



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Annual Report

2020



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’.



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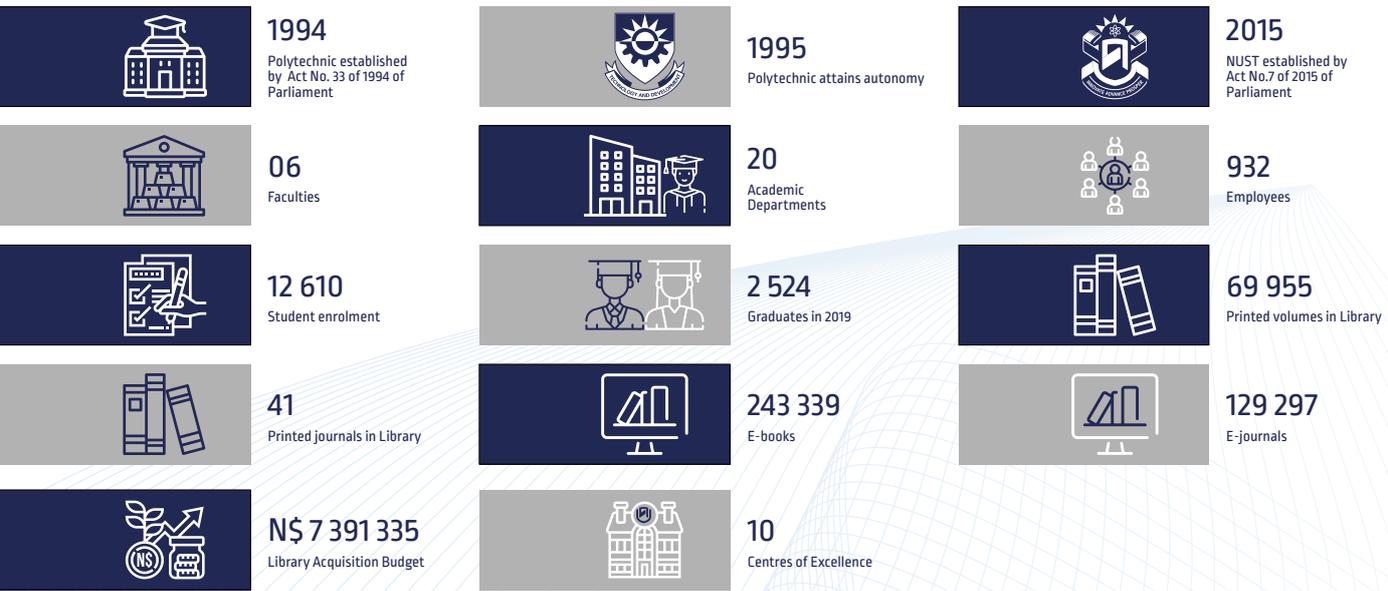


List of Abbreviations and Acronyms

AD	Active Directory	IEASA	International Education Association of South Africa
ASS	African Academy of Sciences	IED	International Education Week
ARMA	Association of Research Managers and Administrators	IRMSDP	International Research Management Staff Development Programme
BOPPS	Bridging, Objectives, Pre-assessment, Participation, Post-assessment, and Summary	ISW	Instructional Skills Workshop
BOS	Board of Study	ICT	Information and Communication Technology
BRC	Biodiversity Research Centre	IDL	Innovation Design Lab
CED	Centre for Enterprise Development	IFRS	International Financial Reporting Standards
CEU	Cooperative Education Unit	IPT	Institute of Polymer Technology
CoC	Centre of Competence	ITEC	Indian Technical and Economic Corporation
COLL	Centre for Open and Lifelong Learning	ITS	Integrated Tertiary Software
CREEE	Centre for Renewable Energy and Energy Efficiency	LMS	Learning Management System
COVID-19	Coronavirus Disease 2019	LIST	Library and Information Skills Training
CMS	Content Management System	MEFT	Ministry of Environmental Forestry and Tourism
CRA	Central Records and Archives	MHETI	Ministry of Higher Education, Technology and Innovation
CTS	Central Technical Supply	NCHE	National Council of Higher Education
DAAD	German Exchange Service	NDP5	National Development Plan Five
DICT	Department of Information and Communication Technology	NEI	Namibia Energy Institute
DNA	Deoxyribonucleic Acid	NQA	Namibia Qualifications Authority
DM	Distance Mode	NSFAF	Namibia Students' Financial Assistance Fund
EAP	Early-Alert Programme	NTA	Namibia Training Authority
EMBA	Executive Master of Business Administration	NUST	Namibia University of Science and Technology
EMC	Emergency Medical Care	PAC	Programme Advisory Committees
ERP	Enterprise Resources Planning	PM	Part-Time Mode
FCI	Faculty of Computing and Informatics	PSU	The Project Services Unit
FE	Faculty of Engineering	RMA	Research Management and Administration
FHAS	Faculty of Health and Applied Sciences	SAMT	Satakunta University of Applied Sciences
FHS	Faculty of Human Sciences	SARIMA	Southern African Research and Innovation Management Association
FM	Full-time Mode	SDGs	Sustainable Development Goals
FMS	Faculty of Management Sciences	TFCA	The Iona-Skeleton Coast Trans-Frontier Conservation Area
FNRSS	Faculty of Natural Resources and Spatial Sciences	TLU	Teaching and Learning Unit
GIZ	Deutsch Gesellschaft fur Internationale Zusammenarbeit	TVET	Technical and Vocational Education and Training
HP-GSB	Harold Pupkewitz – Graduate School of Business	VDI	Virtual Desktop Infrastructure
HR	Human Resources	VLE	Virtual Learning Environment
HSF	Hanns Siedal Foundation	WIL	Work Integrated Learning

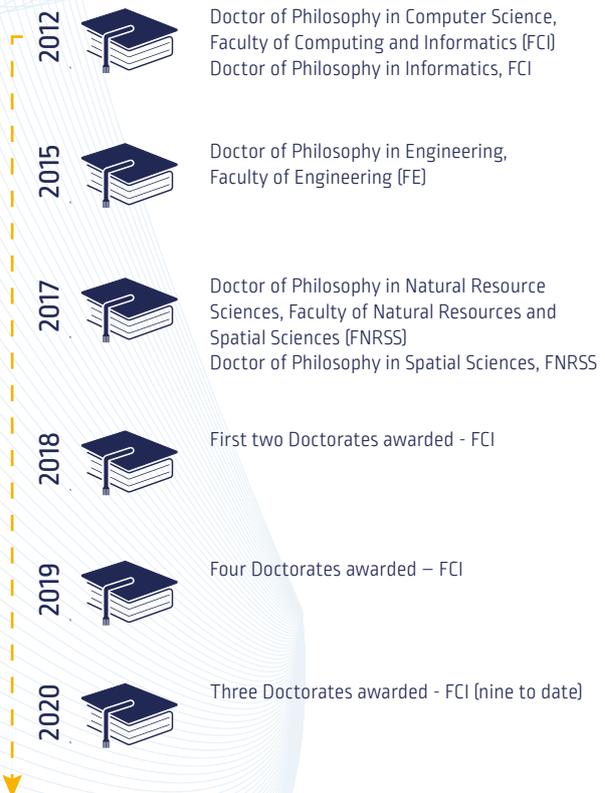


Campus Community in Figures



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
Management Sciences	Social 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

Progress on Doctoral Qualifications





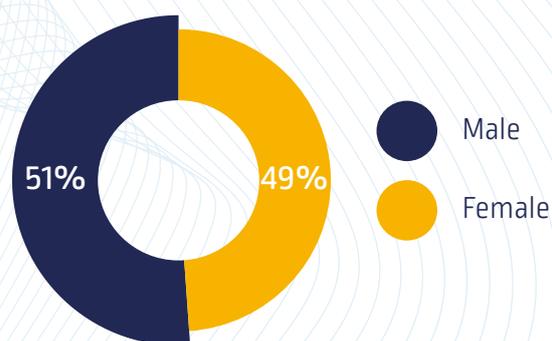
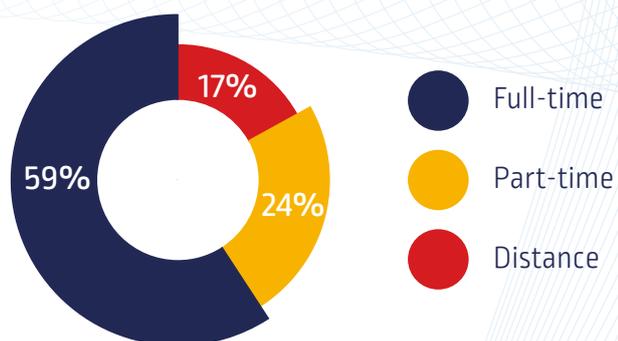
Enrolment Figures

Overall Enrolment

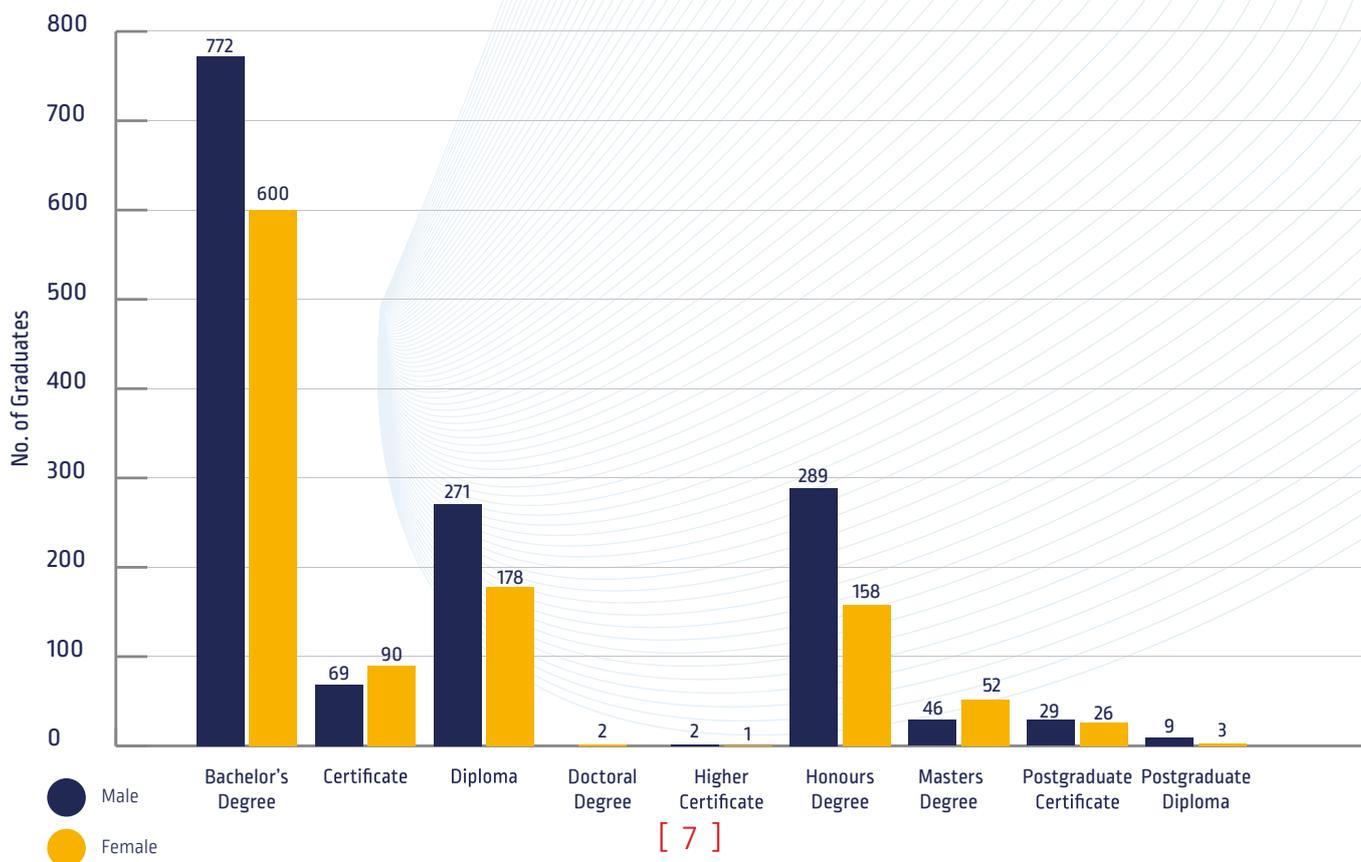
Faculty	Number			Percentage		
	Female	Male	Total	Female	Male	Total
Computing and Informatics	334	991	1325	5.3%	15.6%	10.5%
Engineering	379	1100	1479	6%	17.3%	11.7%
Health and Applied Sciences	716	468	1184	11.4%	7.4%	9.4%
Human Sciences	1105	828	1933	17.6%	13%	15.3%
Management Sciences	3244	2301	5545	51.8%	36.3%	44%
Natural Resources and Spatial Sciences	474	645	1119	7.6%	10.2%	8.9%
Office of the Registrar	13	12	25	0.2%	0.2%	0.2%
Total	6265	6345	12610	100%	100%	100%

Enrolment by Offering Type and Gender

Study Mode



Graduation



Council Chairperson's Foreword Ms Florette N Nakusera



“Now more than ever, it is imperative that the University is led robustly to broaden our pursuit of excellence in all our activities.”

As the Institution's supreme policy-making body, the NUST Council is mandated to ensure the governance structure remains robust and well poised to achieve Namibia's development goals in the education sector.

Indeed, the year 2020 was a challenging one filled with many curveballs. We continue to face an uphill battle against the ongoing COVID-19 pandemic. Now more than ever, it is imperative that the University is led robustly to broaden our pursuit of excellence in all our activities. Therefore, be rest- assured, the University remains committed to delivering quality education and making a positive impact in our communities in the best possible way. In any case, universities are never meant to remain the same, change is inevitable, and any world-class institution must adapt accordingly. Another new development that will soon come to NUST is that of a change in leadership. The recruitment process for a substantive head will soon be finalised, right in time for the roll-out of the NUST Strategic Plan: 2021-2025. This carefully crafted document presents a framework for positioning the Institution as a modern, state-of-the-art university of science and technology. Under this plan, several organizational structures will be revised and proposed the merger of some departments, centres, institutes and units, can be expected. This change is necessary to ensure that the Institution stays abreast with global trends while ensuring sustainability. It is the responsibility of the Council, management and students to work in unison, as only then can the University stay on course and achieve greatness to the benefit of the education sector as a whole.

Faithfully,

Ms Florette Nicolette Nakusera - B.Comm,
B. Comm (Honours), M.Comm
Council Chairperson

Acting Vice-Chancellor's Review Dr Andrew Niikondo



Innovation for Economic Revitalisation

The theme for the 2020 Academic Year was created to encourage innovation in all our efforts at the University, as Namibia faces economic headwinds exacerbated by the ongoing COVID-19 pandemic. Our economy undoubtedly needs revitalisation to improve the livelihoods of all Namibians, inclusive of future generations to come.

More than ever before, universities worldwide have been challenged to reimagine teaching and learning and depend less on traditional methods. Through extensive consultation and discussion, NUST adjusted its mode of instruction to remote teaching to ensure that its main stakeholders, the students, can continue with learning despite the disruptions that the novel coronavirus has caused.

It has not been an easy road. It has been marred with financial and resources constraints at every turn, but this has challenged us to take drastic measures in our pursuit to stay afloat. Strategic thinking, agility, and facing obstacles head-on are the key ingredients that will enable the University to meaningfully contribute to revitalising the Namibian economy.

This publication gives a brief overview of the key developments at NUST, to highlight the University's contribution towards nation-building.

Dr Andrew Niikondo
Acting Vice-Chancellor

Acting Registrar

Ms Selma Heelu Office of the Registrar



The Office carries broad institutional responsibility for the functions listed below:

- Recruitment and Admissions;
- Faculty Administration;
- Governance and Committee work, including student rules and regulations;
- Assessment Administration, Promotion and Graduation;
- Institutional Timetabling;
- Central Records and Archives, and Postal Services

Strategic Management

The office of the Registrar continues to provide leadership in the academic administration of the university and still committed to serving the needs of students, faculty, staff, alumni and the external community. Academic administration refers to the management and governance of the student's academic life cycle, from application to graduation.

We provide student-centred services in recruitment, enrolment, assessment, administration, promotion, graduation, institutional venue scheduling and timetabling, safeguarding the accuracy and ensuring the integrity and confidentiality of the University's student records, safeguarding the rules and regulations and ensuring enforcement thereof, and coordinating the annual production of the Academic Calendar.

The office of the Registrar further provides secretariat services to the Council, Subcommittee of Council, Senate and other statutory body meetings to ensure an enhancement of good governance at the institution in terms of relevant regulations and standing orders of committees.

In the year under review, financial constraints continue to be a challenge to the office's ability to realise its full potential and that caused the office to plan and reprioritize its functions and activities efficiently. The impact of the Coronavirus (COVID-19) pandemic forced us to adjust our services to online delivery in an effort to help reduce the spread of the virus. This pivot from traditional classroom teaching to online teaching has presented opportunities to embrace and enhance the use of new technologies

in all the services we offer as we continued providing services remotely even during the lockdown period. The COVID-19 pandemic has led to some discontented, anxious and worried staff. Therefore, it was crucial for the Office to boost the process of solidifying its philosophy, staff morale and team spirit, thereby developing into a solid and cohesive team during the difficult time where the health of staff was prone to be exposed to COVID-19

Recruitment and Admissions

Applications, Admissions and Registration

The Admissions department is responsible for administering applications, facilitating admissions and registration of students while providing ongoing service and information to students. During the year under review, 14,065 applications have been received for the 2020 academic year. All registrations were done online except the first-year students who had to come to campus for final selection, enrolment and authentication of documents. E-administration was enhanced due to the COVID-19 pandemic, as the division had to provide all administration services remotely. A total of 12 610 students enrolled for the 2020 academic year, of which a total of 4,379 were first years. For the 2nd Semester, due to COVID-19 restrictions, all students registered remotely using the online registration services. In 2020, 11 437 students registered for the 1st semester and 13 682 for the 2nd semester. The online registrations went relatively smooth. No significant challenges or complaints were encountered.



Call Centre, Admissions Webpage and Recruitment

The dedicated Call Centre personnel continue managing large amounts of calls from clients timely and effectively to ensure that clients feel supported and valued. The Regular Caller Activity Summary Report shows that more than 95% of the calls have been attended. A project to revamp the admission web page was updated with new information and new content layout and redesigned to be responsive and give online visitors a better experience navigating for information. All recruitment activities were done online this year due to COVID-19 national restrictions, including the lockdown period.

