154)	(233,908)
Membership fees		(441,218)	(886,573)
Municipal expenses		(21,059,849)	(19,803,957)
Official functions expenses		(1,340,147)	(2,555,474)
Postage		(799,147)	(832,699)
Printing and stationery		(7,074,149)	(7,251,167)
Protective clothing and uniforms		(206,919)	(299,617)
Registration and licence fees		(356,928)	(595,608)
Repairs and maintenance		(25,608,524)	(18,745,335)
Research and publications expenses		(214,539)	(562,792)
Security		(9,178,005)	(9,251,337)
Shows and exhibitions expenses		(227,009)	(846,591)
Small tools and furniture		(798,494)	(672,206)
Student activity expenses		(489,707)	(178,920)
Subscriptions		(5,322,767)	(12,120,392)
Telephone and fax		(10,985,780)	(11,469,597)
Training material		(5,026,455)	(3,559,165)
Transport expenses		11,798	(60,230)
Travel - local		(2,265,791)	(4,722,320)
		(956,443,104)	(873,999,119)





NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Annual Report 2019

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Special Acknowledgement: The editor would like to acknowledge the assistance and support of all those who contributed to the compilation of the Annual Report 2019.

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