Faculty Administration

The Department's function is to provide efficient administrative and academic services and support to students, staff and the general public. This year saw the department successfully promoting 2 118 students for April 2020 and 751 for November 2020 graduation. The registration for 2nd semester 2020 was done online, and students who experienced difficulties with online registration were assisted via e-mails and telephone. Further successes the department made was that all Boards of Studies (BOS) and Executive Boards of Studies (BOSEC) meetings were successfully conducted online on MS Teams due to COVID-19 restrictions on large gatherings. The academic structure is continuously updated strictly following Senate resolutions. All other administrative tasks such as lecturer links and mark types were also successfully done from home for the 1st Semester resulting in all marks accurately captured by the lecturing staff.

Governance and Committee Work

Governance and Committee Work is an administrative and support section that provides secretarial services to governing bodies and is responsible for supporting the functions of the institution's governance structures, facilitating and keeping records of meetings decisions and resolutions, and their dissemination of information when required. The section has successfully set up an electronic agenda system for all Statutory Committees and Subcommittees as well as an online file management system for filing the committees' documents. Agendas are no longer printed. Instead they are being disseminated to members through an online.

An Administrative Representative to Council was appointed after the former Administrative Staff to Council resigned. In addition, two Meetings Administrators were appointed due to the resignation of the two previous Meetings Administrators. The Department further prepared its annual budget and also attended to Council members' remuneration and logistics for the meetings that took place so far.

Assessment Administration

The functions of the department are to manage and administer all formal examinations and provide efficient and effective services to academics, and administrative staff during the academic year, especially during the June and July, November and January examinations and the April and October graduation ceremonies.

COVID-19 has caused a challenge in determining the best practices to be applied in assessments and moderation of examinations at NUST. All exam-based courses had to be converted to continuous diversified assessments. NUST guidelines and procedures of assessments and moderation for CASS were adjusted yet remained within the institution's rules in terms of the requirements and criteria for continuous assessment, which changed the department's roles drastically during assessment and moderation.

In January, 2020 the Examinations Department released 7 015 results for students who wrote Supplementary/2nd opportunity examinations. Remark applications for January 2020 were processed, and marks were approved at BOSEC meetings. During the year under review, the Examinations Department assisted in conducting examinations for other institutions, especially when students were in Namibia when the lockdown was proclaimed. They could not return to their universities to write examinations.



Virtual Graduation

The Examination Department once again played a vital role during the virtual graduation ceremony in April 2020. Activities including the preparation and sending of information to candidates about the dates, general rules for the graduation ceremony, compiling of the graduation booklet, and facilitating the printing of certificates were successfully done. As a result, a total number of 2 524 certificates were printed for April 2020 graduation, of which 1755 certificates have been collected while 751 certificates were printed for November 2020 graduation. In addition, 500 new academic regalias for academic staff to wear during graduation ceremonies were produced.

Institutional Timetabling

The Institutional Timetabling Department focuses on supervision and coordination of Institutional Timetabling within the Namibia University of Science and Technology. This Department endeavours to ensure the coordinated optimal use of the physical and learning facilities and to govern the utilisation of teaching facilities of the Institution, dealing with space which have been designated for teaching, learning and other use in the Institution, which are recorded on the Central Timetabling System database.

The Department operate 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 consisting of Faculty and Departmental Timetablers that serve as Management Information System and planning and control purposes. Business Processes was developed, circulated and approved. System data is updated, software upgraded, and training

sessions were administered successfully. Visits to lecturing 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 create adherence to deadlines, accommodate academic activities, and minimise the instability of classes at the beginning of each semester. However, due to COVID-19, timetabling became a complex matter as significantly smaller groups of students had to attend classes to keep to social distancing and all preventative health measures. Still, the department managed to strategize to ensure that all face-to-face slots were appropriately timetabled. In addition, cooperation between the department and relevant stakeholders such as Management, Academics and Faculty Administration was established and continually enhanced.

Central Records and Archives

The Central Records and Archives (CRA) department is an administrative and support section resorts under the Office of the Registrar. The CRA is responsible for the Records and Archives of the entire institution and plays a crucial role in providing quality information for effective decision-making. The main objective of the CRA Department is to supervise the institutional documents, records and archives management operation and function within the Namibia University of Science and Technology (NUST). The department is engaged in ongoing maintenance of the Records Management Toolkit (Filing System, Retention Schedule and Vital Records Programme) and finalisation of the NUST Retention Schedule and establishing retention periods for NUST records based on their administrative, fiscal, legal and historical value.



Acting Deputy Vice-Chancellor

Ms Mamijoo Tjejamba

Administration and Finance



The 2020 financial year was one of the most challenging periods at the University, both financially and operationally. With the impact of the reduction of subsidy by N\$175 mil during the 2019 financial year, the University's financial resilience was significantly tested. This decision, which saw nearly a quarter of the expected subsidy reduced, placed an immediate strain on the institution's ability to meet its financial obligations. As a result, a considerable number of financial commitments accrued for in 2019 had to be carried over and settled using the 2020 funds, placing even more extreme pressure on already tight cash reserves.

This cash flow crunch caused delays in meeting critical monthly obligations such as salaries, utilities, and essential supplier payments. Despite this, the University made deliberate efforts to prioritise employee costs and mandatory operational expenses, even as it sought ways to navigate these financial headwinds. Compounding the situation further was the global outbreak of the Covid-19 pandemic, which introduced unforeseen operational and financial demands.

The overall reduction in physical activity on campus during the height of Covid-19 restrictions led to a decrease in operational output and revenue from certain streams. Despite these adversities, through robust internal consultations and proactive stakeholder engagement, the University managed to limit the number of Covid-19 infections and prevent widespread outbreaks or reinfections. This was a commendable feat, demonstrating the institution's commitment to safeguarding its community.

From a financial reporting perspective, the University recorded a deficit of N\$84 million for the year, a marked improvement from the N\$271 million deficit recorded in 2019. This turnaround was largely driven by the recovery of the government subsidy, which rose from N\$325 million in 2019 to N\$503 million in 2020, supported by the reduction in operations due to the health restrictions imposed during the year. The resulting total comprehensive income stood at N\$219 million, reflecting some positive movement in financial performance despite underlying liquidity constraints.

The 2020 audit was conducted by SGA Chartered Accountants & Auditors, appointed in July 2023. Their audit opinion was qualified, specifically citing concerns regarding the insufficiency of cash and cash equivalents to support the balance of trust funds at year-end. In response, Management committed to a series of corrective actions, including confirming trust fund balances, separating them from operational accounts, timely accounting of costs incurred, and improving reconciliation processes for all trust-related bank accounts.

Student and general debtors remain a significant concern. As of December 2020, the total student debt stood at N\$109 million, with N\$35 million recognised as impaired. General debtors showed better performance, with N\$93 million in outstanding balances, and a smaller impairment of just over N\$1.6 million.



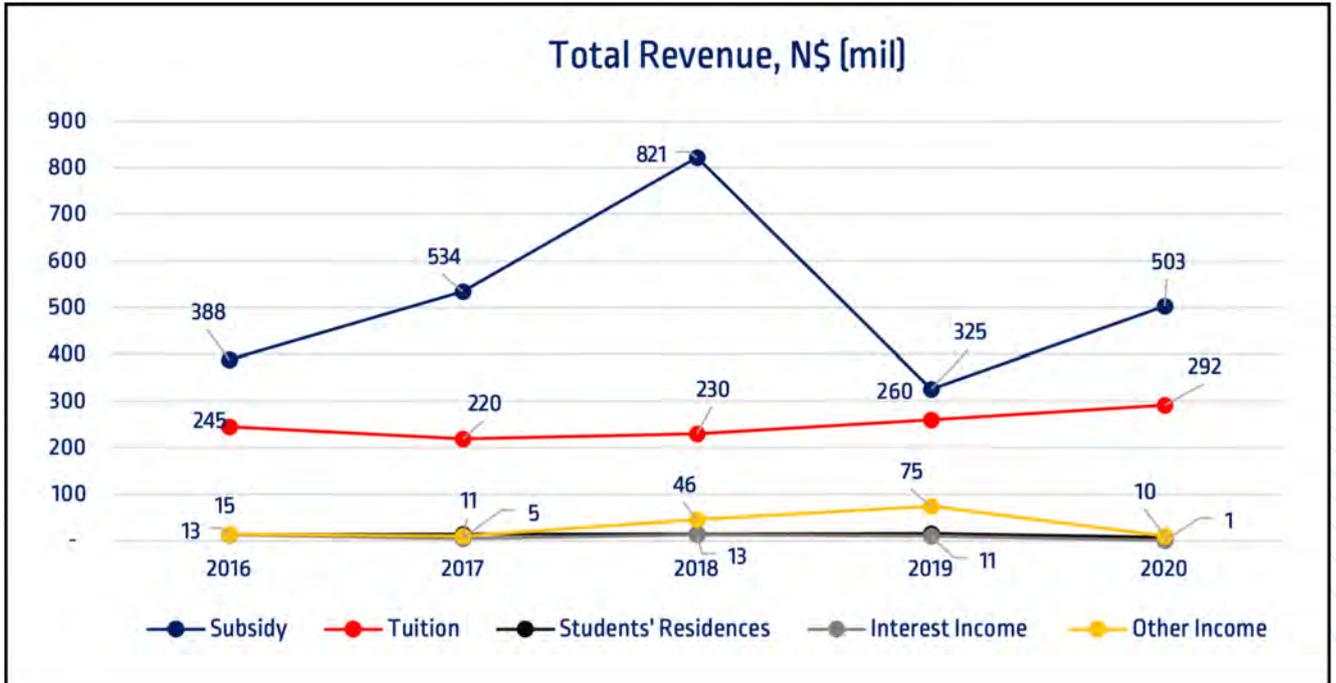
Financial Matters

Results from operations

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

the continuing Covid-19 variants during this year and the consequent enforced health regulations impacted on the overall operations and activities of the University.

Chart 1: Total Revenue (2016 - 2020)



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

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

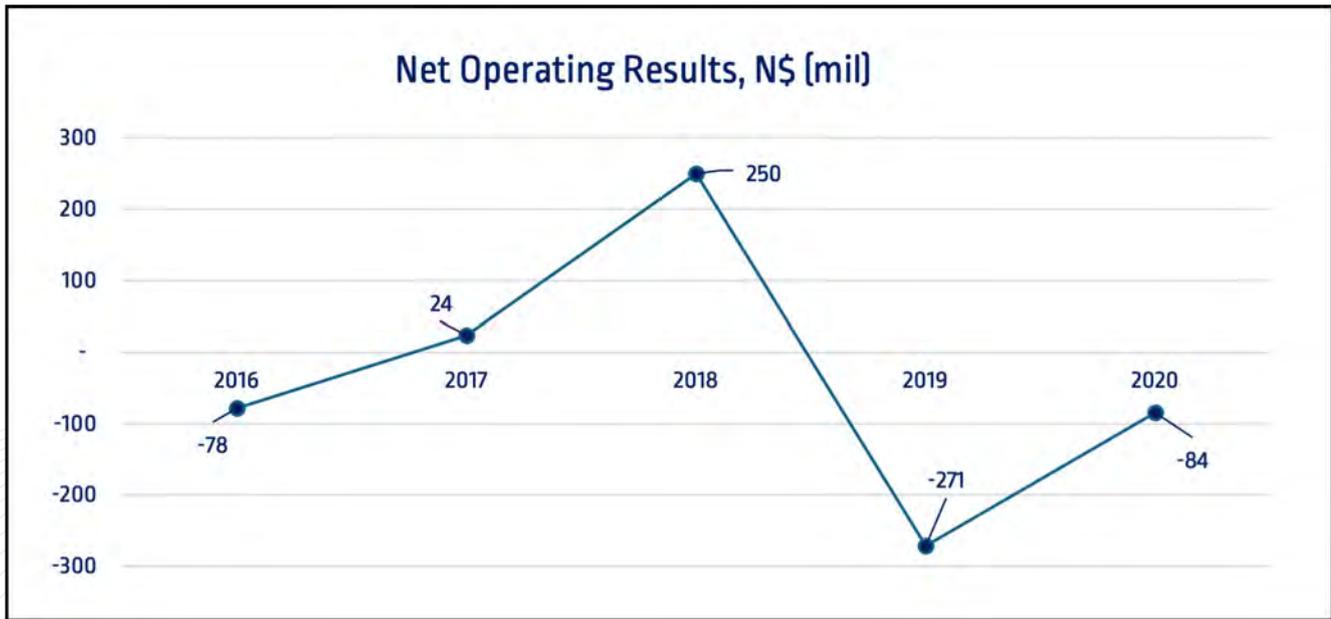
Chart 2: Total Operating Expenses (2016 – 2020)



The year under review had its challenges especially due to the multiple and extended health restrictions imposed. Operations slowed down due to student reduction on campus

and most academic activities being offered on hybrid and online modes.

Chart 3: Annual Operating Results (2016 – 2020 financial years)



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

Financial Position

Extract from the Statement of Financial Position:

	2020, N\$	2019, N\$	2018, N\$
PPE	2 056 458 164	1 758 881 846	1 729 817 958
Net Current Assets	8 197 594	84 019 271	400 342 080
Non-Current Liabilities	728 935 631	722 356 436	756 571 825
Equity & Liabilities	1 335 720 127	1 120 544 681	1 373 588 212

Trade and Other Receivables

The expected credit losses on student and general debtors are estimated using a provision matrix by reference to the past default and experience of the debtor, and an analysis of the debtor's current financial position, adjusted for factors specific to the type of debtors, the general economic conditions of the industry in which the debtors operate and

an assessment of both current and forecast direction of the conditions prevailing at the reporting date.

The University uses the simplified method in calculating expected credit loss.



Student Debt

Student debt is a critical area of focus and remains a significant balance on our books. Being a university with a national duty to promote access to higher education, we have a significant student proportion that are self-funding, approximately 51% of the total student population. This student population is taken onto the system 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 tight up in student debt at year end amounting to N\$ 109 mil (2019: N\$61 mil). 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 2 years past due because of historical experience has indicated that these receivables are generally not recoverable.

The tables below provide information on the ageing of student debtors at 31 December 2020

	Cost (N\$)	Loss Allowance (N\$)	Carrying Amount (N\$)
1 year and less	88 6545 324	(22 487 605)	66 166 719
More than 1 year	20 631 407	(12 875 102)	7 756 305
TOTAL on Financial Statements	109 285 731	(35 362 707)	73 923 024

General or Other Debtors

General debtors are those transaction that are not with students. These are transactions with the industry, or otherwise individuals that carry out business with the University. The average credit period on general debtors is 30 days (2019: 30 days). No interest is charged on outstanding

debt. 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.

	Cost (N\$)	Expected Credit Loss (N\$)	Carrying Amount (N\$)
1 year and less	84 388 140	0	84 388 140
More than 1 year	8 757 549	(1 667 979)	7 089 570
TOTAL on Financial Statements	93 145 689	(1 667 979)	91 477 710



Information and Communication Technology

The challenges brought by the COVID-19 pandemic forced the global higher education sector to consider new approaches to ensure continuity of education.

Enabling the University to sail through the Covid19 pandemic with fully-fledged online research, teaching and learning, while ensuring the continuity of administrative support units was an essential task of DICT.

Following the announcement of a national lockdown in March 2020, DICT played an essential role by appointing teams of technical experts who worked against the clock and successfully implemented the following measures to enable all staff to work from home:

Microsoft Teams to provide a common online communication platform

To enable lecturers to teach online during the Covid lockdowns, and beyond, Microsoft Teams was selected as the institutional communication platform. Implemented in a matter of days following the March 2020 announcement, Microsoft Teams was made available to all academic staff, who could conduct online teaching and learning activities and save recordings on another successful implementation, Microsoft OneDrive. In addition, training videos were made available to staff members. MS Teams also became the product of choice for online meetings.

Microsoft OneDrive storage to provide secure storage for staff

To enable staff to work from home during the March 2020 lockdown, all staff data was migrated from the on-premises file server storages to the Microsoft OneDrive Cloud storage. Microsoft OneDrive enables staff members to easily and securely store, access and share their documents.

Virtual Private Network to provide secure access to ICT services

A Virtual Private Network was set up, allowing staff members to securely connect their devices from home to the NUST core network. Staff members working from home could access services usually available only from within the NUST campus, such as the staff intranet, shared folders, ITS system, Back Office and many more.

Virtual Desktop Infrastructure to provide access to NUST licensed software

DICT availed a Virtual Desktop Infrastructure (VDI) solution to grant staff and students access to NUST licensed software and applications. By doing so, staff and students could enjoy access to applications without NUST violating any of its software agreements.

New server hardware donation by the Ministry of Higher Education, Training and Innovation

To enhance our online teaching capacity during the Covid pandemic, the Ministry of Higher Education, Training and Innovation and NSFAP provided new servers to boost our online and computing capacity. As a result, the servers have been installed and have boosted our online and computing capacity.

Technical support to staff and student

Until this year Technical ICT support was provided on both face-to-face basis and remotely. However, DICT adapted promptly to new circumstances, and ICT support was only offered remotely.

- **Staff ICT Helpdesk:** The Staff ICT Helpdesk operated during regular business hours to offer the necessary ICT assistance support to staff during the lockdown period. ICT Support staff on a rotating basis were available for support via telephone/e-mail and, in exceptional cases, on campus, taking advantage of staff residing in the Poly Heights building. ICT Support Officers assisted in setting up desktop computers for staff members working from home (WFH); including the setup and configuration of Microsoft Teams, OneDrive, VPN, VDI.
- **Student ICT Support:** The i-Cafe was also operational during regular hours during the country's lockdown. ICT services for students included remote assistance for the installation of Microsoft Teams / Microsoft Office 365 and resetting passwords for various NUST student applications, including e-learning (Moodle).

ICT Self Help Portal

A team was established to create documentation for staff and students to utilise the new services and assist with application installations. ICT Support Documents, screenshots and videos were made available to guide staff and students on the various uses.

Automated Emailing of Purchase Orders and Payment Advises

This new significant software development on the institutional ERP, the ITS system, was implemented during the year 2020.

The previous printing method and then e-mailing of orders and payment advice to vendors/suppliers were replaced with automated e-mailing.

The old method of printing and then e-mailing all approved Purchase orders and payment advice to vendors/suppliers was replaced with an automated emailed to the vendor/supplier rather than being printed, resulting in significant cost savings.

As of this year, as soon as an order is issued or a payment is affected, an automated process generates an email Order or Payment Advise, whichever is applicable, to the supplier/vendor. This new and significant development resulted in the elimination of pre-printed stationery and a reduction of finance staff workload.

Conclusion

All these measures ensured the university's readiness to offer Teaching and Learning in the face of ever-changing conditions. As the country's lockdown was lifted in May 2020, DICT's agility ensured that continually changing circumstances and regulations did not result in disrupted activities. DICT's innovative and successful approach was eventually acknowledged with the institutional innovation and sustainability team award for the year 2020.

Facilities

For the Department of Facilities, the year 2020 was a year of introspection. Current protocols were re-valued under the lens of the Pandemic and under the economic climate in establishing true sustainability in the respective Socio-Economic context. Considering the shortage of the Capital Expenditure Budget (CAPEX), the challenge to find new project budget availability by reducing the Operational Expenditure budget (OPEX) established the "OPEX to CAPEX" initiative, under whose guidance Facilities would carry out all its sustainability investigations. The findings and projects earmarked for development are noted below within the Units of the Department:

Transport:

- The establishment of Core Transport Fleet with a revolving 5-year replacement plan allowing for absorbed maintenance costs through extended warranties and strategic industry partnerships.
- Streamlining of fleet assets and protocols to reduce operational costs and improve and standardise services.

Maintenance:

- Creation of standardised service documents relating to thematic trades such as Mechanical and Electrical Installations (e.g., Generators, HVAC etc.) categorising long term service and replacement costs to better inform the Annual economic activities and prolong the effective lifespan of installations.
- Creation of Standard Specification and Finishes document to foster homogenous work environment and allow for faster maintenance turn around times with lower projected costs.
- Streamlining of ITS service reports and job allocations with monthly benchmarking of performance.

Security:

- Creation of Protocol Document and Security Services Activities allowing for the Integration of New Security Contractor.
- Establishment of new Access protocols, allowing for the reduction in 3rd party Security Staff and cost, and creating a more innovative and more secure campus.
- COVID response Protocols.

Cleaning :

- Online End-user Feedback interface allowing the capture and review of the cleaner's performance across campus.

Facilities Administration

- Audit and creation of smart online parking and administration system.
- Review and reduction of utility bills through streamlined payment initiative.

The existing CAPEX projects have been reviewed and realigned to a more sustainable and feasible campus, further allowing for a decrease in monthly OPEX costs; these include but are not limited to the following:

- Self-metering and benchmarking of water use on campus.
- Sustainable alternative Energy programs and solutions.
- Planning of new Security Entrance Structures and Protocols.
- Completion of the HTTPS with a 23% reduction on total building cost.
- Initiation of PPP and Donor funding agreements allowing the upgrading and expansion of the Campus.
- Review and planned renovation of the current NUST Hostels.
- Review and planned renovation of Poly Heights for increased rental income.
- Initiation of new Urban Masterplan following assessment of current and future Client Brief.
- Review of National Expansion strategy and planned physical expansion.
- Completion of CEIT centre.

While most CAPEX projects are on hold given the current economic environment, the University has come to better understand its actual needs and identified key strategic projects.



Acting Deputy Vice-Chancellor

Dr Delvaline Möwes

Academic Affairs



It is globally recognised that Higher Education (HE) plays a critical role in the economic, social, environmental and cultural development in developed and developing countries. With the sustainable development goals (SDGs) agenda, higher education is expected to support the global initiatives through research and, especially, to produce highly skilled labour. Namibia University of Science and Technology (NUST) has the mandate to produce highly skilled graduates to contribute to the SDGs' agenda 2030. Once students are enrolled at NUST, they are entitled to many benefits, constructing knowledge, acquiring skills and competencies that will permit them to operate in this 21st Century.

The first semester of 2020 was characterised by the COVID-19 pandemic that disrupted very significantly the normal operations of the university, especially the teaching, learning, assessment and research. When the university closed as a result of the national state of emergency towards the end of March 2020 to control the spreading of the virus, the university developed resilience strategies that allowed the continuation of its operations. This report will highlight the main aspects of the resilience strategies implemented during the academic year 2020 to strive the TLU support mechanisms, especially supporting academic staff and students.

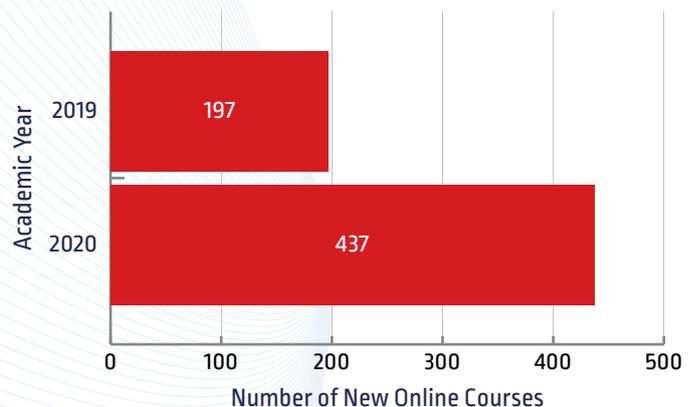
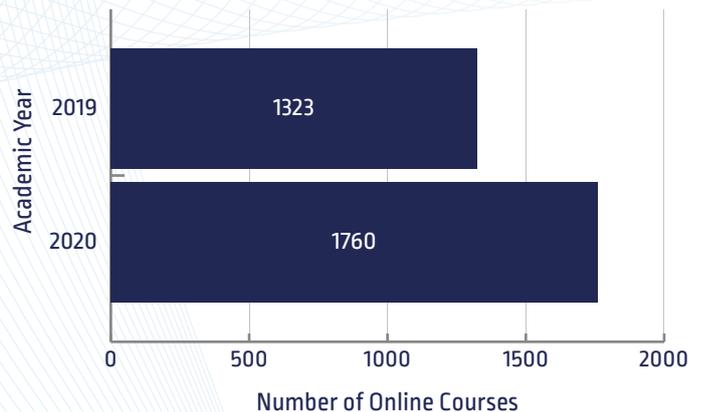
Deployment of Online Courses on MyNUST

TLU surveyed "Collecting courses Information and online Technical/Pedagogical Training Needs of the Academics staff". The survey aimed to identify all courses from all programmes offered in all semesters during the academic year 2020.

The Teaching and Learning Associate Deans for the six Faculties at NUST compiled a list of 1760 courses to be offered for semesters 1 and 2 during the academic year 2020 (initially 1790 but the repeated institutional core courses mentioned in each Faculty were removed). With this exercise, online courses from all programmes offered by the university were created and ready for further development and use by the lecturers and students

Initially, the plan was to create at least one programme per Faculty to be offered entirely online by 2023. Still, due to the COVID-19 pandemic, all Faculties at NUST implemented all offered programmes entirely online. This move from in-person to online delivery, was a breakthrough that we could

not imagine possible at the beginning of the academic year 2020. The tables and graphs below illustrate the comparison of the number of courses during the academic years 2019 and 2020 and the new online courses created during two academic years:



The implementation of all courses in all programmes did not happen without challenges. These challenges were addressed as they occurred. The university completed the first semester and started the second semester in October 2020 successfully, and will be completed at the end of February 2021.

Academic Staff Support

Before COVID-19 Pandemic

From 03 to 04 February 2020, the teaching and Learning Unit (TLU), in collaboration with the Human Resources Department, organised a New Appointed Academic Staff Induction workshop where 23 participants attended. This workshop supported the newly appointed academic staff to be integrated into the teaching profession pathways of the university through the introduction of the teaching, learning, assessment, and technology integration implemented by the university. In addition, they were also introduced to the university's various services, such as the library, Student Affairs, Quality Assurance, and Programme Development services.

The Teaching and Learning Unit (TLU) organised an Instructional Skills Workshop (ISW) from 05 to 07 February 2020 for the Department of Accounting, Economics and Finance in the Faculty of Management Sciences at NUST. The workshop aimed to enhance the facilitation techniques of the lecturers teaching the courses related to Accounting and Finance. The Faculty, in collaboration with TLU, joined hands to innovate and implement tailored solutions using the well-researched methodology based on the Bridging,

Objectives, Pre-Assessment, Participation, Post-Assessment and Summary (BOPPPS) to enhance the learner academic performance in the targeted courses. A total of fifteen lecturers teaching these courses were engaged in intensive training. They developed skills in implementing the BOPPPS methodology to enhance classroom practice and students' One month after the BOPPPS approach was implemented in the classroom, a distinct improvement in classroom practices were observed. When the state of emergency was enforced due to the COVID-19 pandemic to stop spreading the virus, the face-to-face implementation of the BOPPPS was ended.

With the new professional development approach offered virtually, TLU converted the instructional skills workshop into Instructional Skills Webinar coupled with virtual sessions where the BOPPPS methodology will be implemented fully online. The implementation of the virtual BOPPPS methodology will be implemented from the next academic year, 2021.



Effects of COVID-19 Pandemic

The closure of the University from 26 March 2020 created a vague uncertainty in the academic community where the option of waiting for the university to re-open or to resume teaching and learning using the remote approach immediately was seriously considered. Since no one could ascertain that the COVID-19 pandemic will be defeated soon, the University opted to implement remote teaching and learning, which was the best option. Even though it was a good option, the academic staff support team found itself in a big dilemma where not all courses offered in the first semester had an online component. Some of those courses available online lacked consistent and well-structured online learning materials.

The support team from TLU embarked on an innovative capacity building journey through online workshops, commonly named webinars, using the Microsoft virtual platform, MS Teams, to quickly empower academic staff to develop online learning content using agile methodology and fast-track techniques to engage students in learning through online environments. The support team developed an intuitive video tutorial site to host the videos taking lecturers step-by-step in developing online learning modules using the institutional learning management system "MyNUST":

Video Tutorials – eLearning Support System

Introduction

COVID-19 has disrupted the way we leave, work, interact and socialising. Technology has proved that in difficult situations, it can make things happening where they couldn't, such as in business, communication and especially in education. NUST Strategic Plan 2019-2023 has identified the integration of technology in teaching, learning, assessment and research as a priority to ensure excellence in education delivery.

The Moodle platform, commonly called MyNUST, is the university Learning Management System (LMS) and it plays the role of a Virtual Learning Environment (VLE) from the students perceptive and as the Content Management System (CMS) from the content developers point of view.

To promote the usage of MyNUST to students and academic staff, the Teaching and Learning Unit (TLU) developed a set of video tutorials to support lecturers who are new in the usage of MyNUST. Those who are conversant with MyNUST but want to enhance their skills to operate in online environment will find the videos also useful.

Some of the videos were developed for students to access with the aim to assist then enhancing their skills in working in online environment. These videos are subdivided in four main categories: (1) **Login and Navigation**; (2) **User Management**, (3) **Content Development** and (4) **Activities-Assessment**.

In addition, a set of videos were developed to advocate and empower faculty to engage in innovative online teaching strategies that leverage the evolving pedagogical models and educational technologies. TLU and other stakeholders at NUST are conducting regular webinars to supplement the use of these video tutorials.

The icon will be placed next to a new video uploaded to this site

The icon will be placed next to a video for students

The icon will be placed next to a video both for students and lecturers

Fig.1 – Video Tutorials' Site



TLU conducted several webinars during the first and second semesters as shown in the table below:

Faculties	Webinars Sessions	Participants
Engineering	3 sessions	112
Health and Applied Sciences	3 sessions	183
Human Sciences	4 sessions	214
	Total	509

This represents an increase of 812.3% the number of
Table 1 – First semester webinars and cumulative attendance

Webinar Description	Date –Time: 09:00am to 12:	Participants
Webinar 1 to 9:	14 - 28 Sep 2020	1,593

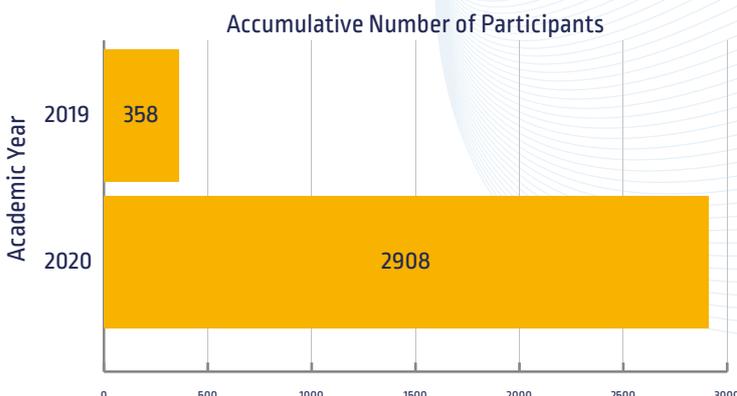
Table 2 – Second Semester webinars and attendance

As a tradition, TLU organised the mini-workshop series for 5 weeks through webinars and accumulative attendance reached 453 participants. In addition, TLU conducted three TLU sessions to supplement what was covered during the webinars offered by TLU and COLL. The three TLU sessions covered the following areas:

1. Effective Design of Summative Assessment for Online Environment - Case of Open Book Assessment
2. Setting a Microsoft Teams Virtual Session in MyNUST
3. Configuration and Management of eAssessment (formative and summative)

A total of 353 participants attended these sessions and the model used proved to be very effective and TLU decided to continue the webinar model for future professional development interventions at NUST.

The lesson learned during these capacity-building interventions was that using virtual technologies to conduct training was very-effective, very convenient both to facilitators and participants. It was also an effective way to cut the running cost of the programmes where catering services and moving from offices to physical training venues by the participants were no longer required. This model permitted the video recording of all webinar sessions and immediately made them available to the participants for later viewing while mastering the skills. The attendance during the webinars was impressive compared to the academic year 2019 as illustrated by the table below:



participation in various online professional development programmes. Integrating technology in continuous professional development had drastically increased the attendance in various programmes and had cut 100% of the running cost of these programmes; taking into consideration the investment in the technology infrastructure that made the online professional development possible. Now lecturers at NUST are comfortable with the implementation of the remote/online learning facilitation.

eLearning Live Support for Academic Staff and Students

To support and respond to faculty needs, TLU regularly organises one-on-one interventions to ensure lecturers are well equipped with skills to integrate technology in their facilitation roles. With the eLearning rollout during the COVID-19 and due to increasing needs of support by both lecturers and students, TLU decided to implement a new approach using an eLearning live support using MS Teams. Every day from Monday to Friday and from 08:00 am to 10:00 am, designated TLU staff is available to respond to all support requests to ensure the service delivery is quick and efficient. TLU supported around 257 both lecturers and students.

During this open support sessions, we discovered that lecturers and students were keen to use the service to learn new things, and some attended just to learn from other users' challenges and get the solutions from the TLU staff.

Research and Development

TLU, under the recommendation of the Online Implementation Committee (OIC), conducted a study on lecturer and student perceptions on the quality of remote teaching and learning at NUST. The outcomes of the study provided a wealth of data that we used to address some of the challenges observed during the first semester implementation of the remote teaching and learning. The findings were used to enhance the following critical aspects for successful implementation of teaching and learning in online environments:

1. Enhance continuous professional development: The data from the study indicated to us that lecturers and students needed more and effective capacity building on the usage of technology for both lecturers and students, and professional development on technology integration in teaching, learning, and assessment. Before the start of the second semester, we provided a total of 14 webinars to respond to needs as expressed in the study. Regarding student capacity building on the usage of technology in their study, COLL developed an online orientation course for students. We are busy strengthening the student academic support structure to respond timely and effectively to all students' academic requests and challenges.
2. Improve the eLearning Management System (MyNUST): A strong recommendation from both lecturers and students was about enhancing the capabilities of the eLearning system used by the University to support online teaching,

learning, and assessment. In collaboration with the Department of ICT (DICT), the IT infrastructure is being revamped, and the eLearning platform (MyNUST) has been significantly improved in terms of speed, scalability and security. The bottlenecks related to access and speed have been resolved and continuous improvement of the system is still ongoing. The university has greater plans to integrate all eLearning systems (MyNUST, Ms Teams, etc.) to active directory (AD) to enhance the administration and the user-friendliness of the systems in use.

3. Research on offline solutions: since COVID-19 pandemic disrupted education around the world, there is an issue of equity to access eLearning solutions developed across the world where some communities have poor network coverage or where there is no coverage at all. We developed a prototype to support teachers and students living in such areas and we are busy testing the solution. The function of the prototype is for offline access to learning resources, engagement, and assessment.

Library and Information Services

In many respects, 2020 was a challenging and gruelling year with COVID-19 testing structures, systems and resources to the limit. The first quarter was action-packed and buoyed by a successful New Student Orientation campaign for social media in January, the team celebrated February with the Library Love campaign before the Library went into lockdown in March. The remainder of the year services moved online and brought about a number of significant developments for services and operations. Routine projects such as annual weeding and stocktaking had to be either accelerated, for example weeding was done in May instead of the winter vacation, and stocktaking was portioned off and conducted across several months.

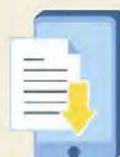
The pandemic necessitated the department to move its focus from physical information resources to electronic resources in order to provide remote learning support. This year only 1056 print books were added to the collection, which is 40% less than the previous year, while the print journal titles were reduced to 41, as 50% of these journals were switched to electronic journals. Growing the electronic resource collection meant that the Library can now provide access to 129297 electronic journals and 243339 electronic books, 26645 more electronic book titles than in 2019. In addition, the use of open access and open educational resources were also promoted to broaden the information pool that the students and faculty can utilise in teaching, learning and research. A webpage was created to explain the advantages of these resources and links to them were listed for easy access. To accommodate students and faculty who needed print books that were not available in electronic format, the Click-and-Collect service was implemented. This allowed them to order a book online and pick it up from the library.

MOVING ONLINE IN 2020

NUST Library accelerated its efforts to be more accessible online and to improve access to good information.

ONLINE VS. PHYSICAL RESOURCES

Even prior to the advent of COVID-19, NUST Library planned to make 2020 the year we improved and expanded access to all students by increasing our online presence.



243,339 E-BOOKS

Access to full text e-books accessible online via the Library databases has grown by 10% compared to 2019..

64,983 PRINT BOOKS

The print collection was grown by only 1.6% as the focus has shifted to online resources. Print titles are only purchased when e-versions are not available.



129,397 E-JOURNALS

Students and researchers now have more access than before to credible academic journals to be found in our recommended and subscribed databases.

50% MIGRATION

50% of our print journal subscriptions have been migrated to e-journals, thereby improving access for our remote users.



LIBRARY.NUST.NA

In the same vein, services were also moved online. In the initial stages of the lockdown, communication channels were re-enforced to reduce the anxiety students felt due to the uncertainty of the situation. A hotline was established, e-mail response time limited, the website content was kept up to date and clients were continuously engaged through social media platforms. In addition, ten videos were created to teach students how to find and access the information they need and how to reference the information they used. This was supplemented by twice weekly webinars, to replace the face-to-face training sessions students received before the



RESPONDING TO CRISIS

The existing programme of moving online made NUST Library more flexible and better prepared to serve the community during COVID-19.

CLICK & COLLECT SERVICE

To protect our users the Library implemented a Click and Collect Service, allowing them to receive books at the entrance to the Library, thereby reducing risk. 210 items were issued



SOCIAL MEDIA

On average, social media followers were increased by 34%, allowing us to quickly reach our users in a format that they prefer.



DIY VIDEOS

10 DIY videos were created and added to the Library web site to overcome barriers of access thrown up by the pandemic.



WEBINARS

A series of webinars reached 1,121 students who needed information for research purposes.



E-LEARNING

An e-learning course on Academic Integrity, developed in 2019 by the library, enrolled 7,908 students in 2020. This was able to substitute for much of the face-to-face classes lost this year.



LIBRARY.NUST.NA

pandemic started. More than 1121 students received training in this way from May to October. Furthermore, the APA Citation Guide was revised, based on the 7th edition of the APA Manual, and made available in electronic format.

The department's first e-learning short course called "Academic Integrity and Avoiding Plagiarism" was launched, while the next short course called "Information Literacy Basics" is in its development stages. The purpose of this course will be to teach students to think critically and use information for their academic, professional, and personal lives, helping

them define information needs, then locate, evaluate, and use all available information resources effectively and responsibly.

Additional cost reduction and containment strategies were put in place to relieve the economic pressure the university is experiencing. Overtime work was eliminated, part-time staff agreements were terminated, and opportunities for staff sharing were embraced. In the absence of staff development opportunities outside of the university, in-house training was offered with knowledgeable librarians acting as facilitators. Furthermore, a database containing training videos for staff was created, which staff could utilise at their own convenience. Despite the impediments brought along by the pandemic, two staff members obtained their Master's degree in Library and Information Science, and another two obtained their Post Graduate Certificate in Higher Education.

Lateral thinking and striking a balance between service delivery and observing health and safety protocols were requirements for a successful year. In hindsight, the department certainly proved it could rise to the challenge and the weather the storm that is COVID-19.

International Relations

The mandate of the Department is to position and build the reputation of the University internationally. The internationalisation activities include facilitating and managing quality partnership establishments, staff and student exchanges, joint research, public lectures by short-term visiting academics and other experts, joint curriculum development and internationalisation on campus. The expected output of internationalisation at the Institution is contributing to producing graduates with the requisite knowledge, skills, values, and attitudes, and who can function effectively in culturally diverse and global competitive contexts. The Department also facilitates visa administration processes. The outbreak of the coronavirus, as the case nationally and internationally, has negatively impacted the internationalisation activities of the University.

Key Activities during the Reporting Period

The Department has hosted a welcoming function for first year International Students during the First Semester. The objective was to welcome the students to the University in particular and Namibia in general.

"Academic Integrity and Avoiding Plagiarism" was launched. The next short course called "Information Literacy Basics" is in its development stages. The purpose of this course will be to teach students to think critically and use the information for their academic, professional, and personal lives, helping

Furthermore, the Department has organised a virtual International Education Week (IED) Public Dialogue on: "International partnerships in the context of COVID-19 and beyond". Dr Samia Chasi, Strategic Advisor to the International Education Association of South Africa (IEASA), and practitioner-scholar in higher education internationalisation, was the speaker

Table 2.1 New international partnership establishments

Activity	Universities
New Partnerships and Renewals	<ul style="list-style-type: none"> · Vaal University of Technology, South Africa · Alliance of Four (4) Universities in Spain (Autonomous University of Barcelona, University of Carlos III in Madrid, the University of Pompeu Fabre, and the Autonomous University of Madrid) · Lucerne University of Applied Science and Arts, School of Business, Switzerland · Darmstadt University of Applied Sciences (Renewal) · Flensburg University of Applied Sciences (Renewal)

Table 2.2 Short-term visiting international academics and other experts and NUST outgoing staff

Activity	Number
Visiting academics and other experts	40 (Only during the first three months of the Year).
Fulbright Scholars	1 (Second Fulbright Scholar for 2020 has cancelled due to COVID-19).
NUST Outgoing Staff	2 (Only in January due to travel restrictions).

Table 2.3 Student Mobility

Activity	Number
Outgoing NUST students	11 (This include seven to Switzerland for internships through B360 Partnership, two at Joanneum University in Austria, and one each at University of Huelva in Spain and Oradea University in Romania respectively).
Incoming International Exchange Students	16 (First Semester only).

High-Level International Visiting Delegations

A delegation from RheinMain University of Applied Sciences, Germany, led by their President, Prof Detlev Reymann, visited the University. The purpose of the visit was to explore collaboration opportunities. The delegation from the University of Botswana led by Lopang Mosupi, Deputy Vice - Chancellor of Finance and Administration also visited NUST. The objective was to benchmark with the NUST Hotel School in terms of mandate and functions, and operational modalities.

Visa Facilitation Administration

The Department has facilitated applications and approval of +- 600 Student Permits, two Employment Permits and three Work Visas during the period under review.

Policy and Guidelines Developments

The Department has begun during the reporting period to develop an Internationalisation Collaboration Framework and International Engagements Guidelines. The purposes are to provide an Institution-wide framework and guidelines for coherent management of international engagements and actions.

As stated in the introduction, COVID-19 has impacted internationalisation negatively, and the impact was mostly felt in activities related to staff and student exchanges, and visits of high-level delegations, and short-term visiting academics and other experts. Notwithstanding the impact, the University and the Department have continued with internationalisation activities through virtual meetings and

other methods of engagements. COVID-19 has also affected fulltime international students negatively, as some were stranded in Namibia during the lockdown period without family support systems, and connectivity difficulties to enhance their learning.

Cooperative Education

The Cooperative Education Unit (CEU) maintains a closer link with industry, business, government and the community for continuous interaction, engagement and to forge partnerships in support of student placements for Work Integrated Learning (WIL). The cooperative education model supports the university to achieve its stakeholder engagement goal and support students to achieve the required 21st century skills, career management; employability, and discipline-specific skills.

Amidst the COVID-19 pandemic challenges, this year, the Unit engaged seventy (70) local organisations through physical and virtual meetings and various online means of correspondence to facilitate and coordinate WIL placement. A total of eighteen (18) Memorandum of Agreements with industry were signed in the current year bringing the total signed MoAs to one hundred and fifty-five (155).

Students Pre-WIL Workreadiness Preparations

The Unit coordinates and facilitates the Pre-WIL work readiness, and this year, due to COVID-19, virtual workshops were conducted and two hundred and four (204) students were workshopped. Moreover, the COVID-19 disruption has motivated the Unit to accelerate and complete the content development activity on the ePre- WIL work readiness

course on the eLearning platform. This activity was done in collaboration with the Centre for Open and Life Long Learning (COLL) and the Teaching and Learning Unit (TLU). This ePre-WIL Workreadiness course will be launched and rolled out early next year. This course aims to provide all WIL eligible 2nd and 3rd year undergraduate students with the necessary soft skills and enhance the desired 21st-century skills and employability before the commencement of their WIL placement in the industry. In addition, students will be equipped to navigate the work space and unleash their potential through practical engagement activities.

The Unit has also conducted virtual student visits in collaboration with the WIL Coordinators in the faculties, attend to student's CVs and cover letter writing and online interview coaching sessions. Altogether, the unit provided service to three hundred and four (304) students.

Quality Assurance

Academic and Professional Programme Accreditation

Higher education takes place in an increasingly competitive environment, hence the Namibia University of Science and Technology proves to remain committed to offering high quality academic programmes and services to its students by submitting programmes for accreditation to national, regional and international quality assurance bodies on an annual basis. Quality assurance and enhancement became top priority in the operations of the Institution to ensure graduates continue to portray the competences required by the industry. The following programmes were submitted for accreditation to the National Council for Higher Education:

- Master of Engineering in Electrical Power Engineering
- Bachelor of Transport Management

In addition, the Bachelor of Medical Laboratory Sciences was granted accreditation status by the Allied Health Professions Council of Namibia.

Review of Quality Management Policy and Quality Management Framework

Senate approved the revised Quality Management Policy and Quality Management Framework.

Quality Audit Plan for Internal Quality Reviews of Administrative Departments and Support Units

EXCO approved the five-year Quality Audit Plan for the period 2020-2025. The University's Quality Audit Plan aims to provide the basis for a detailed review/quality check of all academic departments and functional units (i.e. administrative departments, support units, institutes and centres), and the subsequent enhancement of their roles and functions.

Collaboration

The University signed a Memorandum of Understanding with the Namibian College of Open Learning to establish a framework for cooperative institutional relations and collaboration in the following areas, inter alia:

- Joint development and delivery of programmes;
- Collaborative research;
- Sharing of infrastructure and resources;
- Collaborative organisation of conferences, workshops and symposia; and
- Collaborative quality assurance and enhancement initiatives.

The sudden outbreak of COVID-19 and its impact on higher education institutions halted internal departmental quality reviews and programme accreditation activities at the University.



Programme Development

Programmes and Qualifications Miles ones

The unit is committed to support the University in accomplishing the set strategic goals and objectives, as well as contributing to the realisation of the institution's theme for 2020, "Innovation for Economic Revitalisation". Further, the unit is devoted to provide technical guidance and support to academic departments and support units and centers that are involved in programme development and review, including short courses.

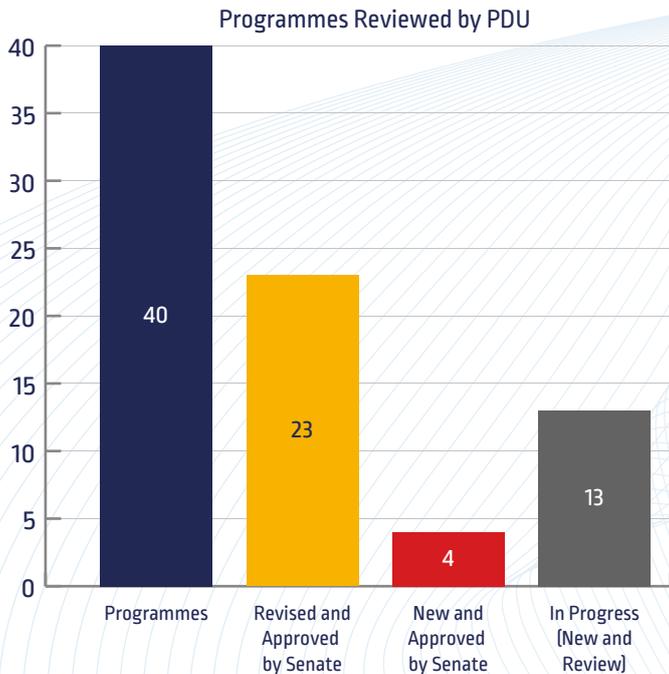


Figure 1. Programmes reviewed by PDU

Figure 1 indicate an overview of the progress made by the unit in terms of academic programmes assessed and quality assured (new and existing) in STEM and NON-STEM fields in 2020. A total number of 40 programmes were developed and reviewed, of which 27 were approved by Senate. The remaining 13 programmes are in progress and have reached advanced stages of development and review.



Figure 2. Qualifications submitted to NQA for registration

As indicated in the figure above, NUST submitted 23 qualifications to the Namibia Qualifications Authority (NQA) for registration/re-registration purposes in 2020. As a result, 11 qualifications are registered, of which 4 are new and 7 are re-registered. Moreover, the remaining 12 qualifications have reached advanced stages in the process of registration on the NQF.

Needs analysis and implementation plans

In its quest to contribute to national development, NUST conducted five needs analysis reports for new programmes that are envisaged to be developed. As a result, the reports were approved by PDU and Senate in 2020. Furthermore, eight programme implementations plans were evaluated by PDU and submitted for EXCO approval.

Stakeholder Engagement

PDU has been involved in numerous engagements with both internal and external stakeholders on matters concerning programme development and review, as well as the registration of qualifications on the NQF. Internally, the unit continue to deliver technical support and guidance to various academic departments. It is also worth highlighting that the unit contributed to the institution's strategic plan of 2021 – 2025, by providing input concening curriculum development and review. Moreover, the unit participated in various engagements with external stakeholders such as the NQA and industries, through the relevant Programme Advisory Committees (PAC).

Additionally, the unit coordinated the consultation on Curriculum Mapping Software with other support units within the institution and CourseTune, a curriculum mapping software developer. Consultations focused on demo sessions by CourseTune, demonstrating the functionalities of the software and further narrating how the institution can benefit from such a system.

Policy Review

It is worth emphasising that the unit is in the process of revieweing policies and guidelines pertaining to programme development and review. This include the Policy on Collaborative Provision of Industry Credentiaised Courses and Qualifications as well as the Short Course Policy. The unit has solicited inputs from various stakeholders, both internally and externally, which are highly expedient for the review. The reviewed Policies are expected to tabled at the next Senate. The two policies are significant for the development of courses that would generate income for the institution.

Programme Course Database

In order to improve programme development and review processes, filing and archiving of programme courses, the unit developed a database for all NUST programme courses. The programme courses database is aimed at promoting efficiency, effectiveness, as well as ease of access to courses, primarily to the staff members who are involved in curriculum

development, review and qualification maintenance activities at NUST. Two interns were hired from March to June 2020, to assist the unit in developing the database.

Challenges

Notwithstanding the milestones achieved by the Unit, it should be emphasised that there were challenges experienced in 2020. For instance, the unit was not able to conduct the planned yearly activities as per the 2020 unit calendar. With challenges such as Covid-19 restrictions, the unit could not conduct yearly orientation for new academic staff to the NUST Curriculum Framework and the NQF. Further, due to the nature of work that the unit is involved in, the division is highly understaffed with only two Coordinators and one Senior Coordinator. Subsequently, this increases the workload of the staff members, and thus negatively affecting staff morale as well as the productivity, effectiveness and the quality of work produced by the unit. Additionally, poor staff development, lack of capacity building and exposure through seminars, workshops and conferences are some of the setbacks the unit faced in 2020.

In conclusion, the unit is committed to execute its strategic plans by providing quality support services to the institution. This is achieved through ascertaining that NUST programmes and qualifications are of high standard, appropriate for industry and in alignment with the NUST Curriculum Framework, NQF as well as National Development Plan Five (NDP5).



Deputy Vice-Chancellor:

Prof Pramanathan Govender

Research and Innovation



Research Beyond Borders

The Project Services Unit (PSU) plays an essential role in providing strategic direction in fostering cooperation across all Faculties, Institutes and Centre's and specialised Research Laboratories to optimise effectiveness, catalyse and add value to existing research endeavours. Hence, identifying opportunities to leverage research grants to support local and international research development activities. As such, the Unit facilitates project design, development and management of research grants across the Institution. In this regard, an inter-disciplinary and multi-sectoral (beyond borders) approach that recognises the future long-term research needs to maximise impact is thus emphasised.

Grants Management

The Unit manages a diverse portfolio of research projects with a total project value of N\$ 335 Million within this reporting period, with 91% classified within the sustainability research focal area 7% and 2% in the technology and indigenous knowledge areas, respectively. The donor funding profile has been consistent over the past two years, with the European Union and Federal German Government (through various funding agencies, topped by Deutsche Gesellschaft für Internationale Zusammenarbeit [GIZ]; German Academic Exchange Service [DAAD]. The Federal Ministry of Education and Research [BMBF]) dominating in terms of funding project values.

Notably, the majority of the projects are field-based/travel intensive and given the COVID-19 pandemic, no-cost extensions were necessitated due to the travel and gathering restrictions. The extensions presented innovative methods to be explored to ensure overall project objectives are met with minimal disruptions. The Unit played a pivotal role in successful negotiations with respective donors while adhering to donor compliance regulations.

Professionalising Research Support

The need for dedicated specialized research units to support research strategies of higher education institutions are no longer a luxury but a necessity. It is thus critical how the institutional capacity architecture is designed to facilitate effective and relevant research that will impact the national level and ultimately internationally. The Unit accumulated valuable lessons learnt through the EU funded project entitled "Strengthening of Collaboration, Leadership and Professionalization in Research Management in SADC and EU Higher Education Institutions"(StoRM) project. This project provided a benchmarking mechanism of forty-two (42) internships between research support offices across ten (10) diverse Universities across SADC and EU over the last three years. One of the highlights resulted in a professional recognition mechanism comprising a post-graduate diploma in Research Management and Administration (RMA). Further efforts are explored to develop and introduce a Master's degree in RMA. Finally, a concrete output for NUST from this project is a research grant management module as part of a Research Information Management System under development.

Similarly, various members of the Unit attended and presented at the first-ever virtual Southern African Research and Innovation Management Association (SARIMA) Conference, which the Director of the Unit chaired. One staff member successfully applied, as team leader of a regional team, for a grant from the African Academy of Sciences (AAS) and Association of Research Managers and Administrators (ARMA) as part of the International Research Management Staff Development Programme (IRMSDP). Together with UK partners, a Toolkit for Early-career Research Managers Online Resources] will be developed.



Way Forward

The complex and diverse nature of the research support (with increasing expectations, in light of dynamic changes/technology [interdisciplinary becoming more prominent], requires strong coherence and coordination towards a common, realistic and strategic research agenda with sustainable strategic alliances. In this case, strategic internationalization efforts add to building a network of research administrative excellence, tapping into experiences, sharing and developing best practices/strategies/policies, encouraging knowledge sharing, knowledge transfer and increasing efficiency within research management.

As such, developing adaptable research capacity architecture (with a focus on post graduate student support) leads to improved understanding of the institutional research landscape (predicting change), pre-empting and planning for required skills, knowledge (aligned with grants) benefiting from planning future internship programmes, ensuring institutional impact subsequently. In this, the Unit will consider the effect of the COVID-19 pandemic on Higher Education Institutions and the donors in the medium to long term. The COVID-19 pandemic has changed the mode of operations at institutions of learning. Furthermore, it has necessitated the development of and implementation of modern and online technologies and compelling them towards exploring innovative modalities of applied research.

The Unit remains committed to achieving excellence in research and supporting the design and implementation of applied research projects that provide solutions for all Namibian economy sectors and positively impact the Namibian society.

Sincere appreciation is dedicated to our funding partners and researchers for making these projects plausible.

Mitigating COVID-19 Challenges

The Minister of Higher Education, Training and Innovation constituted a High Level Research Coordination Task Force on COVID 19 (HILREC Task Force on COVID 19) as an inter-institutional research coordination body. The Task Force was mandated to carry out empirical research and suggest innovative solutions to mitigate the adverse effects of COVID 19. The Task Force identified the following areas of research: COVID-19 Diagnostics- Screening, COVID-19 Diagnostics – Research, Epidemiology and Forecasting, Behaviour Change Communication, Economic Impact of COVID-19 on Namibia, Natural Product Development - HIV/AIDS cases, Natural Product Development - Malnutrition cases, A-B-O Blood Groups vs COVID-19 and UVA scores, Improved Water Safety and Sanitation Facilities, Innovative Technical Solutions for COVID-19.

• COVID-19 Diagnostics – Research

Three grant proposals submitted (GIZ (unsuccessful); GECCO, UK (unsuccessful); FSN (awaiting outcome). COVID-19 Book Chapters - 4 books chapters. Involved in introducing rapid testing at airports.

• Economic Impact of COVID -19 on Namibia

Funded by UNDP to the amount of N\$ 290,318.42. The project resulted in the following outputs:

Integrated socio-economic report, macro-economic model, impact assessment road map for UN-Agencies, policy brief of clear recommendations.

• Natural Product Development - Malnutrition cases

Field trips were conducted to some regions to collect Marama bean seeds and Moringa leaves for processing. Two grant proposals (Germany and UK written) were written. Both grant proposals were unsuccessful. A request for the seed of Artemisia annua was sent to Harare Botanic Gardens. However, so far, no positive response. COVID19 book chapters contributions were submitted.

• Improved Water Safety and Sanitation Facilities

Two funding proposals submitted with various donors on the following areas of collaboration:

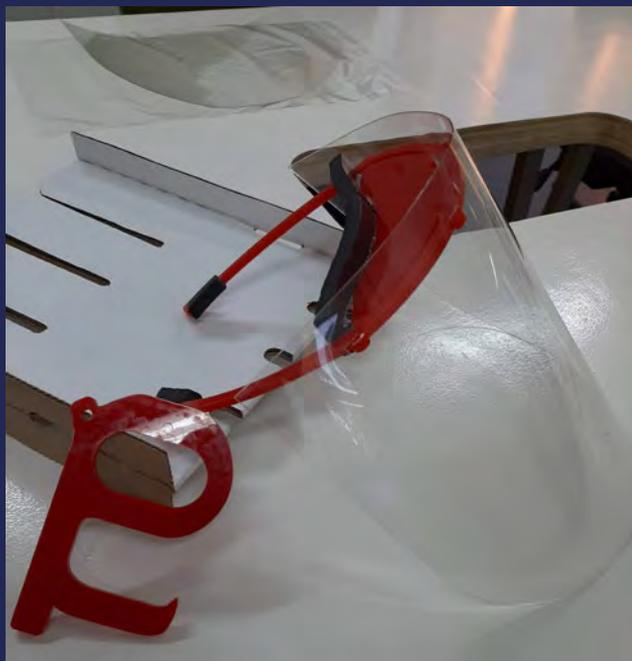
Define optimal parameters (physical and quality) for communal boreholes (including access options); local and sustainable technologies for purification of water in hard to reach communities in Namibia; characterization and assessment of climate-related (COVID-19) risks and evaluation of potential adaptation options; strengthening adaptive capacity and resilience of water infrastructure within the context of diminishing water availability; screening of wastewater to measure the virus circulation in a population; immune boosters in drinking water for populations with compromised immune systems.

• Innovative Technical Solutions Addressing COVID-19

Research Development (defining research parameters to assemble required products). Product Development (identification). Final output would be Namibia technology handbook against COVID 19. Two 3D Printers were acquired for mass production of face shields. Three prototypes of face shields were made and tested in the hospitals. The team will also consider the production of respirators if funds are made available.

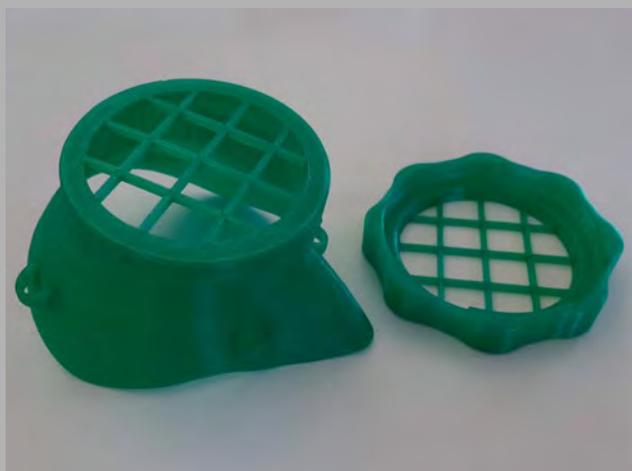
Prototypes Developed

Face Shields



Description and Uses	Reference and method of Production
<ul style="list-style-type: none"> Personal protective equipment Used to protect the facial area: eyes, nose and mouth from flashes of body fluid or other objects Used by personnel in the medical, security, shop tellers, the police etc Usually used in conjunction with facemask 	<ul style="list-style-type: none"> Created by Georgia Institute of Technology Produced at NUST-FABLab Laser cutting Modifications to original design: redesign of face guard for 4 piece frontal mounting.

Respirators



Description and Uses	Reference and method of Production
<ul style="list-style-type: none"> A personal protective device that covers the nose and mouth Designed to provide respiratory protection by forming a tight seal against the wearer's skin. N95 – N100 filters to be used to filter out airborne particles such as dust, pathogens, gases, or vapors, or chemical splash 	<ul style="list-style-type: none"> Created by Thingiverse user Fablab_Ideenreich-Germany Produced at NUST-FABLab 3D printing Modifications to original design: None



Description and Uses	Reference and method of Production
<ul style="list-style-type: none"> A personal protective device that covers the nose and mouth Designed to provide respiratory protection by forming a tight seal against the wearer's skin. N95 – N100 filters to be used to filter out airborne particles such as dust, pathogens, gases, or vapors, or chemical splash 	<ul style="list-style-type: none"> Created by Thingiverse user 3D Handyman Produced at NUST-FABLab 3D printing and plastic moulding Modifications to original design: Use of different release agent for silicone mouthpiece

Sneeze Guards



Description and Uses	Reference and method of Production
<ul style="list-style-type: none"> Used as a divider or sneeze guard in offices Helps to stop the spread of diseases transmitted through coughs and sneezes. Protect employees Creates a physical separation and helps maintain social distancing. 	<ul style="list-style-type: none"> Open source design Produced at NUST-FABLab Laser cutting and laser engraving Modifications to original design: change of dimensions according to machine capability, Addition of text and branding

Remote Teaching and Learning

Inevitably, the ongoing COVID-19 pandemic disrupted the University's operations and presented several financial and logistical challenges, chiefly, in the 2020 Academic Year. However, despite the constraints, there are some projects and activities that were completed successfully. The following is an overview of the University's accomplishments and activities in the year 2020.

Remote Teaching and Learning

When the national lockdown came into effect in March 2020, an Online Implementation Committee was established at NUST to spearhead and coordinate the delivery of teaching and learning. The measures below were taken to enhance E-learning:

- Processing power and server storage space was increased to enhance infrastructure that supports the MOODLE e-Learning platform

- Software licenses were acquired and extra bandwidth was allocated
- Staff and student support was provided telephonically and remotely through Virtual Network Computing as an alternative to face-to-face support
- A video tutorials platform was developed as a support mechanism to speed-up effective online implementation
- Online orientation videos were produced to train students how to study and navigate the new way of learning
- Wi-Fi devices and laptops were availed to students with funding from the Ministry of Higher Education, Technology and Innovation



Vocational Education

Technical and Vocational Education and Training (TVET) has been part of the NUST journey from its humble beginnings as the Polytechnic of Namibia. Initially housed in the Engineering Faculty, TVET as part of academic programmes that ensured the Polytechnic provided the nation with the much-needed skills to drive economic development. With the transformation to University status, TVET programmes were migrated to the Faculty of Human Sciences, providing Certificate and Diploma qualifications for the VET sector.

In 2017 the Ministry of Higher Education, Training and Innovation (MHETI) approached NUST to facilitate the hosting of a Faculty of TVET and take a leading role in the country's development of TVET. The transformation journey started with revising the curriculum, resulting in the phasing out of the Certificate courses and offering two Diploma courses. The renaming of one Department in the Faculty resulted in the Department of TVET and recruitment of senior staff to lead the development of curricula for undergraduate and postgraduate studies. Research collaborations were also expanded with partnerships developed with institutions in Germany and Finland. A partnership with the University of Bremen led by Professor Michael Gessler focused on intensive research training workshops for the TVET team. A study trip to Bremen also made sure the team experienced the advances made possible by the German education system and investments from the private sector. Support from GIZ office in Windhoek also ensured strong collaborations between NUST and local vocational training institutions.

In 2020 the MHETI called upon the TVET team to finalise the National TVET Policy revision. The revised policy provides an opportunity for NUST to lead in developing and expanding TVET in Namibia and beyond. The Department has already started this undertaking with field visits to Rietfontein and Oranjemund to explore opportunities for mentoring TVET development in these areas. Further, through the placement of students for teaching practice experience in VTCs across the country, the Department has ensured that there is a continuous exchange of ideas and capacity development between the University and VTC institutions in the country. Strong collaborations with the Namibia Training Authority (NTA) have also enabled the Department to participate in crucial national activities such as the WorldSkills Namibia and TVET conferences. The NTA provides dedicated support as the primary funding agency for students in the NUST TVET programmes. An opportunity foreseen to place TVET at the centre of national development will be addressing post-COVID-19 economic recovery. The negative impact of COVID-19, including the economic crisis, provides NUST with an opportunity to enhance skills development, especially for the youth. The Faculty and the Department are poised to play a more significant role in ensuring TVET provides solutions for development challenges, including catalysing innovation and research in Namibia and the region. The University will tap into the African Union and SADC TVET policies to ensure national TVET remains relevant and empowering.





Marine Engineering: Maribilis

Projects

Marine Engineering

NUST has recently completed a project titled MARIBILIS in association with Satakunta University of Applied Sciences (SAMK), Finland. The project is funded by the Finnish government and the outcome is to develop higher education competences in the field of maritime in Namibia.

Under this project, a double degree programme in Marine Engineering has been developed along with SAMK. This programme has been accredited by the Namibia Qualification Authority (NQA). The Double Degree program started at NUST in Jan 2019. The programme is well received by the Stakeholders (Maritime cluster), and the Namibia Student Financial Assistance Fund which has agreed to provide financial support to the students in a form of a loan. The response to the programme is overwhelming; however, while 60 and 100 applications were received in 2019 and 2020 respectively, the intake was limited to 25 students considering the cost of the programme and availability of financial assistance to the students. As part of this project an investigation of corrosion in Namibian marine environment was conducted.

The RV Mirabilis, a deep-sea fisheries research vessel, owned by the Ministry of Fisheries and Marine Resources of Namibia was experiencing corrosion of its heat exchanger (HX) mild steel inlet and outlet pipes of the sea water engine cooling system. The main aim of the research project was to determine the corrosion rate of the pipes and investigate the effect of sea water temperature, salinity, and flow rate on the rate and pattern of corrosion. An experimental rig was set up for simulation. Exhaustive data were collected and analysed. The experimentally obtained corrosion patterns were compared to samples of corroded pipes obtained from the ship. The research findings are:

- i) The critical parameter in the corrosion problem is the flow rate which influences both the corrosion rate and pattern
- ii) An increase in the temperature and/or salinity yielded an increase in the corrosion rate, while the opposite is true for the flow rate.

Off-Grid Energy Master Plan

The Namibia Energy Institute (NEI) provided containerized Solar Systems to render technical support to the Ministry of Mines and Energy in the electrification of two Schools in Kunene Region, Otjitanda Otjinungwa Primary Schools. The commissioning was completed in October 2019. A maintenance tender was awarded to Central Technical Supply (CTS) in May 2020 for two years to maintain off-grid solar PV systems installed between 2013 and 2014 in remote schools in Omusati, Kunene and Otjozondjupa region by the Ministry of Mines and Energy. Urgent repairs were carried out in July at the following institutions: Omaadi, litapa, Okatseidhi, Okeeholongo, Uutsathima, Hiaukambe, Otjetjekua, Otjiu and Epupa School to bring all solar systems to operational status. NEI provided technical support to MME by inspecting the work carried out by CTS. An energy needs- assessment report was submitted to MME to upgrade some of the PV Systems.

The Institute (NEI) and the Hanns Siedel Foundation (HSF) coordinated the selection of appropriate rural schools, installation and commissioning of 3KW photovoltaic systems, funded by HSF at Ohaijuua, Ongongo and Otjikojo Primary schools in Kunene region and Kaandunda Kaseta and Nsundwa Primary Schools in Zambezi region. The users were also trained on the use of the systems.

The joint inauguration of the systems and training of Small and Medium Enterprises and a dialogue event was conducted in October 2019, respectively.

Namibian Solar Electric Utility Vehicle (NSEUV)

Development of the second prototype is nearing completion, with target completion within the 2020-year end. The NSEUV is an electric utility vehicle, with lithium ion battery storage and flexible solar panels, operating with a zero carbon footprint. The Project boasts 12 engineering student intern researchers actively involved in the project.

Biodiversity Research

The University started a Master of Natural Resource Management (Nature Conservation) programme in 2015 that was based on a relationship between the nature conservation programmes at the university and the biodiversity conservation sector in Namibia. This paved the way for establishing the new Biodiversity Research Centre (BRC), officially approved in 2019, that includes doctoral (PhD) and master's student research. Students who study through this centre must design and implement a research project, resulting in a master's or doctoral thesis. Many of these theses lead to peer-reviewed scientific articles, making them available to an international scientific audience.

The BRC provides more than just biological and ecological expertise. Part of the centre's magic stems from its multi- and trans-disciplinary approach. For example: the Faculty of Computing and Informatics contributes to wildlife population data management and camera trap image auto-analysis, the Department of Emergency Medical Care look at first aid for field rangers, while the Electronic Engineering Programme are starting to experiment with wildlife telemetry equipment. By bringing ideas and approaches from these diverse disciplines together, we can provide fully integrated solutions to real-world conservation problems.

Determined, Resilient, Empowered, AIDS-free, Mentored, Safe (DREAMS)

Through the Faculty of Health and Applied Sciences (FHAS), NUST is providing supplementary educational support to various teachers and selected students across the country, in the Science, Technology, Engineering and Mathematics (STEM) subject areas. This is part of the USAID-funded DREAMS (Determined, Resilient, Empowered, AIDS-free, Mentored, Safe) project funded by PEPFAR through USAID, in which the University is a sub-partner.

The nearly complete innovative Namibian solar electric utility vehicle – prototype 2 (NSEUV#2)





The DREAMS project is implemented by Project HOPE Namibia as the prime recipient, together with Star for Life, LifeLine/ChildLine, NUST IntraHealth and Project HOPE US. DREAMS aims to avert new HIV infections amongst Adolescent Girls and Young Women (AGYW) between the ages of 10 -24.

NUST supports DREAMS AGYW with Mathematics, Biology, Physical Science and Life Skills teachers, in selected schools in the Khomas, Tsumeb, Onandjokwe, Omuthiya and Zambezi Health Districts. This is done by making use of 27 tutors as capacity development drivers. Of note is that all tutors are Honours graduates in the various STEM subjects from NUST, which is an additional example of capacity building results and an encouragement to the AGYW.

Biodiversity Research Centre

The University started a Master of Natural Resource Management (Nature Conservation) programme in 2015 that was based on a relationship between the nature conservation programmes at the university and the biodiversity conservation sector in Namibia. This paved the way for establishing the new Biodiversity Research Centre (BRC), officially approved in 2019, that includes doctoral (PhD) and master's student research. Students who study through this centre must design and implement a research project, resulting in a master's or doctoral thesis. Many of these theses lead to peer-reviewed scientific articles, making them available to an international scientific audience.

The main focus of the BRC is to conduct applied research which supports decision making regarding the conservation and sustainable use of biodiversity resources. In 2020 the BRC was an active participant in conservation leadership within Namibia. This is illustrated by the Centre's representation on many national steering committees, including the Namibian Chamber of Environment, the Ministry of Environment and Tourism's Research Ethics Committee, the Otjikoto Nature Reserve Trust, the IUCN Giraffe and Okapi Species Protection Committee and the Black-footed Cat Working Group. It was also jointly responsible for the founding of the Namibian Pangolin Working Group in order to ensure the protection of this highly threatened mammal.

Interactions with industry (Government and NGO) provided direction for where the centre applies its limited resources to support rural communities, private conservation initiatives and national parks. Some of the key areas of research undertaken by centre staff and post-graduate students are on human-wildlife conflict including elephant, snakes and vultures.

Elephant are widely regarded in southern Africa as an important cause of human-wildlife conflict. The centre engaged communal and commercial farmers in Kunene to study the causes of conflict with elephants. The Ministry of Environment Forestry and Tourism (MEFT) asked the centre to monitor satellite collared elephants in order to determine possible causes for elephants frequenting farmland. Two Masters students are due to complete their studies on

the subject and are regularly engaging farmers on matters relating to fences and water-provision.

Although not often thought of as a type of human-wildlife conflict, snakebites are sadly a regular occurrence in Namibia, and the centre collaborates with Snakes of Namibia to determine trends in snakebite occurrence and the management thereof. A study on three years' worth of snake conflict research was published in the international journal *Urban Ecosystems*.

Surprisingly vultures can cause major damage to aircraft due to collisions not only around airports, but also along established vulture flyways. Through centre researchers' modelling expertise a risk of collision model between aircraft and vultures was developed. The study combined aircraft and vulture flight trajectories and determined spatial and temporal hotspots where there was a high probability of vultures colliding with aircraft on local flight routes.

In addition to its focus on human-wildlife conflict, the Centre also has a special interest in studying and supporting the protection and management of rare and endangered species. In this regard, one of the Centre's most popular studies is on the ecology of black-footed cats. All knowledge of this rare and secretive desert cat comes from two study sites in South Africa, and now a third from Namibia. With a vehicle sponsored by Auas Motors, two Masters students are currently following four collared cats in the Gvuanä area providing globally important data for the protection and management of this species.

Pangolins are simultaneously one of the most threatened and currently the most illegally trafficked animal in the world. The centre is at the forefront of Namibian research into the ecology of this species and was a founding member of the Namibian Pangolin Working Group. Research conducted by our students provides estimates of pangolin densities in different parts of Namibia and provides guidance on pangolin habitat and the rehabilitation of pangolins confiscated from poachers.

Closely aligned to the above key research areas, the Centre also maintains a primary interest in understanding wildlife movements. Through the use of satellite and radio telemetry the BRC collared and monitored the largest diversity of animals in Namibia during 2020. This included springbok, kudu, eland, giraffe, elephant, pangolin and black-footed cat. The collaring exercises provided hands-on training opportunities for our students and also for students from the UNAM School of Veterinary Medicine, one of our partners.



SCIONA – Bridging the Kunene

Co-designing conservation technologies for Iona-Skeleton Coast Transfrontier Conservation Area (Angola - Namibia).

The Iona-Skeleton Coast Transfrontier Conservation Area (TFCA) is one of the larger transboundary conservation areas in southern Africa. It connects the Namib desert ecosystem's northern extent in Namibia and southern Angola and provides unique eco-tourism opportunities with its marine and terrestrial wildlife, impressive mountains, sand dunes, and surrounding indigenous Himba communities, covering approximately 30,000 km². The Namibian Skeleton Coast National Park and Angolan Iona National Park share several unique species, some found nowhere else on earth, including black-faced impala, desert dwelling elephants, the desert lion, black rhinos and the remarkable *Welwitschia mirabilis* plant. The two countries and parks are separated by the Kunene river, which provides an oasis in this arid ecosystem. The Kunene river mouth into the Atlantic Ocean is the second most species-rich coastal wetland of Namibia.

Compared to other TFCA's in the region, the area has little viable agricultural land, lack of industrial development and has a low population density. Surrounding communities, including the Himba, have seen little benefit from their proximity to the TFCA and cross-border management of the conservation area has been limited. The area is remote and inaccessible due to rugged mountainous terrain as well as large sand dune dominated areas. The TFCA mainly relies on basic institutional structures which are insufficient and result in poor ecosystem management and inadequate wildlife law enforcement. This is reflected by overfishing, poaching including organised commercial rhino poaching, habitat destruction, illegal mining, flooding, animal out-migration and local species extinction, threatening the sustainable future of the transboundary park.

Under stable political conditions within an enabling policy environment, Namibia's Skeleton Coast National Park and the adjacent conservancies have seen a positive growth of wildlife populations over the past 40 years. As the Namibian communities also rely on subsistence cattle and goat farming, they are particularly vulnerable to conflicts with predators such as lion, hyena, leopard, cheetah and crocodile. In contrast, Iona National Park in Angola has reduced wildlife populations and saw the encroachment of human populations into its sensitive habitats because of the recent civil war and subsequent lack of institutional and financial support. Increased human-wildlife conflict incidents are expected in Iona once biodiversity recovers and migration takes place from the Skeleton Coast and surrounding communal conservancies.

The project aims to strengthen cross-border ecosystem management and wildlife protection through co-designing and implementing conservation monitoring technology with the park authorities and surrounding communities. The project builds on the Namibian experiences with community involvement in ecotourism and conservation. Namibia has been at the forefront of devolving natural resource management authority to the local communities through the legally mandated Community-based Natural Resource Management (CBNRM) programme.



Highlights of the year

November

Vice-Chancellor Presentations

The campus community and members of the public were invited to the presentations by candidates shortlisted for the position of Vice-Chancellor. Guided by a theme, the candidates presented their visions for the University based on their attributes and experiences.

The event was live-streamed on the NUST website and Facebook Page, and more than 25 000 viewers watched it.

After a rigorous selection exercise, the NUST Council appointed Dr Eroid Naomab as Vice-Chancellor. Dr Naomab is expected to serve for five (5) years.

He holds a Doctor of Philosophy (PhD) in Plant Science, University of Nottingham (2008); a Master of Research in Strategic Resource Management (Distinction), Nottingham Trent University (2008); a Master of Science (Cum Laude), University of Namibia (2004), and a Bachelor of Science (BSc) University of Namibia (2000).

May and November

Virtual Graduation Ceremonies

As the world fights the COVID-19 pandemic, universities have been called upon to re-imagine how they operate as it is simply not business as usual. Although, a graduation ceremony is the biggest highlight of a student's academic journey, the event was held virtually for the first time at the Institution via social media.

Before the event being streamed on Facebook, the graduates shared video clips and images of themselves wearing gowns and celebrating their achievements. Social media was abuzz as the graduates showed their creativity and made the most of the situation. During the first semester of graduation, over 2 000 students obtained various qualifications, whilst during the November ceremony, over 700 candidates graduated.

Postgraduate Centre

The building is scheduled to be inaugurated during the first semester of 2021. Through this multi-million-dollar facility, the University can further advance its coordination of postgraduate studies and postdoctoral research. Additionally, the spaces on the ground floor of the building will be assigned to retailers that will provide support services to our students. Furthermore, the new facility will include parking bays that can accommodate over 200 vehicles. On the periphery of the building, there will be a taxi rank, which can accommodate more than 15 taxis at a time. This dedicated parking for taxis will smoothen the traffic flow around campus and ease the access to public transport for the University community.

September

Devices and Software availed to Students

A needs analysis conducted by the National Council of Higher Education (NCHE) earlier this year concluded that many students in Namibia do not have access to laptops or computers. They cannot afford the cost of data. Furthermore, at the time, the ICT infrastructure (including servers and storage) at the local higher education institutions could not support the increase in demand for online learning.

To mitigate these challenges, the Ministry of Higher Education, Technology and Innovation appointed an Inter-Agency Committee on the acquisition of devices and software that were availed to students through the Namibia Students Financial Assistance Fund (NSFAF).





Council and Management

Council Members



Ms Florette Nakusera
 Council Chairperson
*Director of the Research and
 Financial Stability Department
 and Chief Economist, Bank of
 Namibia*



Dr Michael Humavindu
 Deputy Council Chairperson
*Deputy Executive Secretary,
 Ministry of Industrialisation,
 Trade and SME Development*



Dr Andrew Niikondo
 Acting Vice-Chancellor, NUST



Ms Mamijoo Tjajamba
 Acting Deputy Vice-Chancellor:
 Administration and Finance,
 NUST



Prof Pramanathan Govender
 Deputy Vice-Chancellor: Research
 and Innovation, NUST



Dr Delvaline Möwes
 Acting Deputy Vice-Chancellor:
 Academic affairs, NUST



Ms Selma Heelu
 Secretary to Council,
 Acting Registrar, NUST



Hon Muese Kazapua
 Council Member



Mr Conrad Lutombi
 Chief Executive Officer, Roads
 Authority of Namibia

Council Members



Ms Kadiva Hamutumwa
Chief Strategy Officer, Namibia
Water Corporation



Dr Erling Kavita
Council Senate Representative
Associate Dean, Faculty of
Management Sciences, NUST



Ms Juanita Frans
Council Admin Staff
Representative Manager:
Business Systems
and Processes



Mr Epafra Shilongo
Council Academic Staff
Representative Lecturer:
Electrical and Computer
Engineering, NUST



Ms Lelian David
SRC President
Economics Student, NUST



Mr Tomas Lindji
Area Business Manager,
First National Bank Namibia



Ms Katrina Thomas
Chief Engineer (Electrical):
Capital Project Management,
Ministry of Works and Transport



Ms Elizabeth Kamutuezu
Deputy Director,
Ministry of Information and
Communication Technology



The Executive Management	
Designation	Name
Acting Vice-Chancellor	Dr Andrew Niikondo
Acting Deputy Vice-Chancellor: Administration and Finance	Ms Mamijoo Tjejamba
Deputy Vice-Chancellor: Academic Affairs	Dr Delvaline Mōwes
Deputy Vice-Chancellor: Research and Innovation	Prof Pramanathan Govender
Acting Registrar	Ms Selma Heelu
Deans	
Faculties	Name
Computing and Informatics	Dr Colin Stanley (Acting)
Engineering	Prof Johannes van der Walt
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 Mōwes
Cooperative Education Unit (Acting)	Vacant
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	A15. Lecture Building	BLOCK E
A1. Elisabeth Haus [OVC]	A16. Information Centre and Kiosk	E1. Faculty of Health and Applied Sciences
A2. Sander Haus	A17. Office Building	E2. Mining Engineering Building
A3. Administration Building		E3. Civil Engineering Building
A4. Land Management	BLOCK B	E4. Architecture Building
A5. Centre for Open and Lifelong Learning	B1. Quality Assurance Unit	
A6. Department: Student Services		BLOCK F
A7. Monresa Residence	BLOCK C	F1. Hotel School
A8. Hopker Residence	C1. Foundation House	F2. Pre-Fabricated Classrooms
A9. Shangri-La Residence		F3. Namibia Energy Institute
A10. Clinic	BLOCK D	
A11. Vocational Training	D1. Library and Information Services	BLOCK G
A12. Oppenheimer House	D2. Engineering Building	Proposed in Campus Development Framework
A13. Dawakos House	D3. Auditorium Building	
A14. Centre for Enterprise Development	D4. Science and Technology Building	



BLOCK H Proposed in Campus Development Framework	BLOCK K K1. Cooperative Education Unit	BLOCK P Proposed in Campus Development Framework
BLOCK I Proposed in Campus Development Framework	BLOCK L L1. Computing and Informatics House	BLOCK Q Proposed In Campus Development Framework
BLOCK J 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 M Proposed in Campus Development Framework	BLOCK R Proposed in Campus Development Framework
	BLOCK N Proposed in Campus Development Framework	BLOCK S S1. Poly Heights
	BLOCK O O1. Hotel Pension Kleines Heim	

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

ANNUAL FINANCIAL STATEMENTS

for the year ended 31 December 2020

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

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NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

General Information

Item	Description
Country of Incorporation and Domicile	Namibia
Nature of Business and Principal Activities	Tertiary Institution
Council Members	Dr Leake Hangala Ms Norah Ndopu Ms Flora Gaes Ms Kadiva Hamutumwa Ms Rachel Kalipi Ms Emilia Nghikembua Hon Sam Nujoma Dr Stanley Shanapinda Dr Alfred van Kent Dr Detlof von Oertzen Dr Eroid Naomab Ms Miriam Dikuua Dr Andrew Niikondo Dr Colin Stanley Dr Pilisano Masake Mr Joshua Mario Mr Matchwell Lizazi Mr Shoki Kandjimi Ms Desiree Booysen
Business Address	13 Jackson Kaujeua Street Windhoek West Windhoek Namibia
Postal Address	Private Bag 13388 Windhoek Namibia
Main Bankers	First National Bank of Namibia Limited
Auditors	SGA Chartered Accountants and Auditors
Secretary	Prof Sifiso Nyathi

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

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 2024 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 5 to 7.

The annual financial statements set out on pages 8 to 70, and the supplementary information set out on pages 71 which have been prepared on the going concern basis, were approved by the Council members and were signed on 21 November 2024 on their behalf by:



Dr Leake Hangala

Chairperson



Prof Eroid Naomab

Vice-Chancellor



CHARTERED
ACCOUNTANTS
& AUDITORS

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Physical: 24 Orban Street, Klein Windhoek, Windhoek, Namibia
Postal: PO Box 30, Windhoek, Namibia, 10005

PRACTICE NUMBER 9417

Independent Auditor's Report

To the council of Namibia University of Science and Technology

Qualified Opinion

We have audited the annual financial statements of Namibia University of Science and Technology set out on pages 8 to 70, which comprise the council's report, the statement of financial position as at 31 December 2020, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effect of the matters described in the Basis for Qualified Opinion section of our report, the annual financial statements present fairly, in all material respects, the financial position of the institution as at 31 December 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Namibia University of Science and Technology Act 7 of 2015.

Basis for Qualified Opinion

We were unable to obtain sufficient appropriate audit evidence to satisfy ourselves that the total trust funds as at 31 December 2020 are supported by adequate cash and cash equivalents. As a result, we could not determine whether the trust funds have been used for their intended purpose.

Had we been able to obtain sufficient evidence regarding the cash and cash equivalents supporting the trust funds and their proper use, it is possible that adjustments might have been necessary to the financial statements.

We conducted our audit in accordance with the International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the annual financial statements* section of our report. We are independent of the institution in accordance with the International Ethics Standards Board for Accountants *International Code of Ethics for Professional Accountants (including International Independence Standards)* and other independence requirements applicable to performing audits of financial statements in Namibia. We have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matter

The financial statements of the Institution for the year ended 31 December 2019 were audited by another auditor who expressed an unmodified opinion on those statements on 14 April 2023.

Other information

The council is responsible for the other information. The other information comprises of the detailed income statement as set out on page 71 which we obtained prior to the date of this report. Other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, 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.

Partners: C. Mathee (Managing Partner) - P.O. Jacobs - A.J. Esterhuizen - R. Cloete - Y.E. Kruger - E. Geertsema - D. Redona

Responsibilities of the council for the Annual Financial Statements

The council is responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards and 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 annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual 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 to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Annual Financial Statements

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

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

- Identify and assess the risks of material misstatement of the annual 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 expressing 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 annual 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 annual financial statements, including the disclosures, and whether the annual 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 identify during our audit.

SGA

SGA

**Registered Accountants and Auditors
Chartered Accountants (Namibia)**

**Per: D. Redona
Partner**

**Windhoek ... Namibia
07 February 2025**

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

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 2020.

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.

4. Council Members

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

At date of approval:

Council Members	Position	Nationality	Changes
Non-Executive:			
Dr Leake Hangala	Chairperson of Council	Namibian	Appointed 10 July 2023
Ms Norah Ndopu	Vice-Chairperson of Council	Namibian	Appointed 10 July 2023
Ms Flora Gaes	Council Member	Namibian	Appointed 10 July 2023
Ms Kadiva Hamutumwa	Council Member	Namibian	Re-appointed 10 July 2023
Ms Rachel Kalipi	Council Member	Namibian	Appointed 10 July 2023

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Council's Report

Council Members	Position	Nationality	Changes
Ms Emilia Nghikembua	Council Member	Namibian	Appointed 10 July 2023
Hon Sam Nujoma	Council Member	Namibian	Appointed 10 July 2023
Dr Stanley Shanapinda	Council Member	Namibian	Appointed 10 July 2023
Dr Alfred van Kent	Council Member	Namibian	Appointed 10 July 2023
Dr Detlof von Oertzen	Council Member	Namibian	Appointed 10 July 2023
Executive:			
Prof Eroid Naomab	Vice-Chancellor	Namibian	Appointed 01 January 2021
Ms Miriam Dikuua	Deputy Vice-Chancellor: Finance and Operations	Namibian	Appointed 15 March 2022
Dr Andrew Niikondo	Deputy Vice-Chancellor: Teaching, Learning and Technology	Namibian	No change
Dr Colin Stanley	Acting Deputy Vice-Chancellor: Research, Innovation and Partnerships	Namibian	Appointed 01 November 2021
Dr Pilisano Masake	Senate Representative to Council	Namibian	Appointed 08 December 2022
Mr Joshua Mario	Staff Representative: Academic	Namibian	Appointed 01 November 2022
Mr Matchwell Lizazi	Staff Representative: Administrative	Namibian	Appointed 01 November 2022
Mr Shoki Kandjimi	Alumni Representative	Namibian	Appointed 12 September 2023
Ms Desiree Booyesen	SRC President	Namibian	Appointed 01 January 2024

Council Members in office during the period under review:

Council Members	Position	Nationality	Changes
Non-Executive:			
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 Lindji	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

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Council's Report

Council Members	Position	Nationality	Changes
Executive:			
Mr Morne du Toit	Acting Vice Chancellor	South-African	Appointed 01 April 2019, Resigned 18 May 2020
	Deputy Vice Chancellor: Finance and Administration		Resigned 30 September 2020
Dr Andrew Niikondo	Acting Vice-Chancellor	Namibian	Appointed 19 May 2020 until 31 December 2020
	Deputy Vice Chancellor: Teaching, Learning and Technology		No change
Dr Delvaline Mowes	Acting Deputy Vice Chancellor: Teaching, Learning and Technology	Namibian	Appointed 19 May 2020 to 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 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
Dr Erling Kavita	Senate Representative	Namibian	No changes
Mr Shiwana Ndeunyema	Administrative Staff Representative	Namibian	Resigned 31 May 2020
Mr Epafra Shilongo	Academic Staff Representative	Namibian	No changes
Ms Juanita Frans	Academic Staff Representative	Namibian	Appointed 01 June 2020
Ms Lelian Davids	President	Namibian	Term ended 31 December 2020

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Council's Report

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

Council Members	Position	Nationality	Changes
Executive:			
Mr Morne 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
Dr Uazuva Kaumbi	Non executive Council Member	Namibian	Appointed 10 July 2023, Deceased 16 November 2023
Prof Eroid Naomab	Vice Chancellor	Namibia	Appointed 01 January 2021
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
Dr Collin Stanley	Acting Deputy Vice-Chancellor: Research, Innovation and Partnerships	Namibian	Appointed 01 November 2021
Ms Miriam Dikuua	Deputy Vice Chancellor: Finance & Operations	Namibian	Appointed 15 March 2022
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
Prof Sifiso Nyati	Registrar and Secretary to Council	Namibian	Appointed 01 April 2022
Dr Erling Kavita	Senate Representative	Namibian	Term ended 31 August 2022
Dr Pilisano Masake	Senate Representative	Namibian	Appointed 08 December 2022
Mr Epafra Shilongo	Academic Staff Representative	Namibian	Term ended 31 October 2022
Mr Joshua Mario	Academic Staff Representative	Namibian	Appointed 01 November 2022
Ms Juanita Frans	Administrative Staff Representative	Namibian	Term ended 31 October 2022
Mr Matchwell Lizazi	Administrative Staff Representative	Namibian	Appointed 01 November 2022

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Council's Report

Council Members	Position	Nationality	Changes
Mr Shoki Kandjimi	Alumni Representative	Namibian	Appointed 12 September 2023

Student Representative Council:

Council Members	Position	Nationality	Changes
Ms Pamela Gertze	President	Namibian	Term ended 31 December 2021
Mr Paulus Filippus	President	Namibian	Term ended 31 December 2022
Ms Martha Ambambi	President	Namibian	Term ended 31 December 2023
Ms Desiree Booyesen	President	Namibian	Appointed 01 January 2024

5. Events after the reporting period

i. 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.

ii. 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.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Council's Report

Council's report (continued)

iii. Rietfontein Campus Project

In 2023, The National Youth Service (NYS) and NUST joined forces to address high youth unemployment in Namibia by rolling out specific Technical and Vocational Education and Training (TVET) programmes. The academic operations officially commenced during 2024 for the Agriculture and Horticulture students. The aim is to prepare our students for the 5th Industrial Revolution in key production sectors such as precision agriculture through the usage of experimental farms and innovative farming techniques. These facilities also offer residences to approximately 150 NUST students and staff combined.

iv. NUST Lüderitz Campus

The University, in partnership with other government agencies and Ministries, has been part of the renovation of the Old Power Station in Lüderitz under the Principal Agent/Quantity Surveyors Richard Frankle and Partners of the Lüderitz Waterfront Development Company (Pty), a state-owned enterprise under the Ministry of Finance and State-Owned Enterprises. A significant part of the NUST component is close to completion and programmes in tourism and hospitality management, business and commerce and otherwise short courses are envisaged being offered on hybrid mode.

v. Write off for Identified Suspense Account Balances

Subsequent to the reporting date of 31 December 2020, the University identified material balances in several suspense accounts, including unallocated deposits, student deposit control, trust funds, and centre deposits. In consultation with SGA Chartered Accountants and Auditors, a decision was made to write off these balances retrospectively, starting from the 2020 financial year, following the adoption of the University's Policy on Revenue and Accounts Receivables approved in 2023. Following council approval, the write offs were as follows: N\$10,869,197.93 for Unallocated Credits, N\$2,112,195.17 for Trust Funds, and N\$ 10,110,037.77 for General Debtors.

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:

Liquidity and cash flow risks

The Institution recorded a deficit of (N\$84,133,593) (2019: (N\$271,037,379)) and total comprehensive income of N\$ 219,211,811 (2019: N\$243,129,379 deficit) in the current financial year. This is attributable mainly to the significant increase of the subsidy received of N\$503 910 000 (2019: N\$325 000 000) during the current year.

Council's Report

Council's report (continued)

The University has adopted, as one of its key strategic position, to gradually increase its self-generated revenue streams to complement 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\$488 mil (2021), N\$455 mil (2022), N\$492 mil (2023) and N\$495 mil (2024).

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

SGA Chartered Accountants and Auditors were appointed as the University's external auditors for a period of five years, effective from 6 September 2023, following the resignation of Deloitte & Touche, the previous auditors, on April 25, 2022.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Statement of Financial Position as at 31 December 2020

	Note(s)	2020 N\$	2019(Restated) N\$
Non-Current Assets			
Property, plant and equipment	4	2,045,627,571	1,754,797,690
Right of use assets	5	10,830,593	4,084,156
		2,056,458,164	1,758,881,846
Current Assets			
Inventories	7	1,303,961	847,784
Trade and other receivables	8	168,655,267	90,429,791
Investment at fair value	9	44,345,236	46,150,029
Cash and cash equivalents	10	71,947,508	155,292,467
		286,251,972	292,720,071
Total assets		2,342,710,136	2,051,601,917
Equity			
Revaluation reserves		1,074,883,423	805,655,392
Accumulated surplus		260,836,704	314,889,289
		1,335,720,127	1,120,544,681
Non-Current Liabilities			
Non-current lease liabilities	11	9,646,627	2,682,256
Post-employment benefit liabilities	6	161,094,000	125,305,000
Non-current deferred income	14	506,085,099	511,055,751
Non-current trust funds	12	52,109,905	83,313,429
		728,935,631	722,356,436
Current Liabilities			
Trade and other payables	13	199,483,176	179,581,412
Current lease liabilities	11	2,152,135	1,949,382
Current deferred income	14	10,389,274	10,398,274
Current trust funds	12	66,029,793	16,771,732
		278,054,378	208,700,800
Total liabilities		1,006,990,009	921,727,688
Total equity and liabilities		2,342,710,136	2,051,601,917

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	2020 N\$	2019 (Restated) N\$
Revenue	15	813,628,832	618,789,895
Other operating income	16	(1,230,613)	45,941,725
Bad debts written off and expected credit loss allowance		17,322,352	(22,532,687)
Other operating expenses		(914,178,175)	(924,183,408)
Operating (deficit)/surplus	17	(84,457,604)	(281,984,475)
Investment income	18	1,211,725	11,583,123
Finance costs	19	(887,714)	(636,027)
(Deficit)/surplus profit for the year		(84,133,593)	(271,037,379)
Other comprehensive income			
Remeasurements on net defined benefit liability/asset	6	3,287,000	27,908,000
Revaluation gain on property, plant and equipment	4	300,058,404	-
Other comprehensive income for the year		303,345,404	27,908,000
Total comprehensive (Loss) Income for the year		219,211,811	(243,129,379)

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Statement of Changes in Equity

	Revaluation reserve (Restated) N\$	Accumulated surplus (Restated) N\$
Balance at 01 January 2019	832,449,399	531,809,266
Deficit for the year		(271,037,379)
Other comprehensive income	-	27,908,000
Total comprehensive loss for the year	-	(243,129,379)
Transfer from retained earnings	(26,794,007)	26,794,007
Impact of IFRS 16 on date of initial adoption	-	(584,604)
	(26,794,007)	26,209,403
Balance at 31 December 2019	805,655,392	314,889,290
Deficit for the year		(84,133,593)
Other comprehensive income	300,058,404	3,287,000
Total comprehensive loss for the year	300,058,404	(80,846,593)
Transfer to retained earnings	(26,794,007)	26,794,007
Transfer from revaluation reserve	(4,036,366)	-
Balance at 31 December 2020	1,074,883,423	260,836,704

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Statement of Cash Flow for the year ended 31 December 2020

	Note(s)	2020 N\$	2019 N\$
Cash flow from operating activities			
Cash receipts from customers		765,051,061	877,278,839
Cash paid to suppliers and employees		(803,399,572)	(829,548,851)
Cash generated from operations	21	(38,348,511)	47,729,988
Interest received		1,211,725	11,583,123
Interest paid		(887,714)	(636,027)
Net Cash from operating activities		(38,024,500)	58,677,084
Cash flow from investing activities			
Purchase of property, plant, and equipment	4	(59,837,249)	(97,621,468)
Proceeds of property, plant, and equipment	4	393,624	37,091
Net Cash from Investing activities		(59,443,625)	(97,584,377)
Cash flow from financing activities			
Proceeds from Trust Funds	12	219,016,544	(265,262,758)
Repayment of Trust funds	12	(204,008,831)	268,662,911
Payment on lease liabilities	11	(2,884,547)	(3,011,024)
Government grant-capital grant		2,000,000	-
Net Cash from Financing activities		14,123,166	389,129
Total cash movement for the year		(83,344,959)	(38,518,162)
Cash at the beginning of the year		155,292,469	193,810,631
Total cash at end of the year	10	71,947,508	155,292,469

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.

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.

Accounting Policies

1.2 Significant judgements and sources of estimation uncertainty (continued)

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 assesses 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.

Accounting Policies

1.2 Significant judgements and sources of estimation uncertainty (continued)

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.

Going concern

The Council has, at the time of approving the financial statements, a reasonable expedition 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.

Accounting Policies

1.3 Property, plant and equipment (continued)

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.

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.

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.

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Accounting Policies

1.3 Property, plant and equipment (continued)

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:

Accounting Policies

1.4 Financial instruments (continued)

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

Accounting Policies

1.4 Financial instruments (continued)

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:

1.4.1 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.

Accounting Policies

1.4 Financial instruments (continued)

- 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.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a loan. In contrast, 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.

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.

Accounting Policies

1.4 Financial instruments (continued)

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 24).

1.4.2 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.

Accounting Policies

1.4 Financial instruments (continued)

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

Impairment

The 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 24).

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.

1.4.3 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 24 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 24).

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

Accounting Policies

1.4 Financial instruments (continued)

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.

1.4.4 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.

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).

Accounting Policies

1.6 Leases (continued)

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 17). 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;

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

Accounting Policies

1.6 Leases (continued)

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.

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 sub lease 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.

Accounting Policies

1.7 Inventories (continued)

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.

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.

Accounting Policies

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

Accounting Policies

1.10 Provisions and contingencies (continued)

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.

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.

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.

Accounting Policies

1.12 Revenue from contracts with customers (continued)

i) 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.

ii) 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.

iii) Tuition Fees

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

iv) Hostel Fees

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

v) 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.

vi) 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 above.

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:

Accounting Policies

1.13 Borrowing costs(continued)

- 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.

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.

Accounting Policies

1.14 Translation of foreign currencies (continued)

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.

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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.

3. New Standards and Interpretations

Standards and interpretations effective and adopted in the current year

3.1 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:
Definition of a business - Amendments to IFRS 3	01 January 2020	No Impact
Presentation of Financial Statements: Disclosure initiative	01 January 2020	The impact of the amendments was not material.
Accounting Policies, Changes in Accounting Estimates and Errors: Disclosure initiative	01 January 2020	The impact of the amendments was not material.

Standards and interpretations not yet effective

3.2 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:
IFRS 17 Insurance Contracts	01 January 2023	Unlikely there will be a material impact.
Amendments to IAS 1, 'Presentation of financial statements', on classification of liabilities	01 January 2023	Unlikely there will be a material impact.

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4. Property, plant and equipment

	2020				2019			
	Cost or revaluation N\$	Accumulated depreciation N\$	Carrying value N\$	Cost or revaluation N\$	Accumulated depreciation N\$	Carrying value N\$		
Buildings	2,265,700,886	(310,959,341)	1,954,741,545	1,913,393,444	(267,241,281)	1,646,152,163		
Motor vehicles	15,995,948	(12,858,666)	3,137,282	16,231,903	(13,178,492)	3,053,411		
Office equipment	44,096,205	(30,705,574)	13,390,631	43,498,844	(27,865,731)	15,633,113		
Other property, plant and equipment	256,021,015	(181,662,902)	74,358,113	251,001,943	(161,042,940)	89,959,003		
Total	2,581,814,054	(536,186,483)	2,045,627,571	2,224,126,134	(469,328,444)	1,754,797,690		

Reconciliation of property, plant and equipment - 2020

	Opening balance N\$	Additions N\$	Disposals N\$	Write offs N\$	Depreciation N\$	Revaluation gain N\$	Total N\$
	Buildings	1,646,152,162	52,193,111	-	-	(43,662,132)	300,058,404
Motor vehicles	3,053,411	1,407,950	(32,081)	-	(1,291,998)	-	3,137,282
Office equipment	15,633,113	652,062	(3,444)	-	(2,891,100)	-	13,390,631
Other, property, plant and equipment	89,959,004	11,838,926	(1,934)	-	(27,437,883)	-	74,358,113
	1,754,797,690	66,092,049	(37,459)	-	(75,283,113)	300,058,404	2,045,627,571

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4. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2019

	Opening balance	Additions	Disposals	Write offs	Depreciation	Total
	N\$	N\$	N\$	N\$	N\$	N\$
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

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4. Property, plant and equipment (continued)

An independent valuation of the Institution's land and building was performed to determine the fair value of the land and buildings at 31 December 2020. The valuation was performed by F.A Frank Schultz (BSc, ND (Property Valuation)) and confirmed to International Valuation Standards. The next valuation to take place will be for the year ending 31 December 2023.

The properties of the University are not commonly traded and as such the method used is the replacement cost 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\$50 and N\$750
Office erf	Between N\$2,500 and N\$3,500	Between N\$2,500 and N\$3,500
Light industrial erf (applies only to Erf 1973 Otjiwarongo)	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 a lessee are presented below:

5.1 Net carrying amounts of right-of-use assets

	2020	2019
	N\$	N\$
Cost of PPE subject to lease arrangements	15,594,407	11,646,085
Accumulated depreciation of PPE subject to lease arrangements	(4,763,814)	(7,561,929)
	10,830,593	4,084,156

5.2 Additions to right-of-use assets

	2020	2019
	N\$	N\$
PPE subject to lease arrangements	9,340,094	2,916,428
	9,340,094	2,916,428

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5. Right of use asset (continued)

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.

5.3 Depreciation recognised on right-of-use assets

	2020 N\$	2019 N\$
PPE subject to lease arrangements	2,411,401	2,352,413
	2,411,401	2,352,413

5.4 Other disclosures

	2020 N\$	2019 N\$
Interest expense on lease liabilities	870,430	621,487
Impact of IFRS 16 on date of initial adoption	-	584,606
Depreciation	2,411,401	2,352,413
	3,281,831	3,558,506

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

The right of use asset consists of buildings.

5.5 Reconciliation of right-of-use asset - 2020

	Cost N\$	Accumulated depreciation N\$	Total N\$
Right of use assets	15,594,407	(4,763,814)	10,830,593
	15,594,407	(4,763,814)	10,830,593

5.6 Movement of right-of-use asset - 2020

	Opening balance N\$	Additions N\$	Terminations N\$	Depreciation N\$	Total N\$
Right of use assets	4,084,156	9,340,094	(182,256)	(2,411,401)	10,830,593
	4,084,156	9,340,094	(182,256)	(2,411,401)	10,830,593

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5. Right of use asset (continued)

5.7 Movement of right-of-use asset - 2019

	Opening balance	Additions	Depreciation	Total
	N\$	N\$	N\$	N\$
Right of use assets	3,520,142	2,916,427	(2,352,413)	4,084,156
	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\$ 57,386,679 made.

Carrying value - Medical

	2020	2019
	N\$	N\$
Opening balance	91,967,000	107,063,000
Interest costs	9,736,000	11,421,000
Current service costs	2,821,000	3,680,000
Actuarial loss/(gain)	-	(27,908,000)
Benefits payments, withdrawals and actuarial adjustments	(3,055,000)	(2,289,000)
	101,469,000	91,967,000

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

Key assumptions	2020	2019
Discount rates	10.6%	10.6%
Medical inflation	7.7%	7.7%

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6. Post-retirement benefits (continued)

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.

	2020
	N\$
Current service costs	28,210
Interest costs	97,360
	<hr/>
	125,570

Severance liability

In accordance with section 35 (1) of the Namibian Labour Act of 2007, severance benefits are payable to an employee if he/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.

Carrying value - Severance

	2020	2019
	N\$	N\$
Opening balance	33,338,000	28,749,000
Interest costs	3,496,000	2,998,000
Current service costs	3,935,000	3,457,000
Past service costs	22,755,000	630,000
Actuarial loss	(3,287,000)	-
Benefits payments, withdrawals and actuarial adjustments	(612,000)	(2,496,000)
	<hr/>	
	59,625,000	33,338,000

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 2020 by D Sauber (FIA) of Strategic Actuarial Partners Namibia (Proprietary) Limited.

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6. Post-retirement benefits (continued)

Key assumptions	2020	2019
Normal retirement age	65 years	65 years
Minimum qualifying age	55 years	55 years
Number of qualifying employees	992	870
Average annual salary (N\$)	638,467	676,797
Discount rates used	11.2%	10%
Salary inflation rate	7.2%	7.2%

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.

	2020
	N\$
Current service costs	39,350
Interest costs	34,960
	74,310

Total Actuarial (gains)/losses recognised

	2020	2019
	N\$	N\$
Post-retirement medical benefit	-	(27,908,000)
Severance	(3,287,000)	-
	(3,287,000)	(27,908,000)

Total obligation balances

	2020	2019
	N\$	N\$
Post-retirement liability	101,469,000	91,967,000
Severance liability	59,625,000	33,338,000
	161,094,000	125,305,000

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7. Inventories

	2020	2019
	N\$	N\$
Merchandise	3,993	3,993
Consumable stock	1,433,469	971,342
	1,437,462	975,335
Provision for slow moving stock	(133,500)	(127,550)
	1,303,962	847,785

Reconciliation of slow moving stock

	2020	2019
	N\$	N\$
Opening balance	(127,550)	(151,985)
Current year provision	(5,950)	24,435
	(133,500)	(127,550)

8. Trade and other receivables

	2020	2019
	N\$	N\$
Financial instruments:		
Trade receivables	109,285,731	61,020,301
Expected loss allowance - trade receivables	(35,362,707)	(48,284,365)
Trade receivables at amortised cost	73,923,024	12,735,936
Prepaid expenses	2,829,848	2,451,263
Other receivables	93,145,689	86,363,458
Expected loss allowance - other receivables	(1,667,979)	(11,522,911)
Non-financial instruments:		
VAT Receivable	424,686	402,045
Total trade and other receivables	168,655,268	90,429,791

Split between non-current and current portions

	2020	2019
	N\$	N\$
Current assets	168,655,268	90,429,791
	168,655,268	90,429,791

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8. Trade and other receivables (continued)

Financial instrument and non-financial instrument components of trade and other receivables

	2020	2019
	N\$	N\$
At amortised cost	168,230,583	90,027,746
Non-financial instruments	424,685	402,045
	<u>168,655,268</u>	<u>90,429,791</u>

Reconciliation expected credit loss allowance

	2020	2019
	N\$	N\$
Opening balance - expected loss allowance	(59,807,276)	(45,829,145)
Loss allowances	12,666,553	(13,978,131)
Bad debts - written off	10,110,037	-
	<u>(37,030,686)</u>	<u>(59,807,276)</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.

Student Debtors

The average credit period on tuition debt is 126 days (2019: 180 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 (2019: 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.

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8. Trade and other receivables (continued)

Student debt - ageing - 2020

	Cost	Expected credit loss	Carrying amount
	N\$	N\$	N\$
1 year and less	88,654,324	(22,487,605)	66,166,719
More than 1 year	20,631,407	(12,875,102)	7,756,305
	109,285,731	35,362,707	73,923,024

Student debt ageing - 2019

	Cost	Expected credit loss	Carrying amount
	N\$	N\$	N\$
1 year and less	50,004,168	(37,268,233)	12,735,935
More than 1 year	11,016,132	(11,016,132)	-
Total on financial statement	61,020,300	(48,284,365)	12,735,935

General debtors - ageing - 2020

	Cost	Expected credit loss	Carrying amount
	N\$	N\$	N\$
1 year and less	84,388,140	-	84,388,140
More than 1 year	8,757,549	(1,667,979)	7,089,570
	93,145,689	(1,667,979)	91,477,710

General debtors ageing - 2019

	Cost	Expected credit loss	Carrying amount
	N\$	N\$	N\$
1 year and less	58,048,090	-	58,048,090
More than 1 year	28,315,369	(11,522,911)	16,792,458
Total on financial statement	86,363,459	(11,522,911)	65,114,239

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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:

	2020	2019
	N\$	N\$
Investments at fair value through profit or loss	44,345,237	46,150,029
	44,345,237	46,150,029

Designated at fair value through profit or loss:

	2020	2019
	N\$	N\$
Collateral Investments	636,748	1,963,887
Investments	43,708,489	44,186,142
	44,345,237	46,150,029

Split between non-current and current portions

	2020	2019
	N\$	N\$
Current assets	44,345,237	46,150,029
	44,345,237	46,150,029

10. Cash and cash equivalents

Cash and cash equivalents consist of:

	2020	2019
	N\$	N\$
Bank balances	71,947,508	155,292,467
Petty cash	-	-
	71,947,508	155,292,467

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11. Lease liabilities - right of use

Minimum lease payments due

	2020	2019
	N\$	N\$
Not longer than 12 months	3,102,879	2,328,769
Due later than 12 months	11,193,562	3,045,330
	14,296,441	5,374,099
Finance cost	(2,497,679)	(742,461)
Present value of minimum lease payments	11,798,762	4,631,638

Present value of minimum lease payments due

	2020	2019
	N\$	N\$
Amount due for settlement within 12 months	2,152,135	1,949,382
Amount due for settlement after 12 months	9,646,627	2,682,256
	11,798,762	4,631,638

	2020	2019
	N\$	N\$
Non-current liabilities	9,646,627	2,682,256
Current liabilities	2,152,135	1,949,382
	11,798,762	4,631,638

Cash flow reconciliation - lease payments

	2020	2019
	N\$	N\$
Opening lease balance	4,631,638	4,104,747
Additions	9,223,823	2,916,428
Lease termination	(158,852)	-
Reassessment of lease liability	116,271	-
Interest	870,430	621,487
Closing lease balance	(11,798,763)	(4,631,638)
	2,884,547	3,011,024

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12. Trust funds

	2020	2019
	N\$	N\$
NSFAF Bursary Fund Account	6,994,353	6,349,657
General Bursary Fund Account	4,317,069	2,974,992
Geo Spatial	-	40,161
Society of Mining Professors	120,000	160,000
Sustain Dev-Mineral Industry	120,000	120,000
Prof.Yrjo Neuvo Awards	-	9,000
NHRDP - Vocational Training	14,224,896	8,146,156
Study Abroad Africa	11,282	11,282
Vienna University	194,206	194,206
We Care Trust Fund	476,604	421,168
Dean's Fund	69,121	69,121
HIV/AIDS Campaign	3,125	3,125
Namibian - German Center for Logistics	15,851,504	15,594,366
General Bursaries	-	10,800
Worster Polytechnic Institute Funding (WPI) Capex Funding	145,160	182,584
Ministry of Mines: Renewal Energy	33,114,414	33,115,829
Waternet Maiers Program	-	38,898
Masters in Integrated Land Management (MILM)	10	74,145
Namibian Prison Service Agreement	1,890,703	1,932,545
POLYSAC	3,393	3,393
Computing & Information S/Club	11,000	7,700
Namibia National Farmers' Union (NNFU)	-	11,856
NASA Shadowing	-	37,555
Intra - Academic Mobility Scheme Africa, Caribbean and Pacific (ACP)	6,223,478	870,022
General Holding Funds Account	34,258,997	34,488,329
Spanish Agreement	-	220,282
Computing Workshops	(10)	19,884
Public Management Society	250	250
German Study trip	-	5,041
Football Club	9,884	9,000
LexiNexis textbooks	-	1,265
Pupkewitz Foundation Feeding Scheme	37,120	37,120
Media and Communications Society	8,317	9,525
International Student Admin Fee	13,504	13,504

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	2020	2019
	N\$	N\$
12. Trust funds(continued)		
Chess Club	1,480	1,480
Young Professional Council	17,841	25,402
NBII Consultancies	-	12,542
Gottengen/ Nust Field Trip	21,997	22,095
Provision for loss allowance for dormant Trust accounts/funds*	-	(5,159,119)
	118,139,699	100,085,161

Reconciliation

	2020	2019
	N\$	N\$
Opening balance	100,085,161	99,314,885
Movement in funds	15,007,713	(3,400,153)
Prior period error	-	9,329,548
Provision for loss allowance for dormant funds		
Debit balances	-	(19,421,669)
Credit balances	-	14,262,550
Write-off	3,046,825	-
	118,139,699	100,085,161

Trust funds ageing - 2020

	At amortised cost	Provision for loss allowance for dormant Trust accounts	Carrying amount
	N\$	N\$	N\$
Up to 1 year	66,029,794	-	66,029,794
More than 1 year	52,109,905	-	42,780,357
	118,139,699	-	108,810,151

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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	88,472,548	(5,159,119)	83,313,429
Total on financial statement	105,244,280	(5,159,119)	100,085,161

13. Trade and other payables

	2020 N\$	2019 N\$
Financial instruments:		
Trade payables	82,660,246	66,639,520
Accrued expenses	9,118,955	9,900,942
Deposits received	3,959,269	13,689,666
Total Financial Instruments	95,738,470	90,230,128
Non-financial instruments:	-	
Accrued leave pay	89,026,634	74,508,464
Accrued bonus	14,718,072	14,842,820
Total Non-financial instruments	103,744,706	89,351,284
Total	199,483,176	179,581,412

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14. Deferred income

	2020	2019
	N\$	N\$
Non-current liabilities	506,085,099	511,055,751
Current liabilities	10,389,274	10,398,274
	516,474,373	521,454,025

Movement

	2020	2019
	N\$	N\$
Opening balance	521,454,025	531,843,214
Reallocation from unallocated credits and sundry debtors	5,600,000	-
Release for the year	(10,579,652)	(10,389,189)
	516,474,373	521,454,025

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.

15. Revenue

Revenue from contracts with customers - services rendered

	2020	2019
	N\$	N\$
Tuition fees	291,727,989	260,184,295
Hostel fees	7,913,158	15,454,657
Printing income	49,905	134,067
Income from the hotel and hotel training	551,194	1,515,268
Extra-curricular income	5,681,692	10,075,742
	305,923,938	287,364,029

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15. Revenue (continued)

Revenue other than from contracts with customers - services rendered

	2020	2019
	N\$	N\$
Rental income	3,794,895	6,425,866
Government subsidy	503,910,000	325,000,000
	507,704,895	331,425,866

Total revenue

	2020	2019
	N\$	N\$
Revenue from contracts with customers	305,923,938	287,364,029
Revenue other than from contracts with customers	507,704,894	331,425,866
	813,628,832	618,789,895

16. Other operating income

	2020	2019
	N\$	N\$
Other income	26,618,914	18,226,890
Provision for loss allowance for dormant Trust accounts/funds	(27,849,527)	19,421,669
Provision for loss allowance for unallocated deposits	-	8,293,166
	(1,230,613)	45,941,725

17. Operating surplus/(deficit)

Operating (deficit)/surplus for the year is stated after charging (crediting) the following, amongst others:

Auditor's remuneration

	2020	2019
	N\$	N\$
Audit fees - external	(464,052)	(1,049,878)
Audit fees - internal	(733,565)	(489,431)
	(1,197,617)	(1,539,309)

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17. Operating surplus/(deficit) (continued)

Payments - other than to employees

	2020	2019
	N\$	N\$
Administrative and managerial services	(24,998,453)	17,175
Consulting and professional services	(2,685,279)	(5,050,432)
	(27,683,732)	(5,033,257)

Employee costs

	2020	2019
	N\$	N\$
Salaries, wages, bonuses and other benefits	(716,399,400)	(698,723,727)
Council members' fees - for services as Council members	(1,847,263)	(407,049)
Total employee costs	(718,246,663)	(699,130,776)

Short term leases

	2020	2019
	N\$	N\$
Premises	(13,692)	(2,041,980)
Equipment	(2,289,555)	(1,846,583)
	(2,303,247)	(3,888,563)

Depreciation and amortisation

	2020	2019
	N\$	N\$
Depreciation of property, plant and equipment	(75,283,113)	(72,449,065)
Depreciation of right-of-use assets	(2,411,401)	(2,352,413)
Total	(77,694,514)	(74,801,478)

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18. Investment income

Interest income

Investments in financial assets

	2020	2019
	N\$	N\$
Bank and other cash	1,211,725	11,583,123
	1,211,725	11,583,123

19. Finance costs

	2020	2019
	N\$	N\$
Lease liabilities	(870,430)	(621,487)
Interest paid	(17,284)	(14,540)
	(887,714)	(636,027)

20. Other comprehensive income

Components of other comprehensive income - 2020

Items that will not be reclassified to profit (loss)

	Gross	Net
	N\$	N\$
Remeasurements on net defined benefit liability/asset	3,287,000	3,287,000

Components of other comprehensive income - 2019

Items that will not be reclassified to profit (loss)

	Gross	Net
	N\$	N\$
Remeasurements on net defined benefit liability/asset	27,908,000	27,908,000

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21. Cash generated from operations

	2020	2019
	N\$	N\$
(Loss)/profit before taxation	(84,133,593)	(280,763,689)
Adjustments for:		
Depreciation and amortisation	77,694,514	74,801,478
Interest income	(1,211,725)	(11,583,123)
Finance costs	887,714	636,027
Forex loss	597,839	469,472
Movements in retirement benefit assets and liabilities	35,789,000	17,401,000
Property, plant and equipment write offs	-	155,579
Impairment allowance - expense	(13,147,001)	14,262,550
Movement in Provision for loss allowance for dormant Trust accounts/funds	-	(19,421,669)
Gain/Losses -Leases Termination	23,404	-
Profit/Loss on Disposal	(393,625)	-
Deferred income	10,579,651	-
Donation in kind	(6,254,799)	-
Provision for loss allowance for unallocated deposits	-	(8,293,165)
Changes in working capital:		
Inventories	(456,177)	299,846
Trade and other receivables	(78,154,766)	263,853,374
Trade and other payables	19,831,053	6,301,497
Deferred income	-	(10,389,189)
	(38,348,511)	47,729,988

22. Commitments

Authorised capital expenditure

Already contracted for but not provided for	2020	2019
	N\$	N\$
Authorised but not committed	5,600,000	26,000,000

The balance of N\$ 5,600,000(2019: N\$26,000,000) for the future erection of buildings and improvements to infrastructure will be financed by internal resources and by the grants from the Government.

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23. Related parties

Related party balances

Loans to related parties	2020	2019
	N\$	N\$
Loans to key Management Personnel	716,022	1,205,118
Compensation of key Management Personnel: Short-term employment benefits	8,378,877	13,453,738

24. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets - 2020

	(Notes)	Fair value through profit or loss - Designated N\$	Amortised cost N\$	Total N\$	Fair value N\$
Investments at fair value	9	44,345,237	-	44,345,237	44,345,237
Trade and other receivables	8	-	168,230,583	168,230,583	168,230,583
Cash and cash equivalents	10	-	71,947,508	71,947,508	71,947,508
		44,345,237	240,178,091	284,523,328	284,523,328

24. Financial instruments and risk management (continued)

Categories of financial assets - 2019

	(Notes)	Fair value through profit or loss - Designated N\$	Amortised cost N\$	Total N\$	Fair value N\$
Investments at fair value	9	46,150,029	-	46,150,029	46,150,029
Trade and other receivables	8	-	90,027,746	90,027,746	90,027,746
Cash and cash equivalents	10	-	155,292,468	155,292,468	155,292,468
		46,150,029	245,320,214	291,470,243	291,470,243

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24. Financial instruments and risk management (continued)

Categories of financial liabilities - 2020

	(Notes)	Amortised cost N\$	Leases N\$	Total N\$	Fair value N\$
Trade and other payables	13	95,738,470	-	95,738,470	95,738,470
Lease obligations	5&11	-	11,798,763	11,798,763	11,798,763
Trust funds	12	118,139,699	-	118,139,699	118,139,699
		213,878,169	11,798,763	216,347,384	225,676,932

Categories of financial liabilities - 2019

	(Notes)	Amortised cost N\$	Leases N\$	Total N\$	Fair value N\$
Trade and other payables	13	90,230,128	-	90,230,128	90,230,128
Lease obligations	5&11	-	4,631,638	4,631,638	4,631,638
Trust funds	12	100,085,161	-	100,085,161	100,085,161
		190,315,289	4,631,638	194,946,927	194,946,927

Capital risk management

	(Notes)	2020 N\$	2019 N\$
Trade and other payables	13	199,483,176	179,581,412
Lease liabilities	5&11	11,798,763	4,631,638
Total borrowings		211,281,939	184,213,050
Cash and cash equivalents	10	(71,947,508)	(155,292,467)
Net borrowings		139,334,431	28,920,583

24. Financial instruments and risk management (continued)

Ratio

	2020	2019
Equity	1,335,720,127	1,120,544,681
Gearing ratio	9%	4%

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24. 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.

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

		2020			2019		
	(Notes)	Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
		N\$	N\$	N\$	N\$	N\$	N\$
Investments at fair value through profit or loss	9	44,345,237	-	44,345,237	46,150,029	-	46,150,029
Trade and other receivables	8	205,261,269	(37,030,686)	168,230,583	149,835,022	(59,807,276)	90,027,746
Cash and cash equivalents	10	71,947,508	-	71,947,508	155,292,468	-	155,292,468
		321,554,014	(37,030,686)	284,523,328	351,277,519	(59,807,276)	291,470,243

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24. Financial instruments and risk management (continued)

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.

		Carrying amount	
	(Notes)	2020	2019
		N\$	N\$
Non-current liabilities			
Lease liabilities	11	9,646,627	2,682,256
Trust funds	12	52,109,905	83,313,429
Current liabilities			
Trade and other payables	13	95,738,470	90,230,128
Lease liabilities	11	2,152,135	1,949,382
Trust funds	12	66,029,794	16,771,732
		225,676,931	194,946,927

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. The institution has a €16 million liability raised under an agreement with the European Union, classified as a monetary item under IAS 21. As of 31 December 2020, this liability was translated into Namibian Dollars (NAD) at the closing rate of EUR/NAD 17.98, amounting to N\$ 15,972,079.18. Exchange differences arising from translation are recognised in profit or loss.

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24. Financial instruments and risk management (continued)

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.

25. 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

Financial assets mandatorily measured at fair value through profit or loss

	(Notes)	2020 N\$	2019 N\$
Investments	9	44,345,237	46,150,029
Total		44,345,237	46,150,029

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.

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26. 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 2020. Current year contributions by the Institution amounted to N\$ 57,386,479 (2019: N\$ 55,729,523).

27. Prior Period Errors

27.1 Expected loss allowance-General Debtors

During the year, management identified an error in the expected loss allowance for general debtors that resulted in an overstatement of the allowance in the previous financial year. The error has been corrected by restating the comparative figures for the year ended 31 December 2019. The impact of the restatement is as follows:

Impact on the 2019 Financial Statements:

Trade and Other Receivables: Increase by N\$ 9,726,309.

Retained Income (Opening Balance): Increase by N\$ 9,726,309.

Expected loss allowance-other receivables: Decrease by N\$ 9,726,309.

Profit/Loss for the Year: Increase by N\$ 9,726,309.

Total Comprehensive Income for the Year: Increase by N\$ 9,726,309.

Total Assets: Increase by N\$ 9,726,309.

Total Equity: Increase by N\$ 9,726,309.

27.2 Revaluation Reserve

During the financial year ended 31 December 2020, it was identified that the revaluation reserve for land and buildings was incorrectly released to retained income over the useful life of the buildings. The revaluation surplus related to land should not have been included, as land is not depreciated.

The correction affects prior periods (2018 and 2019). The adjustment ensures that only the portion of the revaluation surplus related to buildings is released to retained income, in accordance with IAS 16.

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27. Prior Period Errors (continued)

Impact on the 2019 Financial Statements:

Revaluation Reserve decreased by N\$ 2,244,195

Retained Income increased by N\$ 2,244,195

This adjustment has no impact on profit or loss for the periods affected, as it pertains solely to equity accounts.

Impact on the 2018 Financial Statements:

Revaluation Reserve decreased by N\$ 2,244,195

Retained Income increased by N\$ 2,244,195

This adjustment has no impact on profit or loss for the periods affected, as it pertains solely to equity accounts.

27.3 NGCL Fund Control Account

During the financial year ended 31 December 2020, the University identified a prior period error related to the 25% profit-sharing agreement between NUST and the Namibia-German Logistics Centre (NGCL) for the years 2017 and 2018. The agreement required that 25% of income from certain logistics programs be paid to NGCL, but this amount was not recognized in the financial statements for those years.

As a result, the Retained Income for 2017-2018 was overstated by N\$ 9,329,548 million. This error has been corrected by adjusting the opening balance of Retained Income as at 1 January 2019. The restated amounts for the comparative years are as follows:

Impact on the 2019 Financial Statements:

Retained Income (1 January 2019) decreased by N\$ 9,329,548

NGCL Fund Control Account increased by N\$ N\$ 9,329,548

The correction does not affect the current year's financial performance but impacts the comparative figures for the prior periods.

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28. Change in Accounting Estimate – Revision of Useful Lives of Buildings

During the 2019 financial year, the useful lives of buildings were reassessed based on new information available to management. This reassessment resulted in a change in the depreciation rates applied to the buildings. However, the required disclosure of this change in estimate was inadvertently omitted from the financial statements for the 2019 financial year.

As required by IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*, this change in estimate has been applied prospectively. The impact of the change has been reflected in the current financial period and will continue to affect future periods. No adjustments to prior periods are necessary.

The effect of this change in accounting estimate on the current year's financial statements is as follows:

Depreciation expense for the year ended 31 December 2019 has been reduced by N\$ 16,823,070.96.

The depreciation expense for future periods is expected to decrease by N\$ 72,823,127.85 because of the revised useful lives of the buildings.

This change will continue to be applied in future periods.

29. Contingent liabilities

Suretyship for Staff Housing Loans

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\$ 26,603,554 (2019: N\$ 17,088,461). This suretyship lapses as soon as the staff member ceases to be in the employment of the Institution.

Administrative Staff 5-Year Bonus Provision

The University has provided N\$3,306,643 for the 5-year administrative staff bonus as per the HR Code; in consultation with SGA Chartered Accountants and Auditors, the institution concluded to disclose this balance in the financial statements for the year ended 31 December 2020 as a contingent liability, as the University is uncertain about the exact obligations to the employees.

Fraudulent Activities – Student Financial Aid Office

During 2023, the University uncovered fraudulent activities involving a staff member in the Student Financial Aid Office, dating back to 2015. The staff member processed fictitious credits to students' accounts, with N\$2.64 million confirmed as the amount involved as of the reporting date.

The University has strengthened internal controls to prevent further fraud, and an investigation is ongoing. Although the full financial impact is not yet determined, it is probable that the University may incur a loss. The N\$2.64 million is disclosed as a contingent liability. Once the investigation concludes and the total loss is confirmed, the liability will be recognised in the financial statements.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Notes to the Annual Financial Statements

30. Events after the reporting period

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

31. Approval of Annual Financial Statements

These Annual Financial Statements were approved by the University Council on 21 November 2024.

NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Annual Financial Statements

For the year ended 31 December 2020

Detailed income statement

	Note(s)	2020 N\$	2019 N\$
Revenue			
Tuition fees	15	291,727,989	260,184,295
Hostel fees	15	7,913,158	15,454,657
Income from the hotel and hotel training	15	551,194	1,515,268
Printing income	15	49,904	134,067
Extra curricular income	15	5,681,692	10,075,742
Government subsidy	15	503,910,000	325,000,000
Rental income	15	3,794,895	6,425,866
Revenue	15	813,628,832	618,789,895
Other operating income			
Other income	16	(1,230,613)	45,941,725
Other operating income		(1,230,613)	45,941,725
Bad debts written off and expected credit loss allowance			
Bad debts written off		17,322,352	(22,532,687)
Bad debts written off and expected credit loss allowance		17,322,352	(22,532,687)
Other operating expenses			
Employment costs	17	(718,246,663)	(699,057,395)
Depreciation and amortisation	17	(77,694,514)	(74,801,478)
Short term lease	17	(2,303,247)	(3,888,563)
Auditors remuneration - external	17	(464,052)	(1,049,878)
Auditors remuneration - internal audit fees	17	(733,565)	(489,431)
Payments, other than employees	17	(27,683,732)	(5,033,257)
Impairment allowance (expense)		14,262,650	(14,262,650)
Other expenses		(101,315,052)	(125,600,756)
Other operating expenses		(914,178,175)	(924,183,408)
Operating (deficit)/surplus		(84,457,604)	(281,984,475)
Investment income			
Interest income		1,211,725	11,583,123
Investment income	18	1,211,725	11,583,123
Finance costs			
Interest paid		(887,714)	(636,027)
Finance costs	19	(887,714)	(636,027)
(Deficit)/surplus profit for the year		(84,133,593)	(271,037,379)







NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Annual Report 2020

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